

Rodney M. Grabowski, MBA, CFRE

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January 31, 2017

Ms. Lucy Leske & Mr. Robert Luke
Witt/Kieffer
2015 Spring Road, Suite 510
Oak Brook, IL 60523

RE: Florida Gulf Coast University

Dear Ms. Lucy Leske & Mr. Robert Luke:

It is my pleasure to forward my resume and qualifications in application for the President of Florida Gulf Coast University (FGCU). FGCU is a dynamic institution with an exciting future in the heart of Florida.

In reading the position posting, profile, and other available material and knowledge of FGCU, it is evident that Board of Trustees has high expectations and values strong leadership, management, values, ethics, and accountability, all to be fulfilled through the implementation of the already developed strategic plan for 2016-2021. My twenty-seven years of experience in organizing and leading teams for successful outcomes combined with my Bachelor's Degree in International Relations and my Master's Degree in Business Administration with a concentration in International Finance, makes me a strong candidate and is highly aligned with the written expectations, experiences and expected outcomes associated with this position.

Contained in the leadership profile, key experience, expectations and outcomes have been developed in identifying the ideal candidate. As is stated in the announcement, "FGCU seeks a president who will work with internal and external constituents, including the Florida Legislature, to continue its trajectory and fund-raising success. Candidates for the position should demonstrate evidence of significant, successful leadership experience in a complex organizational setting; an understanding of and ability to advocate for the University's mission; a deep abiding interest in student success, academic excellence, outstanding research, and diversity and inclusion; proven ability to lead the University's fund-raising efforts; and the interpersonal skills to develop productive relationships with all members of the University community."

For the past two decades, I have built my career on engaging with internal and external constituencies to advance the university I had been working for; three of which are Florida

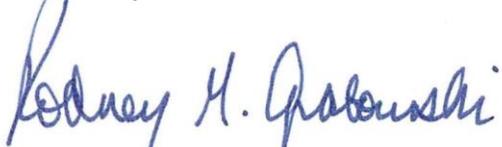
institutions of higher learning. I have worked hard to develop partnerships with vice presidents, deans, faculty, staff, and students to talk about their programs, share their concerns and articulate the future direction. Alumni, volunteers, foundation and corporate partners have been critical to the development of programs, opportunities, research agendas and overall direction of the institution. These internal and external partnerships are the heartbeat of the institution.

Given my experience working at Florida universities and an awareness of the governmental affairs climate of Florida I firmly believe that I can use my knowledge and skills to help FGCU write its next chapter. Additionally, working at two very complex, Research I institutions like the University of Cincinnati and the University of South Florida in a senior leadership position has given me the insight and discernment on how to analyze and make decisions that are focused on what is best for the institution and not just one individual, department or division.

During my tenure at the University of Cincinnati Foundation, I am proud of many things that we accomplished under my leadership – many things FGCU is looking for in their next leader. In reviewing my resume there are countless examples of improvements, collaboration and cooperation across the entire university and health care system enterprise.

This opportunity at Florida Gulf Coast University encompasses significant responsibility and accountability; of which, my experience at five other universities has positioned me for. I am confident that I can provide the leadership, management and collaborative approach to the faculty, students, staff and volunteers with significant successful outcomes. I look forward to the opportunity to speak with you further regarding my qualifications and interest.

Sincerely,



Rodney M. Grabowski, MBA, CFRE