

December 22, 2016

Lucy Leske and Robert Luke
Witt/Kieffer
2015 Spring Road, Suite 510
Oak Brook, IL 60523
Re: Florida Gulf Coast University Application for President

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

Thank you for inviting me to participate in this search process. What Florida Gulf Coast University (FGCU) has accomplished as the youngest institution of higher learning in the Florida State Education System, is quite remarkable. It is also exciting that, through strategic planning, FGCU is firmly committed to advancing its mission within the state's higher education landscape. Therefore, I am honored to have the opportunity to submit my application for the position of President at FGCU.

With over 20 years of experience in research and higher education administration, I am fully prepared for this opportunity. Following an early path as a faculty researcher you will find a progressive framework of leadership in academia and research administration.

Through these experiences, I have been passionate about student success and adept at developing innovative learning environments, research and scholarly activity, academic program development, enrollment and administrative management, program implementation, accreditation, fundraising, strategic planning and evaluation.

Therefore, this opportunity appears to be a good match to leverage my experience, and priorities and passions to lead FGCU toward achieving its strategic plan's goals and objectives.

My values, priorities, and passions in higher education administration are driven through:

- *Fiscal and Ethical Integrity/Responsibility*
- *Shared Governance, academic integrity and team building*
- *Valuing the contributions of a diverse faculty and student body*
- *Respect for diversity of cultures and thought*
- *Promoting the attainment of educational equity for all stakeholders*
- *Supporting scholarly activity, creative endeavors and research productivity across disciplines*
- *Creating innovative strategies culture for advancing the educational objectives of disciplines to meet the needs of a highly global and technological community.*

Academia is the "core" business of colleges and universities. However, these institutions also run like most businesses where fiscal and ethical responsibilities are the underpinnings that serve to operationalize its mission. Therefore, the poor business decisions and/or ethical lapses we might make today can impact institutional viability, for years to come.

It is an exciting time to be a student! The students of our day acquire information in ways that are dramatically different from past generations. The technological revolution of the 21st century presents new challenges for public institutions and requires us to prepare students to compete in the new-new economy. A future plan for FGCU should be relevant, at least, to some of the current and future innovative results-oriented strategies in higher education to improve student success and access, such as:

- *Workforce Development*
- *Online Instruction*
- *Service and Global Learning*
- *Academic Program Review and Development*
- *Program-Based Enrollment Management*
- *Creating Innovative Learning Environments*
- *Building Business/Community Partnerships that Matter*
- *Creating New Revenue Streams*

Jackson State University (2013-present)

Currently, Jackson State University (JSU) is one of the leading HBCUs in using institutional change to drive student success (e.g., Record Enrollment and now fourth largest HBCU, Campus Expansion Sites, twice designated an Apple Distinguished School), as evidenced in my own college.

At JSU, as Dean of the College of Public Service for nearly four years, we have been actively involved in driving recent transformational changes at the university. We have worked collaboratively to support and execute positive change in our college, and the university, by successfully implementing some of the key drivers of our strategic plan. It's been a great experience and I am having fun being part of this team. Some of our achievements include:

- *Increased Enrollment - Since 2012, enrollment increased over thirty four percent to approximately 1,700 students matriculating across thirteen degree programs (9 graduate; 4 undergraduate)*
- *Organizational Realignment of College of Public Service - Through program and resource review, stakeholder meetings, and Cabinet review the administrative organization of the CPS was successfully realigned to meet the academic needs of our diverse student body*
- *Increased Community Engagement - Thanksgiving and Christmas Food Drives, Domestic Violence Awareness Week, Veteran's Day Programs, Urban Sustainability, TECHJXN leadership, Health and Wellness, and Annual Child Welfare Conferences*
- *Increased Student Access -Thirty percent increase in online and hybrid course offerings; Implemented first online degree program; 2+2 BSW degree program with Holmes Community College; Expanded Social Work course offerings to Madison site; Certificate Program development.*
- *Research, Institutes and Centers - Provided administrative and academic support for two NIH-funded Jackson Heart Study contracts, the Center for*

- Minority Health and Health Disparities, Institute of Epidemiology and Health Services Research, the legislatively supported Mississippi Urban Research Center (MURC) and the Mississippi Child Welfare Institute. The CPS was second among five university colleges in extramural research support.*
- *Department Chair and Faculty Development - Provided administrative support for leadership and management training for department chairs, professional meetings, and seminars, program review consultants and research support.*
 - *Program Accreditation - The College of Public Service provided administrative and financial support for three academic programs up for reaffirmation over the past three years:*
 - *Public Health (MPH; DrPH) - Maximum 7 years through July 2021 (Council on Education of Public Health, CEPH)*
 - *Communicative Disorders (MS) American Speech Language and Hearing Association, 8 years (American Speech Language and Hearing Association, ASLHA)*
 - *Urban and Regional Planning (MS) 6 years (Planning Accreditation Board, PAB).*
 - *SACS and Middle State accreditation experience*
 - *School of Public Health - Developed and implemented a cabinet-approved strategic plan for starting a School of Public Health at Jackson State University, a first in the State of Mississippi and first among 10 other HBCUs with programs in Public Health. Worked with senior administration officials and lobbyist to secure legislative and fiscal support for the School of Public Health in Governor Phil Bryant's FY 16 budget.*
 - *Secured approval from the Mississippi Institute of Higher Learning's (IHL) to change the School of Health Sciences to the new School of Public Health (July, 2015)*
 - *School of Social Work Strategic Plan 2020 - Provided administrative and financial support for securing a five-year strategic plan for the School of Social Work, including preparation for Council on Social Work Accreditation (2019).*

Morgan State University (2000-2002)

My higher education administrative experience began as Professor and Chair of Biology at Morgan State University, which was then the largest enrollment program campus-wide (> 500 students). We managed over thirty full and part-time faculty and five staff members in two campus buildings. While there we transformed the learning environment, created an honors curriculum, first to implement Blackboard to learning environment, started the first PhD program (*BioEnvironmental Science*) in our School, managed the Medical Technology program, managed animal research facility and acquired the former Maryland Estuarine Research Center, directed major federal student and faculty research programs, increased publications and grant awards, and achieved NCATE and NAACLS accreditation. Received the Department of the year award (*School of Natural, Mathematical and Computer Sciences, 2001*).

National Institute of Health's Institute on Alcohol Abuse and Alcoholism (2002-2008)

My research administrative career began as a health scientist administrator (2002-2008) for NIH's institute that studied the impact of moderate and excessive alcohol use on the behavioral and biological functions of the human body. NIH Institutes are responsible for awarding national and international research grants and student training grants to support their overall mission. Through the division of biomedical sciences I had the scientific and administrative responsibility for managing a portfolio of grants and contracts (>\$30 M) related to the impact of alcohol consumption on the cardiovascular system, biomedically-related research that I spent many years studying as a graduate student, postdoctoral fellow, assistant professor through full professor with tenure. This was an invaluable experience to understand federal guidelines and policies and regulations that govern research and its financial support through federal appropriation so that the goals and objectives of our programs are successful. I took full advantage of training and workshop opportunities, serving on committees and panels, convening scientific meetings, and coordinating our Minority Health and Health Disparities Initiative. After many years serving on the Diabetes Mellitus Interagency Coordinating Committee on Type I Diabetes research and treatment I was the recipient of the NIH Director's Award (2006).

Howard University

The research administrative experience and achievements at NIH led to the opportunity to manage the faculty-driven research enterprise (> \$62 M) achieved through departments in Colleges and Schools, Graduate School, Centers, and Institutes at Howard University (2008-2010). As the Associate Vice President for Research and Sponsored Programs I had the responsibility, as the official university-signing agent, of managing a staff of ten competent research administrators to implement new policies and procedures to ensure that our pre-award submissions met the guidelines established by institutional, federal, and local authorities and submitted in a timely manner validated through a successful Federal A133 audit process. With successful awards and contracts we were also responsible for managing and reconciling resources and expenditures throughout the post-award process. Additionally, our office was responsible for delivering effecting research education training, and certification for the research community through effective programming. The importance of discovery through research to the institution provides revenue generating indirect cost potential through its contribution to general fund.

University System of Maryland and the Universities at Shady Grove

As the Assistant Vice Chancellor for Academic Affairs for the University System of Maryland I served as the Chief Academic Programs Officer for the Universities at Shady Grove. Shady Grove, located in Montgomery County, Maryland is a unique partnership institution that provides a variety of bachelors, professional and advanced degree programs from nine The Universities at Shady Grove (USG) offers more than 80 undergraduate and graduate degree programs from nine Maryland public universities on one convenient campus in Montgomery County. USG helps prepare students for rewarding careers in the region's most high-demand fields. Students who successfully complete their coursework on the USG campus graduate with a degree from one of its

nine partner universities. Through on-campus services such as academic coaching, career advising, internship preparation, personal counseling, and leadership training, students leave the USG campus with the academic skills and real-world experiences needed for successful careers. As CAO I was responsible for establishing and maintaining articulation agreements with partnership universities and community colleges, the local biotechnology industry, the K-12 system, and other businesses community organizations in support of effective workforce development. I was also responsible for conducting institutional and market research on expanding our program offerings to incorporate the biotechnology, bioengineering and medically-related careers.

As the Chief Executive Officer at FGCU, my candidacy integrates knowledge gained as a tenured faculty member to university administrator. Moreover, understanding the important role research plays in academia in developing talent that fosters global competitiveness and managing responsible guided research (*regulatory and ethical*), their contribution to institutional operating budgets, especially among public institutions is invaluable. Finally, experience managing change in all aspects academic affairs including budget management and fundraising at the system, university and college level

Throughout my years in academic and in research administration I have worked tirelessly to additionally, maintain high standards of scholarly activity, research productivity, and grantsmanship, while increasing diversity in the academic and technological workforce.

In public service, I have had the privilege to utilize leadership experiences gained from diverse academic settings and in government-sponsored research administration in building relationships in service to my community. For example, as a mayoral appointee, I worked to achieve a remarkable financial turnaround effort of the only hospital East of the Anacostia River, which serves at-risk health populations, as a member of the United Medical Center's Board of Directors (2012- 2016).

In closing, I look forward to continuing the conversation around this exciting and important opportunity. As President of FGCU, I would be fair-minded, trustworthy, accessible, and, most importantly, administer academic services on behalf of the institution to its stakeholders.

Enclosed you will find a copy of my curriculum vitae.

Sincerely

Ricardo A. Brown

Ricardo A. Brown, PhD

Dean

College of Public Service

Jackson State University