

**GERALD L. HECTOR, CPA**



March 20, 2025

Mr. Kenny Daugherty  
President  
Myers McRae  
515 Mulberry Street  
Macon, GA 31201

Position: President  
Organization: Florida Agricultural and Mechanical University

Dear Mr. Daugherty:

With more than a quarter century of experience in leadership, transformation, and impactful results in the higher education ecosystem, I am enthusiastically expressing my interest in the position of President for the Florida Agricultural and Mechanical University (FAMU). I have held executive leadership positions at five higher education institutions where my assignments were to stabilize operations and drive institutional change. My former and current institutions include Johnson C. Smith University, Ithaca College, Cornell University, Morehouse College, and the University of Central Florida (UCF). My current institution is the largest university in the state of Florida, and the second largest university in the nation with approximately seventy thousand students.

My success in higher education is rooted in my early career that started in public accounting at Deloitte and Touche. I have successfully woven modern business practices into every institution I served to drive operational, administrative, and programmatic results that led to me overseeing many firsts in the industry, including the \$34 million Student Success Program jumpstarted by billionaire Robert Smith in 2019 at Morehouse College, and the \$1 billion Gates Millennium Scholars Program while at the United Negro College Fund, Inc in 1999.

I have managed not only as a finance and administrative executive, but also as a campus leader on a host of issues that extend beyond my portfolio of responsibilities including programmatic leadership on issues directly affecting students, faculty, and staff. My connections with the campuses I served both currently and in the past are testimonies to the qualities I possess around a culture of excellence that I believe will serve FAMU well as its next president.

The position profile noted that FAMU is seeking a “bold, innovative, inspirational, and strategic visionary who will be an unwavering champion for students and the programs that have driven the institution’s momentum.” My demonstrated accomplishments in financial and operational management, coupled with my support for faculty in their teaching and research, and students in their learning outcomes, bode well to fit the profile announced. It has been my focus on strategic

planning and change management that have afforded me the opportunities and roles I have occupied since entering the workforce in 1993. Wherever I serve, I am proud to share that I have transformed and left those institutions in better financial and operational positions from when I first arrived.

The State University System of Florida (SUS) is the nation's number one higher education system, and it has maintained that distinction because of the discipline it exercises around its performance-based funding model, and strategic infusions of operating funds where many states have retrenched from making such investments. As I am currently working at the largest institution in the SUS, I have the experience and knowledge within the system to quickly assess strengths, weaknesses, opportunities, and threats, and build the right team to effectively navigate the performance-based funding model while growing the gravitas and influence of FAMU as it seeks to become a Carnegie Classification Research 1 institution.

The university's current strategic plan: ***Boldly Striking***, has five pillars that it seeks to achieve by 2027. All five pillars of the plan are like the four pillars we have in our plan at UCF: ***Unleashing Potential***. Being a part of the team that created UCF's plan, and being a key person in executing on its tenets, will allow me to seamlessly weave what we have accomplished to date into what FAMU desires to achieve. The similarities are palpable, as they are geared to meeting the goals and objectives within the guardrails of Board of Governors and state legislators. With the strategic plan recently adopted by the Board of Governors, the alignment of campus plans with that plan became much more critical. I can build the right campus culture to make that a reality.

I can enliven conversations across all campuses of FAMU, foster relationships with her SUS partner institutions, intrigue and entice new business and programmatic partners to join FAMU on its journey that is still being written, and exhibit to the Board of Governors and state legislators an institution that wants to solidify itself as a beacon of financial and operational efficiency within the SUS. We want to exhibit to internal and external stakeholders a discipline that will amplify student learning outcomes, garner new knowledge through cutting edge research, and be an employer of choice for everyone who works in Rattler Nation regardless of rank or position. I can lead the university to meet and exceed the expectations of the strategic plan. It will require a lot of work, but that is what excites me most about this role. I would welcome the opportunity to bring to FAMU what I took to five other institutions across the country with resounding success.

I am eager to continue conversations about this position to discuss how my skills, experiences, and passion for higher education can fit the profile you are looking for in the next president of FAMU.

Regards,

A handwritten signature in dark ink, appearing to read "Gerald L. Hector", written over a horizontal line.

Gerald L. Hector, CPA

enclosure