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7 November 2016

Ms. Lucy Leske, Mr. Robert Luke, Ms. Veena Abraham
Witt Kieffer
Presidential Search Committee
Florida Gulf Coast University
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RE: Presidential Search

Dear Committee Members:

I ask for your consideration as the fourth president of Florida Gulf Coast University (FGCU). Together, with the FGCU Community, I believe, we can lead FGCU into fulfilling its highest aspirations while we continue towards full success into the 21st Century.

I recently returned from 8 years in East Africa where I led a group of academics, international development experts, and impact investors in creating a socially responsible, clean energy company. My time in Africa could be considered a career capstone in that it gave me the opportunity to use everything I was taught in College and have learned in my 20+ years merging business, public service, and academics. In reflection, I could say that this work prepared me most to lead a complex, challenging system that is an institution of higher learning.

I credit my professional success, especially in rural Africa, to my family values and my farming roots, both necessary in getting to the end game in an often unfair playing field. My years in Africa enabled me to give back while contributing to personal and professional development. As a mission driven women, I left the States to see if I could make a difference in a major way and have come home motivated to bring my broad experience and passion for influencing to a campus where innovation is supported and the Institutional Mission to work with Community leads. FGCU's student-centered mission of supporting innovation, community development and partnership through promotion of a sustainable environment reflects my personal core value system. To provide leadership and to serve a community of students, faculty, and partners who place high value on public service, civic responsibility, lifelong learning, and constant improvement through self-discovery would be an honor and the culmination of my career in service, in which I see providing leadership to a public university to be.

To continue to grow and expand the University's reach beyond the solid platform begun by President Bradshaw, requires a strong community focus, with demonstrated ability to work across stakeholder interests, while placing the students and community up front and central to executing the strategic plan. I offer the FGCU community a collaborative leadership style and a drive to build and create additionality through creating and maintaining strong strategic alliances.

Upon returning to the States in early 2014, I made the decision that the time is now to find a legacy opportunity with the “right “academic institution where I can bring my leadership skills, creative mindset, and innovative thinking to tomorrow’s global stewards. My search brought me to Florida 2 years ago, where I led the reorganization and curriculum redesign as the Head of the Department of Business of Art and Design at Ringling College of Art in Design in Sarasota.

Following this one year term, I moved to Naples to provide executive oversight to the design and launch of The International Collaborative Leadership Institute, an innovative educational enterprise rooted in the art and science of trust-based collaborative leadership. My work with this new venture gave me the opportunity to speak with many students, graduates, and faculty of private and public Institutions of higher learning. This research and learning has heightened my interest and enthusiasm in Southwest Florida’s higher education system.

Execute New Strategic Plan 2016 - 2021

A Mission driven leader, I have studied FCGU’s history and have a deep respect for the decades of focus and direction in support of the institution’s growth and contribution to the region. To Lead, To Influence, To make a Difference – reflects my life. I would add also, To Have Fun, as real world experience tells me, women need to demonstrate more tolerance, more intelligence, more patience, and more perseverance than our counterparts. FCGU can benefit from my international experience, which has been carefully wrapped around public private partnership development for the past 2 decades.

In the past 20 years FCGU has benefited from leadership who has enjoyed full success in creating and implementing steady growth, in programs, facility, and in significant metrics reflecting enrollment, matriculation, and graduate achievements. The new strategic plan will be critical to holding the University’s competitive advantage, while strengthening its position regionally - providing an opening to advance its place in the global community. My many years of operating overseas have given me a great appreciation and understanding that there is strength in targeting global opportunity while acting local. The strategic plan will provide a roadmap for the Intuition’s next growth phase and will serve as compass for direction, strategy, evaluation and monitoring. I bring formal training in Strategic planning where I use strong financial overlay to effect short and long term impact. Strategy, Funding, and Growth are key operating pieces facing the new president. Using alliance building and a metric driven approach, I like to adjust often as we go, to mitigate operating risk and secure full success.

I am excited to participate in review of the 2016-2021 Strategic Plan and to bring clear implementation to the next phase of planned growth. Strategy is not enough to drive results. All stakeholders need to be on board. Consensus building and collaboration can provide the opportunity for complete adoption and movement forward I offer FCGU, energy , an active ear, and a skilled hand in getting our work done on time and with minimum stress while we seek full engagement at all stakeholder levels. I am a skilled builder of teams using a strategic mindset and a well-honed intuition.

I have been actively engaged in economic development through public-private partnerships (PPP) here and abroad. I led our international team of environmental experts in the design and strategy of the first US driven PPP in East Africa. This process required relationship building at the highest levels of government in country and consensus building with five African tribes and dozens of international development groups. Stakeholder engagement, managing complex operations and integrating partnership goals within tribal culture taught me the value of active listening and diplomacy.

Establish and Promote FGCU's Distinctive Institutional Identity

Coalescing stakeholders around a bold direction which drives brand and thus enrollment and growth is both an art and science. Often we find it necessary to step back and align program, people, and plan. FGCU's student driven mission serves as a beacon which is strong, clear, and directive in this regard. University related issues are best addressed through open dialogue, reflection of how the solutions reflect mission, why and how disciplines and stakeholders have reacted. I believe in the old adage that in unity there is strength. I am a strong believer in crafting programs and establishing communications links that keep dialogue and action consistent and ongoing. In so doing, we will be able to maintain the distinction and togetherness of the disciplines, managing forward from a position of strength. Negotiations, mediation, and conflict resolution are part of my tool box, which I value immensely in the course of creating harmony during periods of change, assimilation, and movement forward. A public university has a natural leadership position in the community, to respond to and enhance community requirements, be they reflective of workforce requirements, community planning and development, or demographic needs. I am excited to work within the University and Community to continue to build upon existing strengths and programs and build new ones to respond to future community needs.

Marketing ...

Consistent with the University's Mission and Strategic Plan 2020, additional branding to improve regional visibility of the institution could include deeper community involvement through internships, community based academic programming, a review of the current public relations (PR) strategy as well as optimizing current, news worthy campus events in local and regional press. Public speaking on topics of interest including the development of a speaker's series open to the community could increase visibility and create a new buzz.

As your President, I would be proud to represent FGCU through public forums, and also would enjoy teaching a senior seminar course. The opportunity to work with students and be closer to faculty makes me smile and provides me with a sense of understanding our community first hand. I believe a University president is first a member of the academic community where s/he listens, learns, and provides community leadership through strong, successful PPP. Visibility, integrating with the student and faculty, and actively participating as a valued member of the academic community is a good step forward to creating closer stakeholder alignment.

Advocate in local community and at state level

To evidence a fully diverse community, financial, programmatic, and human resources with exclusive focus on FGCU's Mission is critical for full success. Diversity and Inclusion (DI) is near and dear to my heart, as I have traveled where most women have not and I have seen the negative side of this issue. As a public University, relationships with Tallahassee and creating an accountable, results based budget will be important as the institution embarks on its next cycle of growth. As an effective communicator, I use consensus building to bring stakeholders together. A skill, I believe is needed when working within government at all levels. Additional funding will no doubt be needed to stimulate faculty and student numbers at all levels and to open the campus to interesting new areas that promote diversity and inclusion. The possibility of expanding the athletic program to include a world class football team, offers us the opportunity to work together to bring a new level of excitement to the campus and FGCU's future. I am excited to bring my A game to the table to achieve optimal results.

Manage Budget

To be the best requires hiring and then supporting the best. Although FGCU has enjoyed steady, solid support from Tallahassee, I see a need for further support through creative financing options. Additional financial support will be necessary. I am very excited and enlivened with the opportunity to expand and create revenue

centers such as expansion of the international student enrollment program, the enhancement of existing and perhaps several new Institutes, where we might explore development of faculty Intellectual Property (IP), such as new technology, teaching methodologies, medical / biotech, or extension of discovery by faculty and students. The new Not-for-Profit Center is an excellent example of a University based initiative which has a deep community focus and multiple opportunity points for growing the funding base through programs and alliances.

Where there is a Mission for excellence, there is an opportunity to leverage this excellence for market, for discipline, for faculty, and for students. If Harvard had been forward thinking, Mr. Zukerman would have completed his business plan while he finished his degree there instead of leaving pre-degree and creating a premature exit of Harvard from the original stakeholder pool. Excellence is a tall order and in itself, is an incubator for sustainability of standards, mission, and institutional quality.

The State of Florida enjoys leadership in several cutting edge clean technology initiatives. Environmental sustainability as well as partnership directed towards growing Florida's environmental program is a natural. I would be excited to provide leadership to continue to build FGCU's competitive position in this sector and bring my 10 years of clean tech experience to the effort.

Sense of Community – Florida and Beyond Fund Raising Foundation

Enrollment statistics indicate a strong Florida base for new students. The next phase of growth might consider expansion beyond these boundaries. A strong international program which opens student and faculty opportunity overseas could bring added value academically, experientially, and financially. In order to augment state funding, I can work to create additional sources of capital, which might include revenue streams from lifelong learning programs, grants, sustainable foundation awards, etc. I have been raising money for new enterprise development for 20+ years. Additionally, I offer a deep experience based in international business development, where I have worked with academic institutions, governments, and private industry to create product, teach, expand workforce training programs, and build new enterprises.

In the past decade, I have created relationships with 4 African, 3 European, and more than 10 US based colleges/Universities. These relationships reflect Research and Development, Marketing, Education, or Licensing opportunities. I offer FGCU a tried and tested, new approach to alliance architecture which preserves the integrity of the University's Mission and enables continued growth and movement towards its goals as articulated in the Strategic Plan. I believe strongly in a win-win relationship which, in the end, permits all to benefit from the strength of the focused commitment.

Academic Excellence, Entrepreneurship, Emerging Science

With formal education in Health Care and Pediatric Nutrition, I taught at the Children's Hospital School of Nursing, Boston, MA., led independent and collaborative research, and worked with clinical educators at several levels, including executive administrators, hospital staff, faculty, students, patients, and interdisciplinary care teams at Harvard Medical School, Boston University Medical School, Johns Hopkins Hospital System, and Columbia University Medical Center. I was responsible for leading the American Dietetic Association into licensure, mobilizing an association of 45,000 professional dietitians, to recognize the power of practice specialization for future financial sustainability. My work translated to the design of a national curriculum as well as changes in post graduate programs in support of licensure and certification in clinical nutrition practice specialization. I have held graduate and undergraduate administrative positions throughout my academic and

business career. In spite of not completing my PhD, as a pracademic, I offer a well-developed experience base which merges academic experience with practical applied business practice. Collaborative entrepreneurship and innovation are essential tools for today's leader. I offer experience, practice, and a demonstrated track record which reflects both.

Facilitating people to do what they do best has been a key driver in my career and continues to be an underlying force in my work as an executive manager. The President of a premier public University has the responsibility of providing leadership for today well into tomorrow. I strive to remove obstacles which might be in the way of full success - be it strategy, focus, funding, retention, enrollment, external stakeholder demands, or market place pressures. Focused team work in the administrative functions of the University will drive success for all and create a strong future. As your president, I would engage and empower students, faculty, and academic managers as well as alumni and external partners to participate in the benefits of collaboration.

I would like to address the elephant in the room – that is, completion of 3 Masters Degrees instead of the PhD. In fact, I was enrolled in the PhD program at Columbia University in 1982. At that time, my directed study was focused in the effect of Hyper Alimentation on the Neuroendocrine Growth and Development of Neonates. I completed all but dissertation, and diverted to then complete a double Masters in Public Health Policy and Corporate Finance. I started my first company immediately after. I strongly believe that my experience to date, passion for excellence and for making a difference coupled with my personal code of ethics, make me a worthy candidate to lead FGCU. I appreciate the discipline and the teachings that a Doctoral level education brings, yet, I strongly believe the degree does not make the person. A business woman who has successfully managed to leverage business and University based research and development will bring value as FGCU's next president.

Innovation, Creative Growth, Partnership and Alliance building will expand current resources and open the campus to next generation growth.

I ask for your strong consideration, as I believe passion and performance matter.

Summarizing, I am a high energy, contemporary leader with a quick sense of humor, a keen interest in trailblazing, and a strong interest in a legacy, leadership opportunity here in SW Florida.

I offer FGCU:

- ✓ **Liberal Arts Education; Graduate Education in Business and Health Care**
- ✓ **Ability to manage a range of relationships**, public and private sector constituencies, faculty, staff, program directors, students, alumni, donors, university and allied organizations;
- ✓ **Excellent communication skills**, where, as an innovative woman, I use careful listening, sensitive conflict resolution, and strong team building to achieve results;
- ✓ **Soft and hard management skills**, where, I am able to use both analytics and relationship management to effect optimal solutions;
- ✓ **Strong fundraising history and experience** in both **private and public sectors**;
- ✓ Formal training in **Strategic Planning, Finance, and Applied Science** (Clinical Nutrition and Biochemistry);
- ✓ **Entrepreneurial mindset** and spirit, allowing me to create innovative solutions to people, operating, facility, and political challenges;

- ✓ **Win/Win philosophy, Collaborative Leader**, looking to achieve consensus and optimal resolution to disparate points of view. I have worked effectively with presidents, prime ministers and members of parliament in four African Nations and members of the US Congress in five states;
- ✓ **Passion for Excellence** in all aspects of life;
- ✓ Deep experience in **team building** where I have driven results by providing tools and energy needed for the job at hand;
- ✓ **Global network** in business, academics, and politics;
- ✓ **Mission driven , Make the World a Better Place Philosophy**
- ✓ Deep **appreciation for the role of mentoring in the education process at all levels**, student, staff, and faculty;
- ✓ **Ten years demonstrating a deep commitment to socially responsible investment, clean energy, and agribusiness as an engine for economic development**

As a resident of Collier County, relocation expense will be minimal and not disruptive. I welcome an opportunity to meet with the Search Committee to review my candidacy and this wonderful opportunity.

My mobile phone and email are always best to reach me. Please find a cross section of references which reflect professional, student, and interdisciplinary university colleagues.

I look forward to hearing from you soon and to positive next steps.

Highest Regards,

A handwritten signature in cursive script that reads "Christine L. Adamow". The signature is written in dark ink and is positioned below the typed name.

Christine L. Adamow
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