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Mr. Robert W. Luke

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Robert,

I have read the Presidential Leadership Profile and would like to submit my application for the position of President. This is probably not the best lead, but I do not have any previous experience in the academic field. What I do bring is a background of proven leadership, entrepreneurship, project management, environmental commitment and dedication that could help contribute to the continued success and growth of FGCU.

My original background is accounting and finance, working on the internal audit staff and then managing the accounting department of a Fortune 500 company, Knight-Ridder. I am a CPA (my license is not active since I don't practice accounting) and an MBA with an emphasis in labor relations. I served on the management board of one of the largest recycled newsprint companies (SP Newsprint) for 15 years. I have had a progression of rolls and advancement within Knight-Ridder/McClatchy to my current role as Director of McClatchy Shared Service Center.

In the Procedure For Candidacy for the President's role, you asked for a letter of interest that addresses the responsibilities and requirements described in the leadership profile. Many of the Professional Characteristics and Personal Qualities overlap, so I will try to show my fit and commitment to the majority of the characteristics listed.

Bold Thinker/Experienced Leader and an Innovative and Entrepreneurial spirit.

Often my career steps have been in newly or self created positions. I helped design and create the Shared Services (SSC) organization within the company. The SSC replaced the work of 31 separate operations within different operations of the company. The SSC was rolled out without the direct authority to change the way we worked, so the change had to be managed to show divergent stakeholders why the SSC is the best way to get things done.

Within the SSC, I have started new businesses or activities that “nobody thought could be done”. I created a purchasing consortium between competing companies by showing that it was in all of our best interests to do so. The Media Consortium members have included at various times, McClatchy, The New York Times, Advance Publications, Gannett, Tribune Company, Dow Jones and Hearst.

I also started a consulting group, McClatchy Resources that works with non-McClatchy companies to help them with their operations. McClatchy Resources has over 15 clients.

#### Practices and Promotes Environmental Sustainability/ Environmentally Conscious.

I served on the Management Board of SP newsprint for 15 years. SP Newsprint was a 100% recycled content newsprint mill using over 1 million tonnes of waste newsprint and paper to manufacture over 800 thousand tonnes of newsprint. SP had a collection division working with cities and municipalities to best sort and collect usable paper, keeping it out of the landfill. I approved the addition of a fluidized bed boiler at the Mill in Georgia, which was one of the few licensed boilers that could cleanly use old tires as fuel, keeping them out of the landfill and reducing the carbon footprint by not using other petroleum products.

Within McClatchy, I was involved in moving our pressrooms to have zero effluent. All waste printing chemicals and ink are reclaimed or recycled.

Commitment to the environment goes way beyond putting glass plastic and paper into recycle bins. It is understanding the impact and effects of all that we do on our environment.

#### Effective Communicator/Superior relationship Building and Communication Skills

In virtually all of my career steps, success was based on working with diverse stakeholders to show how different ideas and processes will help them. If a change is made using only your “authority” as the reason, failure and ill will are the likely outcomes. I have shown my communication and relationship building skills by building coalitions not by “telling” them what to do.

Tireless spokesperson who possesses the political acumen to position FGCU effectively and positively with political, business and civic leaders/Inspirational leader who will galvanize the community behind the strategic plan for the University’s future and execution of that plan.

I can only say that when I commit to a person, group or company that I am tireless in that commitment. My current industry, newspapers, is a declining business. In order to help the company to be successful and for all of our employees to develop and have meaningful careers, I have worked continuously to help achieve our goals. My commitment is to a company I believe in and people that I trust. I would not take a position that I could not bring that same commitment to.

Ability to balance the strong executive leadership needed to ensure that decisions are made in a timely and fair manner with sensitivity to the culture of shared governance, and academic freedom at FGCU.

I have had to make and help make decisions that are sometimes not the popular path. Unfortunately, this has sometimes been in downsizing or outsourcing work. I understand the needs of the company, but also the impact on individuals and on groups. Even the hardest decisions can be made successfully if done in a way that respects the culture of the organization in the individual.

Current trends in higher education and talent for fundraising.

Going back to my lead, this is not an area that I currently have experience. I do have some sales experience and manage our consulting clients, but I don't have fundraising experience. I would hit the ground running, understand what is needed and work to achieve these goals.

Proven ability to relate to diverse communities and stakeholders/a demonstrated commitment to diversity, inclusion, equality.

The 26 folks in the McClatchy SSC are the most diverse group within McClatchy. Including me, there are 2 white males. The rest of the group that I have put together is racially, gender, LGBT and age diverse. My senior management group is all women representing racial and LGBT diversity. There are no quotas or goals, just my commitment to having the strongest group of folks that can work together and across our company to be successful.

Experience in managing the financial and budgeting operations of a complex unit or organization.

My background is of a strong financial leader. The SSC manages the over \$200 million in the companies expenses across multiple departments and operating units.

A transparent and collaborative leadership style encouraging open discussion.

One of the things that I often say (half in jest) is that my goal is to work with people that are all smarter than I am. By working with smart and dedicated folks, listening to what they have to say and their ideas allows me to make the best decisions with the group.

Honesty, integrity and a strong moral compass.

I will not work for a company that does not live by those standards. Very early in my career, a mentor told me that if in doubt about the integrity of a position or decision; just imagine that your position is front page news in the newspaper tomorrow morning. I will do nothing that I am ashamed or embarrassed by. Another rule I live and manage by is that no one will ever be punished/fired for telling the truth. If something needs to come to light, folks should not be afraid of bringing up the truth.

I have spent my career working to benefit my company and the people that I work with. I don't know if I am older or wiser, but I want to make that same commitment to an organization that can help our communities in a much broader way. Helping students develop their potential, working with and in the community, helping FGCU grow in community and state involvement, helping the facility, staff lead, teach and motivate students while enriching their own learning paths as President of FGUC is a tireless commitment I will make.

Thanks you for your consideration. Please let me know if there is any more information that I can provide or if you have questions.

Sincerely,

Daniel G. Dows