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Dear Search Committee:

I would like to thank Robert Luke at Witt/Kieffer for the email referencing the position of President of Florida Gulf Coast University. The profile of the college is indeed very intriguing and the faculty, staff, and alumni have much to be proud of with respect to the reputation and impact of the institution. Please accept this letter and attached curriculum vita as an application for this significant position.

My future goals are to return to a public, mid-sized to large institution of higher education that is futuristically focused, is willing and ready for change, and is determined meet the demands of a dramatically changing landscape in higher education and community need.

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

I am a bold thinker with the ability to see and share a strategic vision. I also have the capability of planning and facilitating institutional change. This type of forward thinking with successful outcomes requires collaboration and support from the Board, across the Cabinet, and among division leaders. I also feel that I have an understanding of current trends in the everchanging landscape of higher education. As this type of a leader, I am looking for an opportunity to return to a public, mid-sized to large institution, with full student life, and a hunger to grow and expand within their community.

Execute New Strategic Plan for 2016-2021

I have been involved in completing previously developed strategic plans and in developing three strategic plans from the ground level that included select members of the institution, Board, alumni, and the committed community. I have supported the involvement of institutional leaders, faculty, and staff as part of strategic plan development and implementation strategies to promote transparency and assist in having a better understanding of the foundation for the plan. As Provost at Mercy College and Resurrection University projects and activities I plan were all tied back to the strategic plan and institutional mission. Merging library and multimedia with student support services, beginning the health information management program, and expanding the master in nursing were all done in response to the strategic plan. As Dean at Vincennes University I ensured that new program expansion of health care management, surgical assisting, therapeutic massage, and club sports fell in line with the focus of the Division as well as the strategic plan and institutional mission.

I have had extensive experience at leading and managing people and programs and have a successful track record of programing that increased enrollment and expanded community relationships. Several institutions have had, as part of their focus, an increased revenue base, community partnerships, and mission expansion (community service). At Mercy College, Resurrection University, and Vincennes university I started more than ten new academic programs, initiated eight partnerships with community institutions, and expanded civic engagement for all three institutions. New programs included nursing, health information management, health care management, public health, sports management, clinical therapeutic massage, and others. We developed immersion experiences for service learning in Chicago,

the Appalachia mountain areas of Virginia, and Honduras. I teamed with the Vice President of State Wide Services at Vincennes University to set up a re-training program for one of the largest hotel and spa businesses in Indiana. I sponsored partnering with several hospitals in Chicago to share simulation laboratory and interprofessionaI team building activities. I have worked with the development office at Vincennes University and Resurrection University to acquired over \$10 million dollars for the endowment to increase student scholarships and faculty/staff development.

Establish and Promote FGCU's Distinctive Institutional Identity

I am a strategic and future oriented leader. Most of the initiatives I have worked on have been focused towards the future of the institution and the developing economic opportunity of the community. As president, I would be the voice of the institutional strategic intent and sharing that message internally and externally to the public. In fulfilling strategic plans, I have included increased community partnering, increased revenue base, and offering cutting edge, market demanded programs.

Being a dean and provost at institutions that are heavily focused in the health care industry, I have had extensive experience in the benefits of building partnerships. All programs had community advisory groups. These groups gave feedback for the academic programs as well as gave recommendations on current and approaching trends. Members of the community with distinction were sought after for membership on these community advisory groups. I have also supported the use of adjunct instructors/lecturers with expert skills that would work with faculty to create and implement learning experiences for student as part of the curriculum or as cocurricular activities to solidify understanding at the highest levels of critical thinking and improved transition to the community after graduation. In health sciences, student's experiential experiences are built throughout the major using clinicals, internships, and research. At Mercy College I worked with the faculty to expand scholarly expectation and witnessed an increase in faculty scholarly work to include upper and lower program level students.

Increase Revenue to Support Strategic Goals

I am an experienced manager of financial and budgeting operations for small to medium sized institutions. Each institution I have worked for I had a distinctive focus on budget and revenue. I supported Vincennes University in meeting with legislative leaders, attending legislative support functions, soliciting specific Senators for support of federal resources, and assisted in writing for state appropriations to support facility and program growth. Targeting specific State budgeting metrics is essential to obtaining the greatest potential revenue and assist the University in being focused towards mission. I was instrumental in assisting VU in attaining over \$36 million for facilities and programs while retaining positive budgets.

The last nine years of my leadership experience has been in private, not for profit institutions of higher education. It has been a continued practice to ensure each department has built a responsible budget based on data, trends, expectations, and work within the budget set. Every program and department needed to measure, track, and report effectiveness and efficiencies of department programs and processes. New institutional assessment and annual program reviews were essential when accounting for budget and revenue.

In my experience, increasing revenues through enrollment (increase margin), requires programs of high interest in the market that students seek. Retaining outdated programs, struggling programs, or programs that aren't in need, increases the difficulty to provide resources enough to retain the program through traditional means. I have sunset programs based on budget restraints, added very successful programs, and supported Deans and Chairs in finding supplemental resource.

Working for private colleges has required a vigilant focus on expense/revenue ratios. Each department or new program being required to build into a proposal the known revenue source plus startup costs, its focus on mission and strategic plan, evidence of the need in the community, and recognition of community partners. Programs and departments that were known cost centers were required to validate efficiencies in meeting expected outcomes. Other student focused programs, though a cost center, needed to track outcomes related to retention and student satisfaction. I focus on the use of data and effective assessment processes to increase probability of success and forecasting.

Foster a Strong Sense of Community

I have been a spokesperson for the value of higher education and the importance of educating our future community leaders. Ensuring the fulfillment of this belief requires the tenacity and political acumen to develop the mission and strategic communication plan to positively influence of civic and institutional leadership.

I see a University as a community in and of itself that provides self-supporting vitality as well as retaining and understanding of the critical role it plays as a member to the larger community. I am visible across campus and visit different offices in schools and colleges at various times of the week in an attempt to be self-aware on the campus and to allow employees and students the opportunity to connect with leadership. I personally have been involved in campus activities by participating in Multicultural and Diversity Forum activity day, provide research and review of literature studies for the Mercy College Research Advisory Council annual research symposium, staff institutional booths at the state fair, air shows, health fairs, and similar events. I support leadership across divisions celebrating the success of others across campus. Internal communications through huddles, announcements at divisional meetings, or email is a great way to keep connected and strategically focused.

I have also represented the institution in the community by sponsoring experiential learning for high school senior students (APEX), participated in and represented the institution by attended activities for Heartland Global Health Consortium, collaborated with four other institutions in Des Moines to form the Des Moines Interprofessional Education Collaborative, and worked with multiple two-year and four-year institutions for articulations and blended programming. At Mercy College, the one required course for all students is Servant Leadership. In this course students tour and provide service at many of the community area businesses that provide assistance to the underserved.

Lead Fundraising Efforts

I have supported foundation work as one of several resources for funding. I have worked with the foundations from Mercy, Resurrection, and Vincennes University. These interactions have facilitated various types of activities including personal requests as well as campaigns targeting facilities, endowment, new programs, and scholarships. I have supported silent auctions, campus family activities for alumni (young alumni), CEU's to bring alumni back to campus, cultural events (all alumni), selling bricks to a new building, sponsoring alumni reunions and highlight alumni at special institutional events and many, many more.

With multiple activities across campus, focusing on philanthropy requires careful coordination. I have used and been involved with supporting the foundation, divisional leaders, faculty organizations, and president's cabinet to coordinate fund raising. Collaborative efforts in philanthropy has to be ongoing and is essential. With the successful fundraising that has already occurred at FGCU, I would support

ongoing initiatives, collaborative endeavors, focus on transparency, communication, the follow-up tracking for annual reporting purposes.

Build and Lead a Strong Organization

I have been involved with institutional change from several different approaches. One of the most important activities an institution can do after identification of strategic intent is to evaluate the institutions alignment and capability for successful implementation of aligned initiatives. Perhaps the most significant is the ability to culturally shift if necessary. Other significant principles that I target are financial resources available, FTE employees and necessary skill sets, facilities and needed resources, and aligning partners in the market. Some changes I have made have been instantaneous. Others have come with several years planning and continued focus on the intent.

The profile identified a list of significant initiatives that will undoubtedly change and strengthen Florida Gulf Coast University. Being a part of this plan would indeed be an exhilarating experience. I would bring a leadership style that would appreciate the insights and values of local and university communities, shared governance, transparency, collaborative work ethic, data driven decision making, with an eye towards progressing the strategic plan and mission.

I believe that my years of experience and values are consistent with those identified in the profile for the Presidency of Florida Gulf Coast University. I would love to have an opportunity to further discuss my candidacy for this position.

If you have any questions, please do not hesitate to contact me.

Best regards,



Steven D. Landon