

Juan (“Jay”) Rosselló

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November 7, 2016

FGCU Presidential Search Committee

c/o Witt/Kieffer

FGCUPres@wittkieffer.com

RE: Florida Gulf Coast University – President

To whom it may concern:

I am hereby writing to apply for the position of President at Florida Gulf Coast University (“FGCU”).

I have served as a professional in higher education for a decade and a half, primarily in large, complex organizational settings.

- I am currently the General Counsel and Secretary, and a member of the Strategic Leadership Team, of The InfiLaw System (“InfiLaw”), a consortium of proprietary, ABA-accredited law schools. As such, I am responsible for all legal, lobbying, and governance matters at the consortium and its member schools, including, without limitation, litigation management, corporate development, board governance, regulatory compliance, and governmental affairs.
- Previously, I worked as Director of Legal Affairs and Enterprise Risk, Ethics & Compliance at the National Collegiate Athletic Association (“NCAA”), a private, non-profit and unincorporated association charged with overseeing all aspects of intercollegiate athletics. In that capacity, I assisted and supported the NCAA’s Senior Management Group, other NCAA chief officers, National Office Staff, the NCAA membership, and the more than 130 representative committees that make up the Association’s governing structure. My responsibilities at the NCAA included business, contractual and corporate matters; intellectual property management; employment issues; and risk management.
- Before joining the NCAA, I served as Associate General Counsel at West Virginia University (“WVU”) – a leading land-grant, doctoral degree granting, public research university – focusing primarily on the areas of corporate, commercial, employment, intellectual and real property law and advising the institution’s senior management and Board of Governors on litigation and other matters of higher education law and policy.

I have also worked as mergers & acquisitions counsel for a networking equipment company, as a corporate associate with a major law firm, and as a law clerk to a federal appeals court judge.

I have a Bachelor of Arts degree from Yale University, a Juris Doctor degree from the Georgetown University Law Center, and an MBA degree from Suffolk University's Sawyer School of Management.

I have long aspired to assume the presidency of an institution of higher education, and FGCU, in my estimation, presents the right opportunity at the right time. I am attracted to FGCU's mission, and its emphasis on academic excellence, community service and, above all else, student success. The university's efforts to foster a stimulating educational environment that welcomes diversity of expression and thought resonates well with my own values.

I am also cognizant of the challenges that lay ahead for the organization, and confident in my own capabilities to successfully address the same going forward. Improving graduation rates, incorporating competency and distance based education, advocating for enhanced support from Tallahassee, and evaluating expansion along academic programs, recruiting markets and even athletic offerings are all areas awaiting action for the next president.

I have experience and expertise in each of these, and can bring to bear the same to the benefit of the organization as a whole. I am familiar, for instance, with incentive programs and software platforms designed to keep students on track towards graduation. I have also participated in the assessment and implementation of online educational offerings, in a way that meets the service commitments of institutions like FGCU. This competency promises to be especially relevant for the future president, since, as reported by the Sun-Sentinel just last month, the State University System of Florida is aiming to deliver 40 percent of its total undergraduate credit hours through online education by 2025.

In addition, I have helped institute and grow university research parks at other public institutions and can likewise build upon FGCU's current ETI and other programs to develop a truly comprehensive technology complex. My involvement in large-scale, nationwide marketing and promotional initiatives while at the NCAA similarly would help further the university's ongoing efforts to consolidate and solidify its brand identity. As a member of InfiLaw's Strategic Leadership Team, I have been able to contribute to the strategic direction of the organization, and could leverage that knowledge base to successfully charter the university's course going forward. Finally, I have been responsible for fundraising, government affairs and lobbying efforts, an attribute which is bound to be an asset towards the goals of securing the university's financial future and otherwise distinguishing it from its in-state peers.

I am originally from San Juan, the capital city of Puerto Rico. Growing up, I came to fully appreciate and learn firsthand the value of leadership and the role of service towards the furtherance of social wellbeing. My father was a two-time governor of the Caribbean island during the 1990s, and, among other things, he strongly emphasized and promoted academic and educational pursuits at all levels. Along with some of the other experiences recounted above, my exposure to such an environment accounts for the development of certain leadership skills and viewpoints that are indispensable for the successful discharge of positions like the one at issue here.

My Hispanic heritage is yet another facet of my profile that would undoubtedly further the effective fulfillment of the duties at hand. With all indications pointing towards minorities – particularly Hispanics – becoming a more prevalent and prominent portion of the American population (including right here in Southwest Florida), it is important for higher education leaders to have the capacity to recruit, and relate to, both staff and students in those communities going forward.

I am confident that such a background, coupled with my extensive experience with diversity and inclusion initiatives, would also serve to heal what members of FGCU's Coalition of Black Organizational Leaders characterized in a November 2 Naples Daily News report as a "racial divide on campus", exacerbated by the hateful and hurtful expressions that have appeared within the institution of late. I would even go a step further and, as one of my first acts in office, convene a multi-constituency task force to study this matter in depth and identify areas for improvement, as this is an overarching issue currently affecting not just higher education, but our society as a whole.

I have followed closely the work of the FGCU presidential search committee, ever since it began several months ago in the aftermath of President Bradshaw's retirement announcement. In fact, shortly thereafter, I reached out to President Bradshaw himself in an effort to get a first-hand account of the duties entailed by the position. President Bradshaw was gracious enough to share many insights, all of which reaffirmed my interest in the position.

I am a full-time resident of the area, living a mere 20 minute drive from campus. I enjoy and truly care for this community, and believe FGCU has the potential to be a major driver of growth for the entire SWFL region. That is why I was disappointed to learn that, as reported in a September 13 news-press.com article, state higher education officials have recently indicated that "this was not a good year for FGCU". I resolve, and hereby vow, to work tirelessly to reverse such an outcome, should I be fortunate enough to be bestowed with the honor and responsibility of helping lead this great institution into the future.

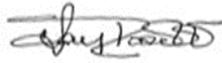
There has also been a lot of chatter in the news of late about the proposed engagement and compensation of the next president. Let me be clear: I have no concerns whatsoever with serving in the presidential role without a contract, and monetary considerations are not part of the reasons for my pursuit of this opportunity. As an indication of such, I hereby commit and pledge to forgo or give back to the university or to charity, any non-performance bonuses that may accompany the position, and even performance-based ones as well if alternative mechanisms exist to ensure accountability. For me, far from being an issue of compensation, title or the like, this is truly an avocation. My main desire in seeking this position is to serve my community, and to help unlock the potential of our leaders of tomorrow.

To be sure, I am admittedly not your typical candidate for a university's highest office. The reality is, however, that so-called "unconventional" candidates are ceasing to be exceptions in successful university presidential searches. In fact, I would submit that it is precisely that type of candidate, with a fresh perspective and invigorating energy, who is best positioned to bring about a new shared vision for FGCU at this point in its history, and to thereby effectively lead its evolutionary growth going forward. As Jack Welch once put it, "a leader's job is to look into the future and see the organization, not as it is, but as it should be", and I truly envision continuous improvement for this university in the years ahead.

I thus strongly believe that I have the background and capabilities to successfully carry out the duties and responsibilities encompassed by the position at issue. Just as importantly, I am passionate about FGCU's noble mission and values. As the university celebrates its 20th anniversary, I have the determination, energy and resolve to effectively guide the organization for another 20 years and lead the Eagles to soaring new heights in and out of the classroom.

I've included with this letter a copy of my resume/CV, for your consideration. If you should require any additional information, please do not hesitate to contact me. I appreciate the opportunity to submit, and your consideration of, my candidacy for the FGCU presidency, and look forward to hearing from you soon.

Sincerely,

A handwritten signature in black ink, appearing to read "Juan Rosselló", written in a cursive style.

Juan ("Jay") Rosselló