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Dear members of the search committee,

Having learned from the consultants that the search has been extended, I am pleased to provide materials for consideration for the presidency of Florida Gulf Coast University (FGCU). I welcome the opportunity to lead a new, growing, public institution and to “make choices” for success in today’s complicated higher educational environment. I respect FGCU’s dedication to public service, entrepreneurship, and community engagement. Finally, my career represents deep commitment to preparing students for “gainful employment and successful lives.”

I have, largely, served public institutions. As a Florida resident, I understand the role of public colleges and universities in the state and how they are subsidized. I served as Professor of History and Vice Provost at the large, complex, engaged, public University of Toledo (UT; over 20,000 students). The College of New Jersey (TCNJ; over 7,000 students), which I served as provost, is a smaller but complex and excellent public institution. These experiences, plus my work as provost at Rollins College (Rollins; 3,200+ students), provide me with the skills called for in the Profile.

My portfolios have included, among other responsibilities,

- work with boards of trustees and service on other non-profit boards;
- fundraising and capital campaigns;
- partnerships;
- accreditation and assessment;
- creation and implementation of strategic planning;
- a wide variety of departments, schools and colleges;
- admissions and enrollment management;
- tenure, promotion, hiring, evaluations, and personnel;
- representing the institution to donors, trustees, and civic groups;
- honors programs, the first-year experience, and study abroad;
- faculty-student research and post-baccalaureate fellowships;
- community-engaged learning;
- centers for excellence in teaching and learning;
- campus art museums and galleries;
- social entrepreneurship and sustainability; and
- diversity.

An active academic, I co-presented a paper on Rollins’s pioneering use of telepresence technology and pedagogy. A paper on what Indian universities can learn from American education is scheduled for publication, and I have traveled to China and India for UT and for Rollins. Embracing shared responsibility and clear communication, I served on a panel on governance at an American Council on Education (ACE) annual meeting and, with a TCNJ faculty colleague, presented a

paper on planning, priorities, and shared governance at a time of budgetary cutback at a conference of the American Association of University Professors. With students and law faculty, I discussed strategies for prevention of bullying in schools. A faculty colleague and I presented a paper at the National Council on Public History annual meeting. During the 2012 presidential election, I co-taught a semester-long first-year class that helped students distinguish truth from lies. Human Centered Design Thinking interests me. A co-authored paper on social entrepreneurship just appeared.

My unique experience, values, and expertise poise me to pursue, with all stakeholders, the expectations noted in the Profile.

Execute New Strategic Plan for 2016-2021. Rollins created strategic priorities and is reviewing its resource allocation and program effectiveness; in addition, like FGCU, it recently submitted its decennial request for maintenance of accreditation, and was approved without Recommendations. I was key in tying mission, budgeting, assessment, and planning together; not doing so is a disservice to everyone. A new president needs to be sure that the plan really is a plan, and not only a set of values. The campus community must understand who it is and where FGCU is going; planning, linking priorities to budget, and respecting tradition while being unafraid of innovation are the right way to do this.

A man with whom I played tennis once said, “If you aim at nothing, you’ll hit nothing.” He had a good point. Planning sets goals. My office led strategic planning at Rollins, held open fora, revised the plan in accordance with feedback, received the blessing of the faculty and the Board of Trustees, and spearheaded the implementation of the approved strategic priorities. Also, I completed a strategic plan for a central Florida nonprofit.

Establish and Promote FGCU’s Distinctive Institutional Identity. An institution must stay connected with its local constituencies. I participated in Chamber of Commerce meetings, gave presentations to the community, and worked hard to maintain great relations with the City of Winter Park. I met with the mayor of Orlando, the county superintendent of schools, and political candidates, and served on the boards of nonprofits.

The emphasis needs to be placed on partnerships. At Rollins, for instance, I created or expanded partnerships with a local food bank and with institutions abroad. In all cases, institutional identity was paramount. I concur in the “Declaration of Metropolitan Universities” that learning, research and engagement must be “responsive to the needs” of the community, encompass the “development of creative partnerships” and make the “fullest possible contribution” to culture.

Balancing the Liberal Arts and Professional Programs. Tensions can develop between faculty who believe that the liberal arts should prevail on a campus and faculty hired into professional programs that may be responsible for keeping an institution’s enrollments healthy.

In the mid-fourteenth century, the humanist Petrarch asserted that knowledge without passion was dangerous, for the student might understand good or evil without loving the good and eschewing the evil. He believed that the liberal arts instilled love of learning and goodness. I agree. Liberal education is essential to the public good and, in the words of the American Association of Colleges and Universities, “is society’s best investment in our shared future.” A college education may be an individual benefit, but it is also vital to the development of a wise global citizenry, a multicultural democracy, a rich cultural life, and a robust economy. Students and parents want to be sure that the result of their investment is a job. Employers tell us that they want employees with the ability to think, work in teams, and communicate well, hallmarks of the educated person.

Increase Revenue to Support Strategic Goals; Lead Fundraising Efforts. My experience in capital/comprehensive campaigns is real and relevant. I have a track record of working with and inspiring donors to understand their role in sustaining the mission of the institution. I enjoy fundraising, traveling to meet with donors, alumni, and foundations, and working with development professionals.

While data driven, I believe that narrative and story have a place in decision-making. I balanced budgets at every institution I served. I have a record of working with and inspiring donors to understand their role in sustaining the mission of the institution. I helped secure a six-figure gift for Rollins. I have been an instrumental part of teams that wrote successful grants for the Associated Colleges of the South. An important foundation granted Rollins \$850,000; I was responsible for reestablishing good relations with the granting agency and for requesting the grants. Investment in programs has to be tied to assessment, and I co-chaired committees that did just that. My c.v. offers additional information about grants and fundraising.

Diversity and Inclusion. At my first appointment at UT, I progressed through the faculty ranks in the conventionally minimum time. While there, I facilitated the work of the President’s Commission on Diversity (and would love to discuss the Commission’s recommendations). I was the first woman to receive tenure and to be named associate professor, professor, and chair in my department, and the first to receive the outstanding faculty researcher award. At Rollins, the Diversity Advisory Council reported to me; we completed a student-aimed diversity survey, as we needed a snapshot of this important issue. UT matriculated many “non-traditional” students; one aspect of Rollins that I valued was its adult and evening part-time program, in which I taught. I will bring experiences working with diverse students with me to FGCU, and am committed to diversity, whether in a federally reportable category or not.

Ethics. Leaders whom I admire stand by their values not only when it is easy, but also when it is difficult. They are honest and communicate a consistent message, regardless of audience. They speak truth to power and seek colleagues who do the same. They appreciate, thank, and reward their staffs, whom they both empower and hold accountable. They see themselves as stewards of resources. They seek and mentor talent. They celebrate, and their staffs reflect, diversity, including of race,

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gender, national origin, ethnicity, disability, age, sexual orientation, and gender identity and expression. They are comfortable articulating and implementing a shared vision. Their humility comes from understanding that success depends on the hard work of many people. They share credit in good times and accept responsibility in bad. They never forget that their job is to advocate for the institution's mission. My ACE fellowship with Chancellor Nancy Cantor at the University of Illinois allowed me to work under the aegis of one of the country's most visible and ethical spokespersons for the academy, and I share her view of the presidency as a platform for sound leadership and communication.

Finally, a word about Rollins. A new president arrived, and wished to bring in his own team. I was by no means the only person who decided to step down. I would be happy to discuss this with the committee.

A *curriculum vitae* is attached. I would appreciate your maintaining confidentiality as long as possible, though I understand the public nature of this search. I look forward to discussing the presidency of Florida Gulf Coast University with you and the community.

Sincerely yours,



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