

September 23, 2008

Kathleen C. Quinn
Associate
Isaacson, Miller
649 Mission Street
Suite 500
San Francisco, CA 94105

Dear Katie:

Thank you for sending me the detailed description for the Dean's position at the University of Hawai'i at Mānoa. While my accomplishments are delineated in my vita, I would like to provide some highlights which directly relate to the needs and criteria as contained in the position description.

- *chairing the **Strategic Planning Committee** and authoring the plan for the College;*
- *as vice chair of the **Curriculum Review Committee** conducted a comprehensive review and revision to the curriculum;*
- *founding an **Industry Hall of Honor** and serving as Chairman for the past three years;*
- *developing an **Industry Diversity Institute** and serving a Chair of the Institute and chairing the annual industry Diversity Conference;*
- *publishing the **Hospitality Business Review**;*
- *receiving the **Dean's Awards for Teaching and Research Excellence**;*
- *being named the first recipient of the **University Distance Education/ITV Teaching Excellence Award**;*
- *being selected for two consecutive years for the **University of Houston's Presidential Elizabeth D. Rockwell Discover UH Outstanding Faculty Award**;*
- *raising over **\$6.0 million** dollars for the College (\$3.0 direct and \$3.0 matching gifts)*
- *authored and implemented an **award winning marketing plan** which enhanced the image of the College and resulted in increased enrollment and revenue;*
- *winning the prestigious Travel Industry Association of America **Odyssey Award in Education and Training**.*

1. ***Develop a Vision for the School and Extend its Reach*** – My assumption is the School has a Strategic Plan and it may well be an excellent plan. Unless it was recently developed and yielding the results desired, it is likely time for a new plan and related vision. I offer the School an individual who has lead the strategic planning process in the academic, corporate and government sectors. I will bring a dynamic and inclusive planning process with me that will help reach a new vision. Once agreement were solidified I would trumpet that vision to all potential internal and external bases of support as well as identify and solicit new opportunities. I would use my network of resource allocations and cooperation. I

know how to plan, market and sell for a School and believe my accomplishments support that premise.

2. ***Unify and Mobilize the School's Resources and People*** - Achievement of institutional goals results from a motivated team effort and collaboration. As a senior manager/executive and a 15 year member of a College/University faculty I would bring the school a mature multi-sector positive leader. This involves openness, listening, communicating and doing. My career success has been due in large part to having a great team that believes in the goals and vision and enjoys an atmosphere which fosters achievement. The Dean's role must include providing that environment in good and in lean times. I have inclusive philosophy developed by serving in most all faculty ranks as well as serving as Vice Chancellor for Financial Affairs and Treasurer of the Board of a state university system. I would offer the School this unique experience in competing for resources for the School and for the individual faculty initiatives.
3. ***Develop Relationships with Industry and Community Partners*** – I would bring the School an individual with extensive industry experience and connections. I have both served and formed Boards which have directly contributed to the leadership repositioning of my current Institution. Many of these same contacts have produced strong financial support for my College, greater enrollments and opportunities for our students, faculty and other components of the University. My corporate and consulting assignments have helped me gain first hand experience and an understanding of a number of the islands including Kauai, Lanai, Maui, and Oahu. I am sure I would be able to jump start a more thorough knowledge and apply it to the goals of the School. There are numerous industry relations successes delineated in my vita. The net result was/is increased awareness, substantial contributions, enhanced reputation for the College, much greater community involvement, a more attractive place in which to study and work, and great positioning within the marketplace and University. I would bring this same effort to the School.
4. ***Enhance and Expand the Academic Program of the School*** – Through my leadership role I have contributed substantially to the complete redo of our curriculum. This included development of new areas of emphasis, a joint MS/MBA degree, online course offerings, articulation agreements, study abroad and exchange programs, and a newly proposed Ph.D. offering. In addition, through an on-going industry collaboration process course offerings and content have been kept in line with both the local market and industry needs. This relevancy is also a factor that generates both enrollment and resources.
5. ***Grow the Financial Resources of the School*** – Through corporate, foundation, and individual resource solicitation I have raised nearly \$6.0 million for the College. This was the result of both direct and creative approaches to development. Included were cash contributions (designated and undesignated), grants, matching gifts, and gifts in kind that resulted in institutes, an international

visiting professorship, scholarship endowments, capital improvements, and other unique opportunities for students and faculty. Some of these also included partnerships, co-ops, and other collaborative endeavors with leading industry associations and suppliers.

In summary, I would bring the School a leader with extensive personal and industry contacts and seek to build strong industry partnership. I offer proven expertise in marketing, development, and planning. I know how to provide a positive momentum to a School.

Thank you very much for your consideration.

Sincerely yours,

Dr. Ronald A. Nykiel, CHA/CHE