

January 31, 2017

Members of the Presidential Search Advisory Committee

c/o Lucy Leske
Witt/Kieffer Executive Search
2015 Spring Road, Suite 510
Oak Brook, IL 60523

Dear Chairman Smith and Members of the Presidential Search Advisory Committee:

I am honored to be nominated for the position of President of Florida Gulf Coast University. Please accept this letter of interest and curriculum vitae as demonstration of my qualifications for the position. The information that follows will provide the Presidential Search Advisory Committee and the University's many stakeholders with a partial summary of my qualifications to serve as the fourth President of Florida Gulf Coast University.

The Presidential Leadership Profile and the 2016 Work Plan provide an attractive view of the Institution and numerous opportunities for the next president to advance the visibility and mission of the University. The four pillars of the University's Strategic Plan, *FOCUS*, define achievable aspirations and a framework for a distinct identity for the University, while detailing aspirations and key performance indicators for student achievement to benefit the region and beyond. Execution of this plan, including a strong focus on four-year graduation rates, will require broad support from all stakeholders and the development of an institutional strategic enrollment management plan that aligns resources and priorities to meet the needs of all Eagle students throughout the continuum of their education experience. Successful execution will involve input and contributions by all faculty and staff, high levels of student engagement, alignment of corporate and foundation support, and leveraging of unique assets that will drive the University's distinctive brand.

Having served at an emerging research university in Georgia, I can fully appreciate Florida Gulf Coast University's aspiration of becoming an Emerging Preeminent University. Such aspirations will require a President with a diverse background and the ability to reach across academic, business, community and government sectors. My 14 years of administrative experience as a Dean, Vice President and President align directly with the priorities and areas of emphasis for Florida Gulf Coast University. My executive experience in higher education is grounded in organizational leadership with direct experience in leading strategic planning, enrollment management, organizational development, fundraising, budgeting and financial management, government relations, alumni affairs, industry relations, community engagement, and branding strategies to advance institutional priorities. It is imperative that today's progressive campus leaders develop and execute a broad array of campus priorities that fulfil the many needs of faculty and students, while also exceeding the expectations of regional, state and national stakeholders. Working relationships and partnerships allow for the acquisition of broad-based support and diversified funding sources to further activities that are essential to the University's identity. We must be tireless advocates for the people and the institutions we serve and a strong spokesperson for the University's vision, inspiring trust and collaboration. My roles in university administration employ inclusive and transparent servant leadership, hiring and

developing high-performing teams and cultivating internal talent to empower faculty and staff. In this way, the entire campus becomes active participants in the integrated mission of academic excellence, teaching distinction, scholarship and creative pursuits, and student success.

I am currently serving as the Interim President of Georgia Southwestern State University. I was appointed to the position in the fall of 2014 by the Chancellor of the University System of Georgia to lead the University through a long-term, comprehensive institutional assessment and strategic alignment with state-level priorities. These areas include, but are not limited to, strengthening undergraduate and graduate programs, increasing student engagement and professional development, increasing financial sustainability, furthering a distinct identity through community engagement, and aggressively growing the Institution's enrollment and retention efforts. These accomplishments, described in more detail below, came at a critical time in the University's 110-year history. While serving as Interim President at Georgia Southwestern State University, I have been on temporary leave from my positions at Georgia Southern University in Statesboro, where I served as Vice President for Research and Economic Development, Dean of the Jack N. Averitt College of Graduate Studies and Chairman of the Research Foundation, Inc.

Georgia Southwestern State University is one of 29 universities and colleges in the University System of Georgia and appeals strongly to students that seek a learner-focused education among earnest and caring faculty and staff. The small, private school experience at a state-supported institution where faculty and students form friendships is a hallmark of distinction for the University. The diverse population of students are enrolled in bachelor's degree programs and selective master's and specialist degree programs across 5 colleges, delivered on a classic residential campus and via partially and fully-online programming. Georgia Southwestern maintains one of the largest endowments per FTE among all 29 institutions in the University System of Georgia and serves as the home institution for the internationally recognized [Former First Lady] Rosalynn Carter Institute for Caregiving. Programs in nursing, business, theatre and the fine arts, including Georgia's only glassblowing artisan program, are key features of the University.

As the Interim President at Georgia Southwestern State University, my charge by the Chancellor has been to lead the transformation of the Institution's direction and vision, reinforce its identity as a State University of the University System of Georgia, and to ensure its long-term sustainability as a stand-alone State University. Similar to many institutions in South Georgia, Georgia Southwestern had experienced several years of enrollment declines and associated budget reductions. Southwestern was an institution striving for distinction and, perennially, part the University System of Georgia's consolidation discussions. However, our campus placed into motion a new strategic plan and comprehensive enrollment management plan employing enrollment analytics that has marked the beginning of a transformative period in the University's 110-year history. In the two years that I have served as Interim President, our team has grown the University's overall enrollment by 10% and improved retention to 74%, an increase of 9%. In fall 2016 enrollment of first-time freshmen increased by 27% over the year prior, a strong indicator of the increased demand generated by the marketing and student recruitment initiatives defined in our plan. This also includes a 37% increase in the enrollment of Florida residents that seek a distinctive, intimate institution. These indicators are remarkable, since they come during a period when enrollments at other universities in the region have remained largely flat or encountered significant declines. During this same time, the University managed a 10% reduction in state allocations related to prior enrollment declines (2 years prior)

without reduction in force and without reduction to student services, while also increasing University external and internal marketing/promotional efforts to enhance institutional branding, enrollment and student engagement activities.

Community leaders, local philanthropic foundations, individual donors and companies are helping fund initiatives that blur the lines between campus and community. The town-gown relationship is the strongest it has been in decades, driven by the desire of both campus and community to leverage regional assets for mutual benefit. As a rural-serving institution, the University's strength affects the overall economic vitality of the region. There is a renewed sense of excitement toward living and learning in Southwest Georgia, and Georgia Southwestern State University is leading the way. During my tenure, the Georgia Southwestern Family has embraced the challenge of developing a new Strategic Plan focused on community engagement and the development of civically-engaged students and contributing alumni. The Strategic Planning Steering Committee completed the plan in approximately six months with 90% adoption by the campus community in fall 2016. The Strategic Plan charts a path for the University to seek recognition as a Carnegie-designated Institution of Community Engagement.

At Georgia Southern University [separate from my role as Interim President at Georgia Southwestern State University], I held three closely integrated, but organizationally distinct, senior positions over the last 9 years that advanced the integration of research and scholarly achievement of Georgia Southern University's many faculty, staff and students. I served as the Vice President for Research & Economic Development, the Dean of the Jack N. Averitt College of Graduate Studies, and the Chairman of the Georgia Southern University Research and Service Foundation, Inc. By virtue of the roles and responsibilities of these positions, I provided direct leadership for ten separate divisions on campus and was a contributing member of the President's Cabinet, Council of Deans, Institutional Effectiveness Steering Committee, Undergraduate Enrollment Management Council, Graduate Enrollment Management Council, SACS Leadership Committee, Graduate Curriculum Committee, and numerous other Institutional leadership and service roles.

Georgia Southern University is the state's largest institution of higher education south of Atlanta and branded as "Georgia's Large-Scale, Small-Feel Research University." With 124-plus degree programs at the baccalaureate, master's and doctoral levels, Georgia Southern is a Carnegie Doctoral-Research University and provides a remarkable residential campus experience and online learning options to more than 20,600 students. Georgia Southern's nationally accredited academic programs prepare diverse scholars for leadership and service as world citizens through eight colleges: College of Business Administration, College of Education, College of Liberal Arts and Social Sciences, College of Science and Mathematics, College of Health and Human Sciences, Allen E. Paulson College of Engineering and Information Technology, Jiann-Ping Hsu College of Public Health and the Jack N. Averitt College of Graduate Studies. Georgia Southern also boasts 200-plus student organizations, competitive Division I athletics, and state-of-the art residence halls and campus facilities. In addition to an extended presence in Savannah, Georgia, the Institution has added numerous blended and fully-online undergraduate and graduate degree programs, expanding the Georgia Southern Family to include more than 75,000 alumni worldwide.

Retention, progression and degree completion will be one of the top priorities for the next President. As an Alliance Member of Complete College America and in response to the University System of

Georgia's Complete College Georgia Campaign, we have taken steps *at both Institutions* to enhance data accessibility and implementation of predictive analytics whereby goals, strategies, and key performance indicators are backed by readily accessible data. These strategies include adoption of enrollment analytics, providing greater visibility and on-demand access to predictive modeling for enrollment management. Other initiatives include partnerships with K-12 schools to improve college readiness; improving communication plans with at-risk students; implementation of self-directed advising tools, such as DegreeWorks; and implementing evidence-based plans for improving teaching, learning and success in historically high-failure rate courses. We have executed articulation agreements with numerous two-year and four-year institutions, including international institutions, to ease the transfer of credits and to allow students to complete their degrees at a four-year public, comprehensive institution. First-year orientation programs, diverse communication strategies, early alert systems, gap-funding for students in financial need, faculty and staff advising models, and numerous other retention strategies are employed to ensure students stay enrolled, earn their degree and contribute to their field of study.

Diversifying funding resources and connecting with the Institution's relatively young alumni base will be key to the advancement of Florida Gulf Coast University's long-term success. My experience in fundraising spans both philanthropic giving and cultivation of restricted, competitive funding at the federal, state and local levels. As the Interim President at Georgia Southwestern, I am on the front lines of fundraising, relaying our compelling vision for the University and cultivating support from alumni and friends. Last year the Georgia Southwestern Foundation, Inc. increased grant and annual giving by almost 75%. Deposits and pledges for the current year are also trending higher. Giving priorities include Honors scholarships and operating capital to strengthen the University's Honors Program, endowed scholarships, and developing a culture of giving toward athletics to enhance overall competitiveness across the University's ten athletic programs. We have challenged our Advancement staff to be aggressive in their pursuit and cultivation of giving alumni and these efforts are measurable. We are designing a comprehensive campaign that will leverage the University's new Strategic Plan and help fund the programs and capital costs required by the University's new vision.

While serving as the Vice President for Research and Economic Development at Georgia Southern University, I directly oversaw the administration of approximately \$30 million in restricted and unrestricted [philanthropic] funding to support operating and institutional investments in key programs. Common among public comprehensive universities, various types of funding and revenue streams are required to support the diverse activities and operations. I am an avid supporter of an entrepreneurial model of higher education and the diversification of revenue streams needed to support today's higher education institutions. I led fundraising and public relations efforts attributable to my divisions, which led to approximately \$10 million in philanthropic and restricted funding to support campus initiatives, including \$500,000 towards an endowed professorship in southern history, and support for graduate research assistantships and undergraduate scholarships. In my nine years as the Vice President for Research & Economic Development, external funding to support research and scholarly pursuits increased over 200%, from \$6.5 million to almost \$20 million per year.

I am passionate about team building and leading administrative operations to focus [or refocus] efforts on serving faculty and students. At both Baylor University and Georgia Southern University, I directed the reorganization of the Universities' offices of research administration and sponsored programs to enhance proposal development and post-award services for faculty, ensure compliance

with sponsor, state and federal regulations, and streamline processes and procedures to encourage faculty pursuits for scholarship. At Georgia Southern University, we were successful in developing and administering financial incentives for scholarly pursuits to support the University's Strategic Vision, such as faculty startup packages to advance research and scholarship pursuits across all colleges for select faculty hires; graduate teaching assistantships to support classroom instruction; graduate research assistantships to advance faculty research agendas; undergraduate research engagement programs to complement retention and progression efforts; and the development of centers and institutes to focus existing areas of scholarship into visible representations of institutional and state interests. As the Dean of the Jack N. Averitt College of Graduate Studies at Georgia Southern University, I implemented an institutional restructuring plan for the College of Graduate Studies to better serve our academic programs, faculty and graduate students. We relocated and rebranded the Office of Graduate Admissions to support the unique nature of graduate-centered recruitment strategies and faculty governance models. The Office of Graduate Student Services was created to focus efforts on supporting a student-centered culture for graduate education, an enhanced Graduate Student Organization, and retention and matriculation needs that are specific to graduate students.

As the Vice President for Research & Economic Development at Georgia Southern University, I had a direct role in shaping Georgia Southern's identity and brand as "Georgia's Large-Scale, Small-Feel Research University" and functioned as the chief advocate for all the University's scholarly pursuits. Originally founded as a normal school and with a legacy in teaching excellence, Georgia Southern embraced the integration of faculty scholarship during my tenure. I was directly involved in increasing the visibility of these effort across *all* disciplines through publications and media events, federal/state advocacy and public relations, outreach to industries, and forming interdisciplinary partnerships that infuse the products of faculty and student scholarship efforts. For example, in partnership with the College of Education, we launched the Interdisciplinary Institute for STEM Education (I²STEM®), which focused on preK-12 STEM education improvement with public school system partners. The work of the Institute is supported by nearly 100 Affiliated Faculty and numerous Institute Fellows, which reside in every one of the University's eight colleges. These partnerships draw upon existing strengths from within the University and emphasizes strong community outreach to rural communities. Combined, these efforts resulted in more than \$7 million in new restricted and unrestricted funding to support activities of the faculty, students and community partners. The Institute also produced a regional fair, *STEMFest*, which draws K-12 students from Georgia and neighboring states every year, providing an opportunity to expose thousands of elementary, middle and high school students to STEM disciplines and showcasing Georgia Southern University to prospective, high-ability students.

Florida Gulf Coast University's emphasis on environmental sustainability is a compelling asset for today's students. In this arena, our team expand opportunities for our faculty scholars and students to engage in scholarship as part of their undergraduate and graduate experience, including a principal focus on STEM disciplines, alternative energy generation, water quality and sustainability. I led advocacy efforts and secured partnerships for the Ogeechee River Supplemental Environmental Project, undertaken in connection with the settlement of an enforced action taken by the Georgia Environmental Protection Division for violations of the Georgia Water Quality Control Act. This initiative provided over \$1 million in research funding to support water quality and estuary research. Through a partnership with the Georgia Department of Transportation, this program also established the University's first long-term field station on the Ogeechee River, allowing for on-site research and academic field experiences in ecology, geology and archaeology. Working closely with the Georgia

Public Service Commission, Georgia Power [Southern Company], and the Skidaway Institute for Oceanography, we led the state's first small-scale wind demonstration project to assess the viability of this form of renewable energy as part of the utility's 2013 Integrated Resource Plan. In 2012, I began serving as a Delegate to the Ocean Exchange (www.OceanExchange.org) to help identify sustainable solutions that improve economies, health and productivity, reduce waste or reduce the use of nature's resources, while simultaneously respecting local cultures. This partnership continues and, in 2015, the Ocean Exchange partnered with Georgia Southern University to initiate the *BIG Pitch Competition* to generate collegiate-level solutions to today's complex environmental challenges.

The new Florida Gulf Coast University Innovation Hub will be a key asset in the University's distinct vision. In 2012, my Division led the re-assignment of the Herty Advanced Materials Development Center (www.herty.com) to Georgia Southern University pursuant to Senate Bill 396, passed by the Georgia General Assembly and signed into law by Governor Nathan Deal. This alignment provided the University with a 100,000 sq. ft. applied research facility focused on advanced manufacturing and the development of proprietary technologies and products using sustainably sourced materials. The Herty Center tests and validates new process and product concepts for industries in a variety of key market sectors including: pulp and paper, chemicals, non-woven materials, and the biomass-to-energy sector. Leveraging these relationships, we created the Office of Industry Relations & Economic Development to promote the scholarly expertise of our faculty, co-op and internship opportunities for undergraduate and graduate students, and workforce development opportunities with industries for both matriculating and graduating students.

Entrepreneurship is one of four pillars of the Strategic Plan. Resulting from a City-University partnership aimed at advancing downtown engagement and advancing innovation, entrepreneurship and regional economic development, our team led the development of the University's first full-service business incubator, rapid manufacturing and 3D printing laboratory in Statesboro-Bulloch County. Central to this pursuit was federal and state advocacy efforts resulting in the acquisition of \$1.6 million in federal funding from the Economic Development Administration (EDA) and \$500,000 in State funding for business development, while leveraging key assets of both the University and the City of Statesboro. My division developed collaborations with the College of Business Administration to launch regional entrepreneurship programs and "Fast-Pitch" competitions with the goal of increasing visibility in the emerging Savannah marketplace, while also driving faculty and student business creation. Finally, my division also led efforts for Georgia Southern University to be recognized as a Founding Investor in the new Savannah World Trade Center, exposing campus stakeholders to international business relationships and opening domestic and international internship opportunities for students.

The next President must be a tireless advocate for resources. My experience in government relations and advocacy extends beyond the community to the state and federal level. I serve as the lead advocate at the state and federal level, sharing the University's legislative agenda with state and federal delegations to inform and promote the vision for the University. I currently serve on twelve state and regional committees and subcommittees focused on state and community relations, integrating the University's voice into areas of entrepreneurship and business development, civic affairs, downtown development, workforce development and education. To help our community leverage the growth and physical presence of a major university, and to ensure that our faculty and students can take full advantage of community and service opportunities, I served as a founding

member of the Statesboro-Bulloch County Economic Development Committee and worked extensively with city and county leaders to support community relations, economic development and planning activities centered on faculty and student interests and the growing university enrollment. Through these efforts, Statesboro is now a national finalist for *America's Best Communities*, a \$10 million prize competition sponsored by Frontier Communications, DISH Network, Co-Bank, and The Weather Channel. The competition aims to inspire the revitalization of small town America and harness the power of community collaboration and innovation for the greater good. Both Statesboro and Americus communities benefit from a lively downtown performing arts scene that bridges community engagement with the Liberal Arts, expanding the role these Universities play in supporting downtown development.

Georgia Southwestern [Americus, GA] and Georgia Southern [Statesboro, GA] are situated in rural communities, both located approximately 3.5 hours from the State Capital in Atlanta. At both Institutions we have successfully shortened this distance and increased the visibility to our stakeholders in many ways. The initiatives include engagement in internship programs during the legislative session, frequent travel to the capital and within the state to visit legislators and Regents of the University System of Georgia, strong recruitment activities in/around the Atlanta region to increase brand awareness, and the creation of a defined plan focusing on government and community relations that supports the Board of Regents' policy agenda and the state's legislative agenda.

I greatly appreciate the Presidential Search Advisory Committee's full consideration of my candidacy. This letter of interest and accompanying vitae provide only a limited illustration of my background and experience. It would be an honor to speak with you further regarding my additional experiences, including diversity initiatives, global engagement and how I can best serve Florida Gulf Coast University.

Sincerely,



Charles E. Patterson, Ph.D.

Interim President

Georgia Southwestern State University