

Dear Ms. Leske, Mr. Luke, and Dr. Abraham,

I am very interested in seeking the position of President at Florida Gulf Coast University. I have demonstrated integrity, energy, dynamism, political insight and deep commitment to the mission of my organization. I love my work, which I consider a calling, not a job. I would like to share my vision as servant-leader in the following domains:

Servant-Leadership and Team Building

Throughout my career, I have been able to build very effective teams even among previous antagonists. While serving as Co-Chair of the Acute Care Task Force at VA New Jersey Health Care System, I assisted the administration to win the buy-in of the veterans service organizations, the unions, nursing and medical colleagues in consolidating and relocating acute care including ICU from the suburban Lyons campus to the inner city East Orange campus. While serving as VISN 12 Chief Medical Officer, I was able to convince both medical centers and their two medical schools to agree to merge their open heart surgery programs, if one of them cannot improve their surgical outcomes within 12 months. In my current position, I was able to transform the culture of the Respiratory Care Service, which had a 20-year history of conflict between labor and management with a total of 4 Inspector General Investigations and 2 lawsuits against my predecessor. Now, I have built a strong labor-management team that was considered for the VA Central Office's Labor-Management Relationship Award. I am also fully committed to student and staff success, so as to build up the team members. Throughout my career, I have demonstrated repeatedly my dedication to promoting upward mobility among staff, especially among the disadvantaged minorities. I would be glad to apply my servant-leadership and team-building skills to help my future colleagues build the strongest interdisciplinary teams across the organization.

Fiscal Management and Strategic Planning

While serving as Chair of the national VHA Standardization Medical/Surgical User Group, I led my colleagues in saving the VA \$17 million per quarter through astute fiscal management and shrewd implementation of strategic planning. Our achievement was included in the presentation by the former Under Secretary Dr. Thomas Garthwaite at one of the ACHCE's annual conventions in Chicago. If appointed as President, I will propose and earn the buy-in of all stakeholders of my vision of an innovative strategy that would achieve all the goals and objectives of the current Strategic Plan.

Community Relations

While serving as VISN 12 Chief Medical Officer, I had represented the VA to liaison with various veterans' service organizations and members of Congress. While serving as President of the US-China Foundation for Medical Science and Technology, I led the fundraising projects to sponsor associate professors from Chinese medical schools to come to American medical schools to learn new skills and knowledge. If I were selected to serve as President, I would help the organization expand its community outreach programs. Specifically, I will collaborate with all

the staff and stakeholders to align curricular and co-curricular programs to meet not only the needs and challenges of the 21st century but also equip all graduates with the skill sets and innovative thinking to agilely overcome unforeseeable future challenges. I will not only extend the campus's horizon to the surrounding region but embark on a global campaign to develop synergistic relationships with international educational institutions. I will market the Earlham's experience globally to attract more foreign students, especially from the Far East. For instance, I will personally lead the relationship building and marketing efforts to attract self-paying top students from Hong Kong and Singapore, where the per capita incomes are much higher than that of the US. Their greater academic upbringing and performance would enhance not only the admission scores of the freshmen class but also would challenge and stimulate the domestic students to emulate and perform at an expected higher level. Instead of bringing the students overseas for their global educational experience, I will cost-effectively and efficiently bring a more stimulating global life experience on campus. The new revenue streams from these foreign students would be able to improve Earlham's financial status and also spare the scholarship funds for the less financially endowed domestic students. In addition, the foreign students will bring in foreign funds that would enrich local economy and help with United States' balance of payment or trade balance, thus helping Earlham to contribute to her local community and support US's economy patriotically. Furthermore, I will be able to strengthen administrative efficiencies by expanding the student body through the global market and achieve economy of scale of Earlham's administrative operations to attain a much higher efficiency. I am a graduate of the Army School of Advanced Military Studies, whose three fresh graduates were the operational planners who helped US and her allies won the First Gulf War in a mere 100 hours. I will be able to fully employ the broad spectrum of my diverse education and experiences to bring Earlham to an unprecedented level of achievement, not only graduating successful citizens but, more importantly, developing the future generations of civil and religious leaders.

In summary, I believe I am quite t to serve as the President of Florida Gulf Coast University, and I would feel much honored to be a humble servant-leader. I am confident that you will definitely find me to be good fit for the post. Attached please find a copy of my dossier for your review and consideration. I would appreciate an opportunity to describe my potential contributions in more detail and look forward to a personal interview.

Best regards.

Sincerely yours,

Paul

Paul Low, MD, MBA, MHCM, MMAS, CPH, FACP, FCCP