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Dear Members of the Consulting Team:

Greeting! I am pleased to submit my letter of application for the position of President at Florida Gulf Coast University. It is exciting to be considered for the role of an academic leadership position of such a dynamic and growing comprehensive university. The University's reputation for student-centered education and emphasis on community especially interest me. I have greatly admire the impact the university has placed on academics, research and the community over the past twenty years.

I have examined carefully the Presidential Search Prospectus and related materials. My experience as Dean of the College of Arts and Sciences (the largest College) at Grambling State University, along with other academic assignments have provided me a solid understanding of the mechanics and operational procedures of the University, the areas which need enhancement, and the issues facing higher education in the state and nation. Please accept this letter with the accompanying vita and list of references as my application for the position.

Several critical national and state public policy issues form the context for the next phase of leadership in higher education. Among these is the need for a more highly educated citizenry so that the university can continue to produce intellectual capacity in the state of Florida and the nation as a means to address the problems and opportunities before society. Increased degree production is needed at the two-year, baccalaureate, and graduate levels, however, beyond simply the number of degrees, is the nature and quality of the education the students receive in their successful pursuit of their academic goals. Their education should equip them to function as productive citizens and leaders in today's world. A further issue is that university research and scholarship is expected to contribute to economic and social development in more comprehensible ways, creating new jobs and ideas for the national and global marketplace. Additionally, higher education is expected to operate with greater cost-effectiveness and accountability as states and individuals are pressed harder for competing demands on resources. I

believe that FGCU is well positioned to address these issues, given its degree spectrum and innovative faculty who are equipped with a wide range of pedagogical expertise.

The leadership of the University has done an outstanding job in establishing it as one of the premier academic institutions in the state of Florida and the nation. Its emphasis on student-centered education and community engagement is synonymous with my academic philosophy and vision. If selected as President, one of my goals would be to ensure that the University Vision is further enhanced through my leadership, which would incorporate a seamless transformation to the new strategic plan emphasizing the areas of opportunity, impact, responsibility, and vitality.

If given the opportunity to serve as President I would focus on the following eight initiatives: (1) advance and solidify strategic direction of the university through active conversation, activities, and engagement; (2) optimize organizational structures and practices, (3) develop partnerships and dual enrollment initiatives to refine and expand first year and transfer programs, (4) work closely with admissions staff to increase diversity in student recruitment/population and retention, (5) develop and implement experiential learning opportunities for both traditional and nontraditional students, (6) seek funding to increase support of a comprehensive faculty development program and scholarly research center of excellence and (7) develop a comprehensive international studies center, that would enhance recruitment as well as provide opportunities for student study abroad.

My background in the arts and as an educational administrator has equipped me with the necessary tools to “build.” I am by design a transformational leader. All of my assignments in the academy validate this fact. I believe that the next President must be able to build on the legacy of the institution and with the help of the faculty and staff move it to a new and more diverse paradigm. This task must include the continuation and creation of solid, viable partnerships. I believe that through on-going and continuous training, active and engaged research, additional grant programs and a committed faculty the aforementioned initiatives can be achieved.

My two earned doctorates: Ph.D. Virginia Tech University (Curriculum and Instruction), Ed. D. Argosy University (Education Leadership), couple with my background and experience of 40 years clearly qualify me for this position. Additionally, I have served: 1) on the leadership team/cabinet of two presidents, 2) Dean, as the largest college (College of Arts and Sciences), 3) Associate Dean, and 4) Department Chair. My last assignment gave me oversight for a budget of \$7.1 Million, with a staff of approximately 190 individuals.

It is my desire that after reviewing the enclosed materials the committee will become aware of my understanding and commitment to education, research, and my aspiration to join the leadership team of such a prestigious University and System.

Finally, I am desirous of joining the FGCU team because I admired the structure and the context of its academic and professional framework. The institutional programs at FGCU are impressive and show potential for greater growth and development. The institution's size and its student to teacher ratio are equally inviting. In addition, this opportunity would also provide me the vista for continuing my academic growth and the realization of my professional dream. I believe the role of President is one that is intriguing and immensely rewarding.

I desire to serve as the next President specifically, because I believe that I have the wherewith all to lead and accomplish the goals of the institution. I consider my leadership style to be transformative; I am student center, compassionate and I believe in shared governance. One of the most important roles of the President is being able to define and find solutions to those important academic problems that must be solved. It is incumbent upon the President to create and ensure that there is a broad-based sense of intellectual ownership among all internal publics of the university. Above all, I understand that good communication skills are necessary and major tenants of the job. The next President must realize that one's communicative ability is dependent upon the successful exercises perpetuated by others and therefore inclusion and shared governance is a must.

I truly believe that I am the ideal person to lead the trajectory of FGCU and the Eagle Spirit to its next peak of excellence. I am a bold, outside of the box thinker. I have a stellar background of experiences and I am a servant leader who understands how to lead and manage people. Above all I am innovative, committed and understand the nature of change.

I am the leader needed for such a time as this at FGCU! Thank you for this opportunity to submit my credentials.

Sincerely,

King David Godwin, Ph.D., ED.D.