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ACCOMPLISHED CHIEF EXECUTIVE OFFICER SEEKS TO SERVE FGCU

October 10, 2016

Lucy Leske, Robert Luke, and Veena Abraham
Witt/Kieffer Consultants
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Dear Witt/Kieffer,

I was very pleased to learn of the opening for the position of President of Florida Gulf Coast University. As an accomplished team-playing chief executive, I possess a proven track record as a visionary change agent and reformer who possesses extensive and successful experience transforming large underperforming health care organizations into accountable, efficient and performance-driven organizations. Throughout my career I have always been known as a strong, pragmatic and collaborative executive who promotes a culture of transparency, trust and respect and initiates bold reforms to achieve compelling results. My management style focuses on three core principles; establishing trust and integrity, demonstrating care and honesty, and practicing servant leadership. Because of this, I have been able to successfully build strong teams to accomplish amazing results that have been game changers for the organizations, the state and ultimately the citizens. I am confident that my experience, style and demeanor would make me the appropriate choice to lead Florida Gulf Coast University and build on its tradition of excellence.

As you review my credentials, you will see that I have vast experience in healthcare and educational executive management, fundraising, communications, creating effective organizations, developing community partnerships, engaging stakeholders, working successfully with diverse constituencies and making evidence based and transparent decisions. These competencies have allowed me to build successful teams that selflessly work together to positively impact stakeholders and students. Whether it has been saving billions of dollars by creating pragmatic health reform initiatives and organizational efficiencies in multiple states, creating workforce and education initiatives that help working families or helping a disabled individual obtain a job or access to education, my commitment is always to work collaboratively with others to help families, children, citizens and taxpayers achieve the dream of a better life and greater prosperity. By working with and allowing those around me to create a shared vision and work together, everyone succeeds.

In addition to my visionary executive experience, I possess the “nuts and bolts” expertise to make the School more efficient and creative and inspire a progressive team-oriented culture that will achieve positive results. My current role as a senior administrator at Hellenic College, combined with my prior record and experience leading large state-level Health and Human Services agencies and programs for Pennsylvania and Rhode Island, illustrates the level of effectiveness and innovation that I would bring to this position. A few of my accomplishments over the past few years illustrate why I am a perfect match for FGCU:

Increasing Academic Enrollment and Building New Programs

- **Create** a new Health Sciences School, Department of Continuing Education and online learning system. These new programs are aimed at developing skilled workers to meet market demands.
- **Lead college-wide strategic planning process** on increasing enrollment and retention rates, improving academic programs, activities and infrastructure and marketing.

Exceptional Executive Management and Fiscal Accountability and Solid Fundraiser

- **Created and implemented a new financial program integrity and internal audit system that turned around a large underperforming and inefficient organization into a top performing nationally recognized model** by designing and implementing savings and efficiency initiatives that lowered expenditures by over **\$1 Billion** dollars in less than 24 months. Introduced a new cost effective turnaround

management system, performance metrics and innovative solutions that saved money, changed the culture and transformed the organization into an accountable, value-oriented, and data and performance-driven system. The Council of State of Governments recognized this initiative with a national award for excellence and innovation and as a best practice model for states. Many states have modeled this initiative.

- **Reorganized and modernized 5 state agencies** by eliminating redundant functions, streamlining operations, flattening the hierarchy, redesigning employee roles and job specifications and reducing staff by 15%. Developed new workflow models, created team incubators for new ideas, crafted benchmarking and deployed succession planning. This resulted in fostering innovation, and empowering employees to be creative and prepared while driving down the overall cost. Enhanced efficiencies saved over \$25 Million dollars.
- **Developed budgets that consistently ended the fiscal year balanced or with a surplus.** In 2012, delivered a \$140 million surplus back to the Commonwealth of Pennsylvania general fund.
- **Led all Hellenic College Fundraising efforts.** Increased major gifts and annual fund by 10% from previous year.
- Created a new public safety, emergency management system with incident command that ensured the safety of statewide offices.
- Designed and monitored large-scale capital projects at the Department of Humans Services in Pennsylvania and Rhode Island.

Creativity and Innovation in Health and Human Services

- **Designed and implemented a ground breaking national entitlement reform called the Rhode Island Health Global Waiver that turned an underperforming, disorganized and siloed \$1.8 Billion dollar public health care system,** into an integrated, coordinated and value-driven system of care. This nationally acclaimed health care program restored financial integrity, increased health care access for the most vulnerable, bent the cost-curve and kept the state \$1.7 Billion dollars under the agreed upon budget cap. Saved over \$100 Million dollars and kept growth to 1% while increasing quality and health outcomes and eradicating a severe structural deficit.
- **Created and implemented a strategic plan-work first initiative that saved over \$10 Million dollars by transforming the nation's lowest performing cash assistance program into a national top-performing welfare-to-work system,** generating thousands of job placements, reducing the welfare roles by 30 percent and deploying performance-driven contracts.
- **Created and implemented a landmark performance based county Human Services Block Grant** that combined multiple separate funding streams into one flexible and integrated care system with an end result of lowered costs and improved quality.

Team Building

- **Created and implemented a management and innovation institute** that provided new skills to managers, identified middle management talent, offered mentoring services, innovatively rewarded success and more.

Consensus Building and External Relations

- **Maintained strong and open communications and a positive working relationship with public unions and labor.**
- **Extensive experience working with government officials, legislative leadership and creating new partnerships.** Successfully worked with legislative leadership to pass many pioneering reform initiatives.

My vast executive experience, pragmatic consensus building record, academic accomplishments and demonstrated achievements to work together with many different organizations and constituencies to achieve amazing results uniquely qualifies me to lead Florida Gulf Coast University.

I will contact you in the next week to set up meeting to discuss how I can build upon FGCU's tradition of excellence.

Sincerely,



Gary D. Alexander

Encl.: Resume

