

January 30, 2017

To: Search Committee  
Florida Gulf Coast University

Via: Mr. Robert Luke  
Witt/Kieffer

Dear Committee Members,

This letter is to affirm my interest in the position of President of Florida Gulf Coast University (FGCU). As you will note from my C.V. I have more than four decades of experience in and service to public higher education. Through positions at several major institutions I have been involved in virtually every dimension of university leadership.

As you will also note, I spent six years in Florida higher education at the University of Florida. In that I had responsibility for programs and facilities across the state I came to understand its people and their aspirations. I worked with the Governor and the Legislature at the time on a wide range of issues and initiatives. And I observed up close the early years of FGCU.

It's clear that FGCU is transforming lives in important ways. I have very personally experienced the transformational impacts of public higher education and have devoted a career to providing them to others.

To augment my C.V. allow me to highlight a few accomplishments at each of my senior leadership positions. It is important to emphasize that all are the result of a team effort.

At New Mexico State University (Chancellor of a five campus system and President of NMSU - Las Cruces):

- Increased enrollment and moved NMSU to the preferred college destination for all but one New Mexico county.
- Completed a campus master plan and began implementation.
- Worked with the Governor and legislature on several special funding initiatives.
- Launched a successful (first) capital campaign.
- Increased faculty diversity.
- Improved campus-community relations and collaborations.
- Launched a research and development park.
- Formed an innovative college transition program with local public schools.
- Revised transition arrangements between community colleges and main campus.

At Louisiana State University (Chancellor):

- Managed through the nation's most severe budget cuts.
- Reversed enrollment decline through retention and recruiting
- Substantially increased student diversity and success.
- Built stronger joint ventures with community colleges.
- Restructured and streamlined several administrative and support functions/units resulting in substantial savings.
- Successfully lead the institution through a major NCAA violation.
- Completed a \$750 million campaign (at \$830 million).

At Colorado State University System:

- Streamlined System Office functions and reduced costs.
- Directly supported campus leaders at CSU-Pueblo during a major budget deficit and fiscal retrenchment.
- Worked closely on statewide higher education policy through the Colorado Commission on Higher Education and the Colorado Department of Higher Education.
- Supported legislative expansion of programs at CSU-Global (a fully accredited on-line campus).
- Worked to strengthen collaborations with other Colorado Systems and universities.

Throughout my career and especially as an administrator, I have consistently embraced several core values. These include commitments to:

- \* both student access and student success.
- \* the pursuit of diversity in all its forms.
- \* a focus on the continuing journey to excellence.
- \* assuring transparency and accountability in all roles and all functions.
- \* persistence in seeking ways to recognize and reward those who effectively serve the institution's mission(s).
- \* remaining responsive to the communities and constituents served.

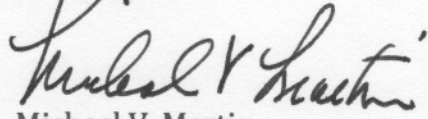
To summarize, my experience, my core values and the accomplishments of the teams I've lead align, I believe, with the vision, mission, guiding principles and expectations for FGCU's next president as outlined in the profile. Demonstrated success in building innovative and responsive academic programs, consistently improving community and state relations, fund raising from multiple sources including donors, maintaining a focus on student access and success, emphasizing accountability, and continually working to strengthen faculty and related resources have been central to my career in public higher education. All are consistent with the goals and aspirations of FGCU as I understand them.

The progress FGCU has made in two decades is remarkable indeed. It is clear the institution has a bright future ahead as it serves students, the state and beyond. I

believe I have the passion and the experience to productively participant in shaping that future.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael V. Martin". The signature is written in a cursive style with a large initial "M".

Michael V. Martin