

FLORIDA STATE UNIVERSITY  
BOARD OF TRUSTEES MEETING  
MINUTES

FRIDAY, OCTOBER 25, 2013  
8:30 AM

Members Present: Kathryn Ballard, Ed Burr, Joe Camps, Rosie Contreras, June Duda, Joe Gruters, Andy Haggard, Mark Hillis, Leslie Pantin, Peggy Rolando, Brent Sembler and Gary Tyson

**I. CALL TO ORDER AND WELCOME (0:00:42)**  
*Mr. Andy Haggard, Chair*

Trustee Haggard called the meeting to order at 8:30 a.m. Roll call was conducted by Lynna Sands.

Trustee Haggard welcomed the newest member of the Board of Trustees, Trustee Kathryn Ballard, to her first meeting, stating that he and others on the Board look forward to working with her.

**II. APPROVAL OF MINUTES**  
*The September 13, 2013, meeting minutes were unanimously approved as presented.*

**III. PRESIDENT'S REPORT (0:02:19)**  
*Dr. Eric J. Barron, President*  
*Note: This item was moved up from its original position (VIII) near the end of the agenda.*

President Barron reviewed several important factors in the overall success of a University, for which a president could be evaluated. He referred the Board to a handout that outlined a list of several dozen possible goals. Following additional evaluation and input from the President and Trustees, 11 goals were defined and selected for 2013-2014.

**PROVIDE STRONG LEADERSHIP**

- Continue progress toward the Top 25 of Public Universities and Association of American Universities (AAU) readiness.
- Launch the public phase of the \$1 billion-plus Capital Campaign.

**ADVANCE THE UNIVERSITY'S EDUCATION, RESEARCH AND SERVICE MISSION**

- Continue measurable progress on the Big Ideas.
- Continue the development and implementation of effective and high quality online learning experiences.
- Ensure timely completion of the 2014 benchmarks established in the University Quality Enhancement Plan submitted to the Southern Association of Colleges and Schools (SACS) Commission on Colleges.

- Continue to increase the number of faculty in strategic areas and to ensure timely graduation and satisfaction of student demand, which are critical elements of Top 25.
- Increase faculty and staff compensation.
- Advance the comprehensive plan for job creation and student career success that was presented during the most recent Board meeting. Dr. Barron stated that he recently met with Gov. Rick Scott, who offered several suggestions related to the plan.

### **SUPPORT A STRONG PROGRAM IN ATHLETICS**

- President Barron noted that Stan Wilcox, Florida State's new Athletic Director, is leading the formulation of the athletics strategic plan.

### **ADMINISTRATIVE OPERATIONS**

- Advance and complete the Master Plan for the Donald L. Tucker Civic Center in alignment with the vision described during the Trustee workshop.

### **EXTERNAL CONSTITUENCIES AND PARTNERS**

- Continue to strengthen the University's relationship with the Governor, State Legislature and Board of Governors.

### **AGENDA ITEM (ACTION)**

*After discussion, Trustee Duda moved to approve the President Barron's 2013-2014 Goals. Trustee Pantin seconded the motion and it was approved unanimously.*

President Barron highlighted concerns resulting from the institution's goal to increase the number of faculty and invest in strategic priorities. One of the major issues that could pose an obstacle to progress is the physical plant, which could prove to 1) be a limitation to the University maintaining its preeminence designation and 2) impact Top 25 aspirations.

The challenge for the University, as one of the two oldest research universities in Florida, is maintenance of the physical plant, which has been affected by the decrease of PECO funding. PECO funds, derived from tax-based telephone landlines, are no longer capable of delivering the resources to support maintenance of the physical plant. Maintenance of the physical plant has also been impacted by a gubernatorial objective to decrease debt for the State of Florida.

The Board of Governors, Legislature and the Governor have signaled that there may be opportunities to fund buildings directly. The Board of Governors has asked that all universities present plans for construction, particularly those that serve critical needs for the University. Florida State has three buildings within the criteria as defined by the Board of Governors:

- *Florida State University/Florida A&M University's College of Engineering Phase III*  
Florida State and Florida A&M are jointly requesting funding for this joint use facility.
- *Earth Ocean Atmospheric Sciences Building (EOAS)*  
This program, one of the fastest growing programs in the College of Arts and Sciences, is expected to continue to grow. The number of undergraduate

students increased by 250%. The Bureau of Labor Statistics predicts that there will be substantial - higher than average - growth in these fields. Updated facilities will raise the stature of a very strong program to the position of an elite program in the nation.

- *STEM Teaching Lab Building*

The University's Top 25 goal is tied to significant investment in STEM fields. The proposed STEM Teaching Lab building is designed to 1) address teaching lab activities within the deficient science buildings (e.g. Keen, Dittmer and Bio Unit 1,) and 2) to renovate the space to house the STEM faculty. This strategy will create greater efficiencies and enable collaborative teaching for Chemistry, Physics and Biology.

Chair Haggard asked if there were any additional questions or comments, and thanked President Barron.

Trustee Haggard welcomed Dr. Larry Robinson, Interim President of Florida A&M University.

#### **IV. REMARKS**

*Dr. Larry Robinson, Interim President, Florida A&M University (0:21:47)*

Dr. Robinson thanked the Board for the opportunity to speak and noted that he is pleased with the new spirit of collaboration that Dr. Barron has brought to Tallahassee – bringing together Florida State University, Florida A&M University and Tallahassee Community College. Florida State and Florida A&M have worked together to keep the College of Engineering building a priority for the PECO list. It is important that the Board of Governors is aware that this building is equally important to both institutions.

Dr. Robinson indicated that, with respect to infrastructure, Florida A&M is the third oldest of the State University System institutions. The situation has changed a great deal since Dr. Robinson's arrival in 1987 from the Oakridge National Laboratory. Today, under the leadership of President Barron, Provost Garnett Stokes and College of Engineering Dean Yaw Yeboah, a spirit of collaboration exists that provides the community and state universities with enhanced ability to educate students as well as promote economic development – that will benefit everyone.

One of the strengths of the State University System is the unique, diverse mission of each University. All institutions are not necessarily striving to for membership in the AAU. Each of us strives to be the best at what we do. The performance metrics continued to evolve.

Florida A&M appreciates the work of the Board of Governors. The University would like to see an inclusive discussion to identify metrics that better reflect the nature of each University's mission. The State of Florida is in a position to lead with our strongest assets, that is, our educational institutions.

In closing, Dr. Robinson thanked President Barron and Florida State University's Board of Trustees for the opportunity to speak.

## V. UPDATES & REPORTS

### A. STUDENT GOVERNMENT ASSOCIATION UPDATE (0:32:01)

*Ms. Sara Saxner, Vice President of Student Government Association (SGA)*

Ms. Saxner reiterated SGA's goal to cultivate leaders who are willing to work for surrounding and distant communities as well as to instill relevant, transferable skills in our University students. Ms. Saxner provided updates on current SGA projects and programs including:

- The College Councils met October 14 to share best practices regarding how to advance and promote enhanced collaboration and academic excellence.
- The November 2013 Golden Tribe Lecture series will host astrophysicist, Dr. Neil deGrasse Tyson. The lecture will take place in Ruby Diamond Auditorium. Speakers scheduled for Spring 2014 include MSNBC contributor Melissa Harris Perry and Cambodian actress Somaly Mam.
- Leadership elected during the October 16 Student Government elections will be inaugurated at 5:30 p.m., October 30, in the Union Ballroom.
- SGA is supporting the Student Business Incubator to encourage student businesses and start-ups.
- The Freshman Leadership Institute and Leadership Institute will be hosting several activities during the upcoming months. To date, both Institutes have received great responses across the University.
- The Senate will confirm candidates for the Veteran Student Union Director within the coming weeks. This new agency, created September 11, will promote awareness of and appreciation for those who have served in the military and build upon collaborative opportunities to be the nation's most veteran-friendly University.
- Recently, SGA held the first of many events to discuss issues related to 1) health, wellness and safety and 2) evaluating and improving our institutional culture regarding sexual assault and violence.

### B. FACULTY SENATE UPDATE (0:37:15)

*Dr. Susan Fiorito, Faculty Senate*

Dr. Fiorito welcomed, on behalf of the Faculty Senate and Faculty Senate Steering Committee, Florida State University Trustee Kathryn Ballard. Dr. Fiorito expressed appreciation for Trustee Ballard's service to Florida State, as well as for other charitable and community works, and noted that the Faculty Senate looks forward to working with her. Dr. Fiorito's report highlighted several key initiatives:

- The faculty is very enthusiastic about developing Honors courses for the liberal studies curriculum, to be offered beginning Spring 2014. Eleven courses will be offered with approximately 100 to be added by Fall 2015.
- The Faculty Senate recently approved the "3+3 JD" program for highly motivated undergraduate students – providing the ability to pursue a law degree after taking course work for three years in an undergraduate program.
- Faculty are working diligently clarifying procedures and documenting best practices. Dr. Fiorito expressed appreciation on behalf of the faculty for the

assistance provided by Provost Stokes and Vice President for Faculty Development and Advancement Sally McRorie.

- Faculty are receiving information on the upcoming “25 for 25” Campaign and the opportunity to contribute to the University’s library, as well as support Florida State's advancement to the Top 25.

Dr. Barron remarked on the faculty’s enthusiasm and commitment to the “25 for 25” Campaign. The Campaign is structured that any pledge or check made by a faculty members, that includes a “25”, will support the University’s move into the Top 25, such as the first gift made by a faculty member of \$5,000.25.

In response to a question from Trustee Gruters, Dr. Fiorito noted that students in the 3+3 JD program will be required to take the LSAT before enrolling in law classes, and students will not begin law classes until the start of their fourth year. Enrollment is expected to be limited to 10-15 students.

### **C. UNIVERSITY ADVANCEMENT UPDATE (0:43:26)**

*Dr. Thomas W. Jennings, Vice President for University Advancement and President of the FSU Foundation*

Dr. Jennings reported that the Campaign has exceeded the \$500 million dollar mark in gifts and pledges. He provided an overview of the development and selection of the campaign tagline, “Raise the Torch,” and development of related graphics. He shared images of the preliminary campaign graphics, including a torch in the graphic almost identical to the torches in the University seal.

Dr. Jennings reported that University-wide gift acceptance accounting policies took effect October 1, 2013. The new policies resulted from a two-year effort by an internal committee involving staff members in all Direct Support Organizations (DSOs). The policy addresses gifts in kind; gifts of property, cash, securities and all other gift vehicles.

The Faculty/Staff campaign launched recently with the tagline “25 for 25.” The effort is spearheaded by the Faculty Senate and its Chair, Gary Tyson. Faculty and staff are asked to make “25” part of the gift amount (e.g., \$2,500, \$1,025, \$25, etc.) to show support for Dr. Barron’s initiative to make FSU a Top 25 public University. All gifts, for any purpose, from faculty and staff count in the campaign. The faculty have selected the Library as a featured initiative within the context of the overall campaign.

Dr. Jennings distributed a report titled “Big Ideas Total by Fiscal Year.” This report was prepared in response to a request by the Board during the previous meeting. The compilation of the data required an extensive project to review more than 3,000 Foundation funds assigned to the colleges and units. Specific funds in the colleges and units have been identified that align with each Big Idea, and we have begun tracking those funds’ progress toward campaign goals.

Dr. Jennings described the evolving fundraising trend of “crowd gifting” and its impact on departments and faculty, who have been individually using sites such as *Kickstarter*. Crowd gifting is a process whereby one person’s idea or project is funded through web site giving, and payment is administered through a third party website, such as PayPal or a similar vendor. Individual crowd gifting sites pose several challenges, including 1) the inability for FSU to collect donor information during transactions, 2) the inability to count the gifts in FSU’s fundraising total, 3) lack of institutional oversight on the use of the proceeds and the potential for fraud or illegal activity to go unnoticed, 5) the potential for inappropriate use of FSU marks and iconic images, and 6) the inability to steward donors’ gifts appropriately (e.g., no letter to donors for IRS tax purposes, no thank you letters, and no gift credit in the University’s database). The Foundation will launch a crowd gifting website during Spring semester that will address and solve all issues listed above.

Dr. Jennings announced that Trustee Haggard will receive the Bernie Sliger Award from the FSU Alumni Association during the November 16 Homecoming Breakfast. The Sliger Award is the highest honor bestowed by the Alumni Association and is presented to individuals who have provided outstanding service to the University.

#### **D. UNIVERSITY RELATIONS UPDATE (1:01:08)**

*Ms. Liz Maryanski, Vice President for University Relations*

Ms. Maryanski provided an update on activities in University Relations and University Communications since the September meeting of the Board of Trustees:

- WFSU launched *PBS Learning*, a new platform that delivers digital content to educators. The online digital repository of 30,000+ PBS assets includes PBS programs such as Nova, Frontline and Masterpiece Theater. The programing is designed to meet educational standards thereby making it easy for teachers to integrate this content into their curriculum.
- The Division provided support to a number of initiatives, including:
  - The 2013 Robert O. Lawton Distinguished Professor Award, the highest honor faculty members can bestow on one of their own, awarded to Professor of Food Science, Dr. Shridhar K. Sathe.
  - *A Fortnight of Rembrandt* Supporting Vice President for Research, Dr. Gary Ostrander and the Museum of Fine Arts to promote the Rembrandt exhibit, brought to Florida State by the generosity of Drs. Tobia and Morton Mower.
  - *Advancing the Top 25* messaging strategy including the November issue of *Florida Trend*, which focuses on retention metrics such as graduation rate performance of the University, and student retention. This is the third piece in a series of six advertorials, scheduled for publication during 2013-14.
  - Promotion of the 2013 Veteran’s Film Fest is well underway and includes a multi-channel strategy: social media, website (*veterans.fsu.edu*) and a 30-second PSA.
  - University Communications produces daily radio segments which air on WFSU. The segments are archived along with video content at: *news.fsu.edu*. A recent segment featured postdoctoral scholars, better

known throughout the world of higher education and research as Post Docs. This segment raised awareness of our exceptional graduate students and the value that they bring to our University.

- The FSU Coastal and Marine Lab invited water-lovers from across the Big Bend area to put their creative and environmental spirit into high gear in the "Whatever Floats Your Boat Regatta" on October 6. Participants were challenged to create a boat from a list of approved recyclable materials that would, at least initially, stay afloat.

#### **E. LEGISLATIVE UPDATE (1:12:06)**

*Ms. Kathleen Daly, Assistant Vice President for Governmental Relations*

Ms. Daly advised that interim Legislative committee meetings that began in late September signaled the start of the 2013-14 Legislative season. These meetings will continue through February and lead up to the March 4, 2014 start of the 60-day Legislative session.

- State economists calculated a revenue surplus of about \$800 million dollars for the coming fiscal year, half of which is non-recurring funds. There will be two more revenue estimates will take place before the Legislature begins to finalize the budget in late March or early April 2014.
- Hearings will be held bringing gaming to the State of Florida, which would be a revenue generator for the state. Discussions on changing the taxing structure for communications, which was discussed last year, would also be a revenue generator for the State.
- Essential to University priorities is the second installment of pre-eminence funding. Last year the University received \$15 million, the hope is that every year for the next five years will be augmented by another \$15 million.
- A priority is the distribution of capital outlay allocations particularly those for EOAS and Engineering and existing facilities maintenance.

The Governor restated last week his concern for the bonding of new roads and education facilities as part of his 2014 budget recommendations to be released at the end of January or the first week of February.

The State University System lobbyists recently developed a campaign called *Hard Hats for Education* to address the impact of the recession on the need for new facilities, renovations, expansion of existing facilities, all of which have fallen behind due to the decrease in PECO. This initiative will involve presidents, communicators and students to essentially encompass fiscal and policy issues.

Governmental Relations Office is continuing to enhance advocacy efforts:

- Several Trustees testified before their local Legislative delegation. Meetings are already scheduled through January and February to include alumni and administrators, if they wish to participate.

- Legislative Seminole Caucus has 39 members, not including the unofficial winner of the Pasco special House election is a Florida State alumna. The President will address the Caucus within the next two weeks.
- The President met with the Governor, and recently testified before the House Higher Education subcommittee on pre-eminence. He also 1) presented a white paper on greater job creation for our students, which was very well received and 2) met one-on-one with key legislators – more meetings will be held during November.
- A legislative internship program is now formalized – 64 interns last were placed in Legislative offices. The goal is to increase the number.
- FSU Day at the Capital is April 1, 2014. The reception the evening before, on March 31, is sponsored by our students, and will take place on the 21<sup>st</sup> floor of the Capitol.
- The *Advocate for Florida State* website was used quite a bit to great success during the last session for the pre-eminence initiative and outreach to legislators. Governmental relations received positive feedback from alums who use the website. Efforts are underway to increase registrants. The site is being enhanced with assistance from University Communications.

**F. RESEARCH UPDATE** (1:24:36)

*Dr. Ross Ellington, Associate Vice President for Research, reporting on behalf of Dr. Gary Ostrander, Vice President for Research*

Dr. Ellington provided a summary of the effects of the sequestration on Florida State University research initiatives. During the first quarter of fiscal year 2013-2014, there was a significant increase in the number of proposals submitted and awards received. First quarter awards are up from \$62.6 to \$71.1 million and proposals are up 70% when compared to the last quarter of the previous fiscal year. The Federal government shutdown has impacted the University in a number of ways:

- Proposals could not be submitted
- Peer-review panels were suspended
- Nearly all Federal Agency staff were furloughed
- Agency budgets are uncertain given that negotiations will be taking place over the next few months
- Second quarter numbers will be down, but will recover during the third quarter

The Office of Proposal Development was recently opened. The office assists faculty in locating funding opportunities and in bringing together teams of faculty to work together. Much of this research is interdisciplinary. To date 120 attended the proposal-writing workshop and 80 attended the NIH workshop.

Dr. Ellington reported that the current status of the University's strategic Faculty Hiring Initiatives on Research (Energy & Materials, Brain Health & Disease, and Coastal and Marine Ecosystem research) is progressing with additional investments in college-centered faculty hires. All recruiting efforts will grow FSU's research base considerably thereby impacting external

funding generation and training of graduate students and postdoctoral fellows (all key metrics for which we are being held accountable).

President Barron remarked that it is important that faculty have assistance in order to apply for large grants. This process is difficult and complex as the proposals require specifications in order to be considered. This increases pressure on faculty and is somewhat of a risk. The assistance from Research provides faculty with expertise to assist in developing proposals.

**G. ATHLETICS UPDATE (1:35:21)**

*Mr. Stan Wilcox, Director of Athletics*

Mr. Wilcox highlighted the NCAA governance structure, history, current structure and future structure of the organization, and announced that the BCS national rankings were released – ranking Florida State football #2.

Mr. Wilcox shared the names and titles of the members of the College Football Playoff Committee and highlighted the BCS rankings structure and national television exposure via ESPN during Game Day and future competition as well as the communication with ESPN regarding appropriate use of Seminole Tribe likeness.

Mr. Wilcox discussed the Graduation Success Rate (GSR), which is calculated for each athletics team and measures the proportion of student-athletes who graduated within six years versus the total number of student-athletes who entered into the institution in a particular cohort year. The calculation is based on the four most recent years of graduation data. Florida State's GSR is currently 81, and one of the goals of the Athletics Department is to increase the GSR every year.

**VI. ACADEMIC AFFAIRS (2:12:38)**

*Dr. Garnett S. Stokes, Provost & Executive Vice-President for Academic Affairs*

**AGENDA ITEMS (ACTION)**

- A. Requesting Approval for Proposal to Explore Master of Studies in Law  
*After discussion, Trustee Duda moved to approve the Proposal to Explore a Master of Studies in Law. Trustee Burr seconded the motion and it was approved unanimously.*
- B. Requesting Approval for Peer Hearing Regulation Revision  
*After discussion, Trustee Burr moved to approve the Peer Hearing Regulation Revision. Trustee Pantin seconded the motion and it was approved unanimously.*
- C. Requesting Approval for Board of Governors Performance Funding Model  
*After discussion, Trustee Gruters moved to approve the Board of Governors Performance Funding Model. Trustee Duda seconded the motion and it was approved unanimously.*

**VII. FINANCE, BUSINESS & AUDIT (2:20:35)**

*Mr. Kyle Clark, Vice President for Finance & Administration*

**INFORMATION ITEMS**

**A. Finance, Business & Audit Update**

Mr. Clark provided an Operating Budget Comparison of 2013-2014 State Institutions (excluding hospital budgets). Florida State's operating budget is fourth in the state at \$1.25 billion, representing 12.45% of the State University System budget. Total revenue/FTE equals \$34,062, based on the 2012-2013 Common Data Set (student FTE Fall Term 2012). When compared to 2013-2014 Peer Institutions, Florida State ranks fifth after Ohio State University, University of Maryland, University of Georgia and the University of Missouri.

**AGENDA ITEM (ACTION)**

**B. Requesting Approval for Specific Authority for the University President to Acquire Property as identified by the Campus Master Plan.**

*After discussion, Trustee Burr moved to approve the Request for Specific Authority for the University President to Acquire Property. Trustee Sembler seconded the motion and it was approved unanimously.*

**VIII. CHAIR'S REPORT (2:25:35)**

*Chair Haggard stated that the President's 2013-2014 Goals was moved to earlier in the Agenda, Item III, at President Barron's request.*

**IX. OPEN FORUM FOR BOARD OF TRUSTEES**

- Trustee Pantin suggested a future workshop to discuss the total cost of tuition, including, books, housing, food, etc.
- Trustee Contreras suggested a workshop to discuss financial aid.

**X. ADJOURNMENT**

The meeting adjourned at 11:10 a.m.

The next meeting is scheduled for Friday, January 24, 2014.