

PAUL R. PRABHAKER

1925 Shoreline Dr
St Charles, IL 60174

Cell: 1(630)306-0293
prabhaker1903@gmail.com

August 10, 2019

DiversifiedSearch
FGCU Dean Search

Dear Diversified Search Consultants and FGCU Search Committee members,

I would like to introduce myself as an experienced, results-oriented academic leader grounded in a team-first mindset. I have around fifteen years' leadership experience, in various roles, at three different AACSB accredited school including Dean, Associate Dean and Associate Vice President. This is beyond the decade long experience as a traditional faculty member.

Over the years, my leadership style has evolved from an "internal-administrator" style to an "external-relationship-builder" style. The new-revenue generation and new-program-development data in my track record speak directly to this evolution. I am known for working across academic divides such as different departments and schools within the university. My management style can best be described as coach-style shared-governance. I am an official AACSB reviewer and have led three different universities to successful Initial AACSB accreditation and also Maintenance of AACSB accreditation. On a personal level, my peers often see me as a strong team player and a friendly colleague.

My PhD in Business Administration (Marketing) and MS in Quantitative Methods are both from the Simon Business School, University of Rochester, Rochester, NY. Based on my qualifications, professional experiences and leadership style, there are multiple areas of fit wherein I can contribute immediately to the continued growth of Florida Gulf Coast University's Lutgert College of Business.

The rest of this letter points out two specific areas of strength and capabilities that would fit well for the Lutgert College of Business.

Program Innovation, Market Development & New Revenue-Generation

- A. My five year stint as Associate Dean at the Stuart School of Business (IIT) will likely be remembered for several new programs and international partnerships. All of them generating new revenues that did not exist before. New graduate programs in (1) Environmental Management in collaboration with IIT's Engineering school, (2) Marketing Communications, and (3) Financial Management were all developed and launched under my watch. I also spearheaded the design and launch of a full-time fast-trak MBA program, specifically to meet the needs of full-time international grad students. I also worked out a partnership for IIT with Northwestern University's b-school startup in Chennai India in branding that venture with the IIT-Stuart label and also worked out a deal with the Founding Dean of that venture to "certify" their curriculum for a fee that would come to IIT-Stuart. This revenue stream continues even today and probably exceeds 100k annually.
- B. My eleven-year stint at NIU's College of Business as Associate Dean gradually allowed me the luxury of focusing on *New Market Development*.
- The first big international partnership I delivered at NIU was one with the government of Egypt. On behalf of NIU, I bid on a tender floated by that government for the establishment of a National Management Institute (NMI) and was able to leverage relationships with highly placed NIU alums in Cairo. We had a successful run over a five-year period that allowed the "internationalization" of several NIU faculty, in addition to developing a comprehensive curriculum for the NMI. Revenues grossed around one million dollars for this project over a five-year period.
 - I had direct oversight of the MBA program at NIU and developed a one-year full-time Fast-Trak MBA. The differentiator for this program was the option for candidates to qualify for a second Masters' degree from a European partner university – Spain, Italy and France. It took me a little over a year to complete discussions with the Deans at these international business schools that resulted in a curricular model wherein NIU's MBA candidates have the option to attend classes at any of these partner institutions for two three-week modules – thus completing the curricular deficiency – and obtain a masters degree from there. The key is that we were able to negotiate this double-degree advantage for NIU students for an extremely low fee of one thousand Euros. Since its origination, this one-year Fast-Trak double-degree MBA has generated roughly \$4mil in *new* revenues to NIU. (I will bring the contacts, relationships and potential revenues associated with such a program, with me, for possible replication)
 - Half-way through my Associate Dean stint at NIU I also took on the additional role of Associate Vice President for International Partnerships. This freed me up to focus

specifically on revenue-generating international partnerships. In a nutshell, I led various teams that negotiated agreements with

- The Government of Turkey to deliver leadership training to the elite “Inspectors”. These programs resulted in non-degree certificate programs that generated roughly half a million dollars in revenues before the market changed.
- Training programs for multiple regional Chinese governments, wherein they would send their staff to the NIU campus for varying periods. We have had a sustained revenue stream over the past decade, grossing around a million dollars
- International partnerships get elevated to a high business ROI when we are able to identify and vet International partners *to host our business programs in their markets*. These initiatives are usually complex to put together and are based on a set of discussions and agreements on financial, operational and curricular aspects. I was able to create this new market initiative from scratch, over the last decade, with significant success. We’ve now completed four batches of our AACSB accredited EMBA in Bogota, Colombia, leading to additional revenues of approx. \$1.5 mil. We have completed negotiations and discussions on additional “International Cohort” partnership agreements with Macedonia and China. The revenue estimate for these new programs are around \$1+ mil per year.(All the contacts, relationships and “models” will come with me, for possible consideration in a new environment)

I should note that entrepreneurial outcomes, such as the ones above, succeed only when the university administration and the business school leadership are able to work together and see win-win scenarios. Over the decades, I’ve always been able to work with university leadership in communicating the risk-sharing / benefit-sharing potential of new ventures

AACSB Expertise

My 5-year Associate Dean role at the Stuart School of Business (IIT Chicago) was marked by the successful Maintenance of Accreditation and then, years later, a successful Re-accreditation. In late 2005 I was selected by the Chancellor’s office at the University of North Carolina system to come in as the Dean of one of their campuses – Fayetteville State University - that was trying to get to the AACSB finish line after a decade-long effort of going through the Initial AACSB accreditation process, Based on my assessment of their documentation, I saw this as a 2-3 year project. Fortunately, the circumstances worked out very well and I was able to lead the University of North Carolina, Fayetteville State University, to a successful Initial AACSB Accreditation in Spring 2007, within a year of my joining them.

I then accepted a role as Associate Dean at Northern Illinois University that included direct AACSB oversight but also the opportunity to develop new programs and revenue-generating

international partnerships. NIU's College of Business is well established and leading them through two Maintenance of AACSB Accreditation was not an unusual challenge, though it allowed me to hone the finer nuances of working with AACSB.

Over the years, my professional colleagues at AACSB and peer institutions got to know me as the "innovative partnership-driven revenue-generator" ! I was invited by AACSB as their main speaker on International Partnerships in the AACSB 2016 Associate Deans' conference and was able to share the "model" with other schools.

Alumni & Advisory Board Relationships

I have always maintained a high profile with the NIU Business' Advisory Board, even as an Associate Dean. As an example, I have taken Board members on business development trips to meet and negotiate with international partners. Also, they interact freely and frequently with me when it comes to inputs on market skills for students, etc.

The Experiential Learning Center was a key differentiating concept for NIU's business school for well over a decade. This unit reported directly to me. I was able to meet and build relationships with NIU business alums in different parts of the country and solicit their support of this unit. We were able to establish a small, sustainable operating budget for this unit, fully alumni funded. Equally important, we were able to sell this concept to small and large businesses locally. In fact this turned out to be so effective that we currently charge a \$10,000 fee for each project that is negotiated with a particular business organization.

Scholarly Background: I have several refereed journal and conference proceedings publications and have presented my research in several conferences. In total I have over fifty research publications and presentations. I have served on the PhD committees of students in Business, Computer Science and Engineering, reflecting my broad and eclectic academic background.

I have spent the latter years developing a parallel stream of white-paper proprietary research for companies such as Motorola, AT&T, a multinational consulting company etc.

More than the tangible information described in this letter and in my academic CV, I will bring an energy and attitude to FGCU's Lutgert College of Business that faculty, staff, advisory board members and students alike will appreciate. I genuinely enjoy influencing the lives of students as they build their professional lives.

I would like to make it very clear that any successes that are ascribed to me, whether it is revenue-generation, AACSB leadership or innovative program / market development, are truly the result of *teams* and in being in the right *environment*. Having the right group of motivated professionals and a university environment that is willing to be risk-taking and innovative is critical in getting outcomes I have experienced first-hand.

Over the years, I've had several opportunities and faced different challenges that have clarified my leadership style and have allowed me to discover my strategic strengths. More important, the professional maturity garnered through these experiences have allowed me to develop a sense for what may be the right fit and environment for me. I am aware of the brand and reputation that the Lutgert College of Business has built over the years. The opportunity to lead FGCU's Lutgert College of Business to higher levels of market success in the short-term and then, in the long run, be able to elevate FGCU's Lutgert to a world-class business school intrigues me.

From a timeline standpoint, I am looking to have a decision made for a January 2020 start. I look forward to the next step in the process and am excited to share my thoughts and plans. It will be my pleasure to meet with the Search Committee in person to discuss the fit in greater detail.

I can be reached via email or at (630)306-0293 (cell)

Sincerely,

Paul Prabhaker