

January 31, 2017

Search Committee for President  
Florida Gulf Coast University  
Fort Myers, FL

Dear Search Committee

I write to express my interest in being considered for President of Florida Gulf Coast University. Over twenty years as a Professor and over ten years of administrative experience as Director of a School, Graduate Director, an American Council on Education Fellow, A Special Assistant to the President, and as a Dean of Arts and Sciences have enabled me to develop the experience necessary to be successful in this role.

Background as a researcher leads me to evidence based decision-making. What was part of daily practice as a scholar has become best practice as a leader. I can work with Florida Gulf Coast University to lead program reviews, interpret findings, identify priority areas, and move forward based on careful assessment of what is being done and consideration of future opportunities.

Focus on mentoring and social support research informs my perspective on development opportunities for community members. I am particularly interested in helping minorities and members of underrepresented groups find mentors and sources

of social support. I can facilitate collaborations and networks of supporting and enriching development at Florida Gulf Coast University.

A lifetime of teaching brings perspective to curriculum design, outcomes assessment, online learning and using new technology and methods to elevate teaching and learning experience. Breath of exposure to interdisciplinary and cross-disciplinary curricula and collaborations allow me to facilitate linking programs, perspectives and resources to bring innovation, efficiency, and sustainability to program offerings.

Leadership in faculty senate and participation in university deliberations clarifies the importance of shared university governance and transparent decision-making.

Transparency means the processes are clear and the outcomes of decision-making are understood by those from different perspectives. I can lead transparent collaborations and inclusive decision-making that are collaborative and understood by members of the university community.

I am an experienced fundraiser and successful advocate for boosting school and university resources. I would value helping the Florida Gulf Coast University friends and alumni find ways to support the university and improve resources.

As President of Florida Gulf Coast University, I would look forward to enriching the learning experience of students and assuring their success. I would also look forward to working with faculty and other university members to develop strong programs for the communities the institution serves.

Please let me know if I can provide more information or answer any questions that you may have. I look forward to speaking with you.

My very best regards,  
Pamela J. Kalbfleisch, Ph.D.