FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES
MEETING MINUTES

June 27, 2014
9:00 am

Augustus B. Turnbull III
Florida State Conference Center
555 West Pensacola Street
Tallahassee, FL

Members Present: Kathryn Ballard*, Allan Bense, Ed Burr, Joe Camps, Rosie Contreras, June Duda, Joe Gruters*, Andy Haggard, Mark Hillis, Leslie Pantin, Peggy Rolando and Gary Tyson
*Participated by telephone

I. CALL TO ORDER AND WELCOME

Mr. Allan Bense, Chair

Chair Bense called the meeting to order at 9:05 am. Lynna Sands conducted the roll call.

II. APPROVAL OF MINUTES (ACTION)

Trustee Haggard moved to approve the March 7, 2014 and June 4, 2014 meeting minutes. Trustee Burr seconded the motion and it was approved unanimously.

III. CHAIR’S REPORT

Trustee Burr provided an update on the Presidential Search. As authorized by the Board of Trustees in March 2014, the Presidential Search Advisory Committee (PSAC) hired Storbeck/Pimentel Executive Search Consultants to assist with the search and established September 2, 2014 as the deadline for applications. In response to Trustee Hillis’ question, Trustee Burr indicated that the Board of Trustees Compensation Committee will be engaged at the appropriate time.

After discussion, Chair Bense recommended that the PSAC forward no fewer than three candidates for consideration by the Board of Trustees. Trustee Haggard made a motion that the PSAC forward no less than three candidates for consideration by the Board of Trustees. Trustee Duda seconded the motion and it was approved unanimously.

IV. PUBLIC COMMENTS

During the public comment period, faculty and students offered comments related to the presidential search process.
V.  **PRESIDENT’S REPORT**

Interim President Garnett Stokes provided an update on activities since becoming Interim President in April. Dr. Stokes is committed to Florida State University’s goal of achieving Top 25 status as well as the upcoming public launch of the Capital Campaign in mid-October.

Accomplishments since the March 7 Board meeting include:

- Complete revision of the liberal studies curriculum, including creation and implementation of new courses.
- The search for the new Director of the Quality Enhancement Plan is underway.
- As a result of employer feedback, investments have been made in Graduate Success program. The faculty has provided great leadership in this area.
- Career readiness milestones have been added to academic maps thereby preparing students for life after graduation.
- The Career Center has added advisors in academic departments, thus encouraging faculty to develop new career and professional development courses to increase employability skills of students. In addition, internship opportunities for students will be increased.
- Beginning Fall term, in an effort to improve retention and graduation rates, FSU will use student success collaborative data analytics and predictive modeling to develop individualized recommendations for students. This will be of tremendous assistance to students in understanding what they need to accomplish in order to graduate.
- Additional entrepreneurs in residence have been hired to advise students, and it is expected that students and faculty will benefit greatly.
- Student Veterans initiatives include expansion of college level liaisons with veterans. FSU is receiving national recognition as a result of its positive impact on student veterans.
- The Honors, Scholars and Fellows House has already had a great impact on recruitment, both nationally and internationally. FSU will continue to strengthen its Honors Program, Office of National Fellowship and Undergraduate Research by allocating preeminence funds to support the programs.
- The first cohort of Presidential Scholars will be on campus this fall. The Presidential Scholars include 25 students with average scores of 32.7 ACT, 2095 SAT, and 4.79 weighted-GPA. This program, made possible in part by a donor, is intended to model one of the best scholarship programs in the country.
- In order to continue progress toward Top 25 status, strategic investment in faculty is needed. Accordingly, faculty recruitment and hiring is occurring across campus.

Work Plan recently approved by the Trustees, which included performance funding metrics and projections for the preeminence metrics, has been presented to the Board of Governors (BOG). Last year, FSU met 11 of 12 metrics. It is anticipated that FSU will achieve all 12 metrics during the
upcoming year. During the 2014 Legislative session, FSU received additional funding as a result of its performance funding metrics and preeminence metrics.

During the most recent BOG meeting, Chancellor Marshall Criser announced the selection of the Collaborative Brain Trust (CBT) to conduct a study of the FSU-FAMU engineering program; this study was approved by the Legislature during the 2014 session. CBT has expertise in higher education restructuring, specifically as it relates to engineering programs. The final report is due no later than January 1, 2015 for presentation at the January 2015 BOG meeting. The CBT will obtain input from FAMU, Florida State University, BOG staff and other Florida universities. CBT will also focus on the research areas of the universities that will benefit from greater investments.

FSU continues to be the most efficient university in the nation. The Efficiency and Effectiveness Committee is evaluating university processes with a focus on efficiencies and is also researching opportunities for FSU to be more entrepreneurial. We are hopeful that the resulting efficiencies will enable the investment of additional resources in academic programs, thereby raising FSU in the rankings.

The faculty hiring initiative has created significant challenges for our campus. FSU pays competitive salaries for assistant professors, and as a result, assistant professors are earning more than associate or full professors. Dr. Bob Bradley will conduct a study of faculty salary compression and inversion in order to determine the scope of the issue. FSU will continue its focus on merit and retention of its faculty.

Beginning fall term, Dr. Stokes will initiate on campus conversations regarding the future of residential campuses and how they may look in the future. The line between campus based instruction and distance learning is already blurred, and it’s time for FSU to be a leader in this area.

Another concern is Bright Futures and increasing student debt. Staff is currently assessing this issue, and a presentation is planned for a future Board meeting. Prior to 2011-2012, Bright Futures requirements included an SAT score of 970 and ACT score of 20. Beginning with the Fall 2014 freshman class, eligible students must achieve 1170 on the SAT and 26 on the ACT. An analysis of 2012-2013 first time in college students who had Bright Futures indicated that approximately 34% would lose Bright Futures under the new standards, and approximately one-third of those students came from families whose expected contribution to college costs was $5,000 or less. It appears that Bright Futures has become a merit scholarship, and funding for need based scholarship is absolutely essential in order to avoid insurmountable student debt.

Support is also needed for graduate students, as many incur debt while earning their degrees. FSU is focused on improving graduate stipends and support, as this is an ongoing issue for FSU.
In closing, Dr. Stokes thanked the Trustees for their ongoing support of Florida State University.

VI. CONSENT ITEMS
A. Requesting Approval of Amendment to Regulation FSU-3.005, Academic Honor Policy
B. Requesting Approval of Proposal to Implement Master of Science in Nurse Anesthesia
C. Requesting Approval of Regulation FSU-3.0045, Involuntary Medical Withdrawal
D. Requesting Approval of Student Government Bills
E. Requesting Approval of Amendment to Regulation FSU-2.151, Supplier Diversity Program
F. Requesting Approval of Revised Exclusion Resolution for Classified Research

Trustee Tyson moved to approve Consent Items A-F. Trustee Cavallaro seconded the motion and it was approved unanimously.

VII. NEW BUSINESS AND UPDATES
A. Student Government Association

Mr. Gerald Johnson II, Vice President of Student Government Association

Mr. Johnson noted that the mission of the Student Government Association is to provide FSU students with representation, services and advocacy within the university structure.

Mr. Johnson stated that academics is a top priority of the Cavallaro-Johnson administration. As evidence of the administration’s emphasis on academics, SGA will propose the institution of Reading Days on Thursday and Friday before exam week, which will allow student two extra days to study.

SGA, in partnership with community vendors, has created the Garnet Star Program, providing student discounts when using the FSUCard.

The Student Boosters, Student Alumni Association, and Student Foundation will spearhead the student Million Dollar Campaign to be applied towards the University’s Capital Campaign.

B. Faculty Senate

Dr. Susan Fiorito, Faculty Senate Steering Committee

Trustee Tyson provided the Faculty Senate Steering Committee update on behalf of Dr. Fiorito as she is teaching a six week course on FSU’s London campus. The Faculty Senate Steering Committee recently passed two resolutions, and two additional resolutions were initiated by the Faculty Senate. All resolutions were directed toward the presidential search process. The Steering Committee resolutions addressed the search
schedule and support for the students and faculty who serve on the Presidential Search Advisory Committee (Committee).

The resolutions originating from the floor of the Faculty Senate addressed the importance of academic credentials and no confidence in the search consultant.

In closing, Dr. Tyson indicated that he is hopeful that the presidential search process will be productive and that he believes the faculty will support candidates recommended by the Committee.

C. Academic Affairs
   Dr. Sally McRorie, Interim Provost

Interim Provost McRorie reviewed the Strategic Hiring Initiatives that are critical to FSU’s goal of attaining Top 25 status. Achieving this goal is highly dependent on investment in strategic hiring in STEM areas such as materials for energy and defense, protecting the environment and maximizing health and quality of life. FSU’s STEM strengths include academic departments in Arts & Sciences, Engineering, Center for Aero-Propulsion, Mechatronics and Energy, the Applied Superconductivity Center, Advanced Power Systems and the High Performance Materials Institute & National High Magnetic Field Laboratory.

Marine and Coastal Ecosystems initiatives take advantage of FSU’s excellent programs and faculty in Oceanography and Marine Biology. Brain Health & Disease initiatives take advantage of FSU’s strengths in neuroscience and psychology as well as interdisciplinary institutes and centers.

The University has recently hired seventeen new tenure track faculty members in support of these initiatives and additional employment offers are pending.

Major Faculty Awards is a Board of Governors metric for both FSU and the University of Florida and is critical to achieving Top 25 status. An internal awards recognition program for the highest performing faculty was implemented in June 2013. To date, 88 faculty have been recognized for NRC “Prestigious Awards” and 39 for “Highly Prestigious Awards.”

Dr. McRorie noted that FSU is hiring exceptional faculty in strategic areas and recognizing and retaining the best faculty.

D. Research
   Dr. Gary K. Ostrander, Vice President for Research

Dr. Ostrander stated that, as of June 19, 2014, research awards for fiscal year 2013-2014 total $226,826,184. This amount exceeds by $11.5 million the highest research award amount FSU has ever received (during 2010 when stimulus funds were flowing), and does not include awards that may be received during the final two weeks of the fiscal year. Dr. Ostrander discussed the extensive effort faculty researchers must undergo to prepare a proposal for funding. It is an incredible testament to FSU faculty that...
their proposals are competitive with those from elite universities across the nation.

Once a proposal is funded, the approximately 90% is allocated directly to the faculty member and on average about 10% covers university overhead. Approximately 80-85% of the direct costs of the awards are allocated for salaries, thereby resulting in a significant economic impact in our community.

E. Student Affairs

Dr. Mary Coburn, Vice President for Student Affairs

Dr. Coburn highlighted four spring term activities students used to grow and learn:

- Each year, 68-70 students participate in LeaderShape, a one-week leadership retreat. Students enhance their leadership skills and learn how to translate these skills into a positive vision that will change their world.
- More than 105 students were inducted into the Garnet and Gold Scholar Society, bringing the total number of inductees to 330.
- In its 19th year, Dance Marathon raised $781,196.22 for the FSU Medical School and Shands Hospital for children’s research.
- With 162 teams and over 3,000 participants, Relay for Life raised $215,000 for the American Cancer Society research.

F. University Relations

Mrs. Liz Maryanski, Vice President for University Relations

Mrs. Maryanski highlighted recent activities, including:

- WFSU was one of 21 public TV stations in the country to receive a Ready to Learn grant from the Corporation for Public Broadcasting. The Ready to Learn initiative uses multi-platform media to engage and strengthen early learning experience for children ages 2-8.
- Opening Nights and Leon County Schools was recently chosen by The Kennedy Center as one of 11 new teams nationwide to participate in its Partners in Education. This will allow Opening Nights to engage students and enhance opportunities through art experiences and education throughout the region.
- On April 2, 2014, The Capitol hosted FSU Day at the Capitol. As one of our most popular events during legislative session, alumni and fans look forward to FSU showcasing their research, programs and accomplishments.
- The Center for Leadership and Social Change in partnership with the Center for Academic Retention and Enhancement and the Student Government association hosted the “A-Rak-Ke-Ce-Tv” (to honor) ceremony. The annual event celebrates multicultural graduates.
• Communications is also assisting with messaging for strategic initiatives such as Graduate Success. Features Florida State graduates who exemplify a deep dedication of all aspects of a well-rounded life and help define successful FSU alum.

Ms. Kathleen Daly provided a Legislative update. The 2014 Legislature passed a $77.1 billion budget. The approved budget included a $1.2 billion revenue surplus which funded hometown projects, state reserves and reduced taxes and fees. Florida State University’s pre session priorities were met including a 7.3% increase in base funding and approval of in-state tuition for student veterans.

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

**Agenda Items:**
1. Requesting Approval of FSU Foundation Bylaws Revisions  
   *Trustee Haggard moved to approve the FSU Foundation Bylaws Revisions. Trustee Cavallaro seconded the motion and it was approved unanimously.*

2. Requesting Approval of FSU Alumni Association Bylaws Revisions  
   *Trustee Burr moved to approve the FSU Alumni Association Bylaws Revisions. Trustee Cavallaro seconded the motion and it was approved unanimously.*

**Information Item:**
As required by the university naming policy, Dr. Jennings provided a listing of named spaces and endowments for gifts of $25,000-$999,999 from May 1, 2013 through April 30, 2014.

Dr. Jennings then provided a capital campaign update. As of May 31, 2014, campaign commitments for all Direct Support Organizations were $578 million (58%) including $89 million committed this fiscal year. The total endowment as of March 31, 2014 was $601,220,946.

The public launch of the Campaign is October 17, 2014.

H. Athletics  
*Mr. Stan Wilcox, Director of Intercollegiate Athletics*

**Information Item:**
Mr. Stan Wilcox provided a 2014 review of Athletics and including athletic championships and recognitions:
- Football: National Championship
- Soccer: National Championship runner-up
- Sand Volleyball: National Championship runner-up
• ACC Championships in eight sports
• Eighteen teams participated in post-season play
• Learfield Sports Directors Cup: achieved a ranking of 12 out of 292 Division 1 institutions

Mr. Wilcox reviewed three challenges and five opportunities being addressed by the Athletics Department during 2014-2015:

Challenges: Student-Athlete Balance, Compliance and Economics.

Opportunities: Student-Athlete experience, Human Resources, politics including external relations, resource acquisition and facilities including football and basketball.

Mr. Andy Miller, Seminole Boosters President, provided information regarding the proposed changes to south end zone of Doak Campbell Stadium. The upgrades will include the addition of club seating, improvements to skybox suites, concourse improvements and structural maintenance.

Under the proposed timeline, construction will begin November 2015 and conclude Fall 2016.

I. Finance, Business & Audit

Mr. Kyle Clark, Vice President for Finance & Administration

Agenda Items:
1. Requesting Approval of TIITF Land Swap between Florida State University and Seminole Boosters, Inc.
   Trustee Burr moved to approve the Land Swap between the Trustees of the Internal Improvement Trust Fund (TIITF) and Seminole Boosters, Inc. Trustee Duda seconded the motion and it was approved unanimously.

2. Requesting Approval of TIITF Land Swap between Florida State University and Tallahassee CRA
   Trustee Haggard moved to approve the Land Swap between the TIITF and the City of Tallahassee Community Redevelopment Agency (CRA). Trustee Duda seconded the motion and it was approved unanimously.

3. Requesting Approval of 2014-2015 Operating Budget
   a. Approval for the University President to prepare the Operating Budget as prescribed by laws and rules of the State of Florida
   Trustee Camps moved to approve the request to authorize the University President to prepare the Operating Budget as prescribed by laws and rules of the State of Florida. Trustee Rolando seconded the motion and it was approved unanimously.

   b. Approval of Operating Budget

Draft BOT Minutes – June 27, 2014
Page 8 of 10
Trustee Burr moved to approve the Operating Budget. Trustee Tyson seconded the motion and it was approved unanimously.

c. Approval of Delegated Authority to the President or Designee to make any other changes to the budget within available resources
Trustee Rolando moved to approve the request to Delegate Authority to the President or Designee to make changes to the budget within available resources. Trustee Burr seconded the motion and it was approved unanimously.

d. Continue existing Tuition and Fees Regulation at correct rates for 2014-2015
Trustee Tyson moved to approve continuation of existing Tuition and Fees Regulations at correct rates for 2014-2015. Trustee Cavallaro seconded the motion and it was approved unanimously.

4. Requesting Approval of 2014-2015 Direct Support Organization (DSO) and Florida Medical Practice Plan Budget
   a. Approval of all DSO operating budgets
      Trustee Pantin moved to approve the 2014-2015 DSO operating budgets. Trustee Burr seconded the motion and it was approved unanimously.
   b. Approve the Florida Medical Practice Plan Budget
      Trustee Duda moved to approve the Florida Medical Practice Plan Budget. Trustee Camps seconded the motion and it was approved unanimously.
   c. Approval for the Florida Medical Practice Plan to amend its budget during the fiscal year within available resources and fund balances
      Trustee Burr moved to approve the request to authorize the Florida Medical Practice Plan to amend its budget during the fiscal year within available resources and fund balances. Trustee Duda seconded the motion and it was approved unanimously.

5. Requesting Approval of Proposed FY 2015-2016 Fixed Capital Outlay Budget Request
Trustee Rolando moved to approve the Proposed FY 2015-2016 Fixed Capital Outlay Budget Request. Trustee Pantin seconded the motion and it was approved unanimously.

Mr. Clark provided an update on the Donald L. Tucker Center. Global Spectrum was chosen as the new management company. They will be adding new seats and new multimedia package along with energy performance savings contract.

Dr. Sam Huckaba provided an update on the Efficiency and Effectiveness Committee. The five subcommittees have worked through focus groups asking ways for ideas and suggestions to be more efficient ways to do their jobs. A full report from the Committee will be presented at the next Board of Trustees meeting with
recommendations. The Committee would like to continue the process of evaluating process at some level. Assess the methodology of how the ideas were generated. There is also a need to establish a pool of funds for projects. Explore and assess target of centralizing services such as the research computing center.

VIII. OPEN FORUM FOR BOARD OF TRUSTEES

Trustee Cavallaro suggested an event hosted by Student Government Association as part of a future Board of Trustees meeting.

The next meeting is scheduled for August 26 & 27, 2014.
The meeting scheduled for August 26 & 27 was subsequently rescheduled for September 23, 2014.

IX. ADJOURNMENT

Chair Bense adjourned the meeting at 12:45 pm.
May 29, 2014

R. William Funk  
R. William Funk & Associates  
100 Highland Park Village, Suite 200  
Dallas, Texas 75205

Dear Mr. Funk and Members of the Presidential Search Advisory Committee:

It is with enthusiasm that I submit my letter of interest and attached resume for the position of President at Florida State University.

My history of long-term, sustained support for Florida State University speaks to my many years of commitment to the advancement and success of this great institution. Beginning with my time as a student at Florida State, during which I earned business and law degrees, I have developed a passion for and understanding of our outstanding school and a drive to see it continue to develop and meet its great potential. My desire to put my name forward as a candidate is driven by a deep-seated confidence that I can lead Florida State University through the next critical steps on its way to national prominence.

Florida State University is at the threshold of a new era, with multifaceted challenges and incredible opportunities. By building on the success and momentum of the past four years, while creating new initiatives, I believe that I offer the leadership experience, skills and abilities needed at this critical juncture to ensure Florida State University’s progression to inclusion in the nation’s top 25 universities.

Throughout my career in public service I have been recognized for my effective advocacy on behalf of my constituents. I have taken the initiative to ascertain their needs and concerns and have dedicated my efforts and voice to achieve positive results. I would strive to take what I have learned during my decades of public service and use those skills and abilities to advance the concerns of my “new constituents,” the students, staff, faculty and various other stakeholders in the success of our university.

It was my honor to be elected to the Florida House of Representatives in 1992 and serve through the 2000 Session. I was selected by my peers to serve as Speaker of the Florida House of Representatives from 1998 to 2000. As House Speaker I was
responsible for leading and working with competing members to inspire them to work together on a common agenda. I developed and practiced an inclusive, results-oriented management style, bringing constituencies together for a common purpose and built lifelong relationships with members of both sides of the aisle during the process.

My service in the Florida Senate began in 2009. As a member in the Florida Legislature, I have led and contributed to the success of Florida State University through the passage of legislation as well as obtaining funding for educational programs including the College of Medicine, the Pathways to Excellence initiative, National High Magnetic Field Laboratory, the "preeminence initiative," while also adding money for new facility construction and renovation. In the interim period, when I was not a legislator, I successfully represented clients in higher education and advocated for Florida State University’s priorities.

Taking the university to the next level nationally requires the ability to work effectively with external and internal constituent groups. As an attorney, a Representative in the Legislature, then Speaker of the House of Representatives, a business leader, and now as a Senator, I have successfully worked in partnership with public and private sector leaders. I have built collaborative networks among business and local, state, and federal delegations for more than three decades. These relationships will contribute to the effective development of additional resources for the university.

While I am not a traditional academic, I have spent my time in the business world and the legislature working on higher education policy and have gained diverse experiences that have prepared me for this challenge. As past chair of the Florida State University Board of Trustees, I successfully worked with internal stakeholders and groups such as students, staff, faculty, trustees, donors, and other benefactors. As chair, we developed plans to hire additional faculty members in interdisciplinary academic clusters, added new doctoral programs, initiated student success initiatives, and increased the number of national merit scholars at Florida State University. I learned to listen to the concerns of faculty, staff, and students and to understand their perspective. I will be committed to academic freedom, faculty governance, and shared governance responsibility as provided in the University Constitution just as I was committed to the specific rules of governance in every public position I have ever held.

The State University System faces unrelenting challenges in getting the funds that are needed each year from the state legislature. It is imperative to persuade the state to commit more funding to higher education. A case must be made to the Governor and state legislators by the state universities' presidents. During my years on our Board of Trustees and during my public service, I have had the privilege of developing friendships with many of our state university presidents which should prove helpful in the shared interest of our System. Working with other state universities and the Board of Governors, I believe that I can assist in making a strong
business and economic development case for increased funding in conjunction with our academic achievements.

However, we cannot depend exclusively on state funds, but we must also energetically raise funds from private sources and continue to secure federal contracts and grants. I know and have served with many members of our Congressional delegation and I have developed friendships with members of Congress from various other states. I have been a successful fundraiser and I believe that I have the experience, the relationships, and important associations to be an effective fundraiser for Florida State University. I eagerly look forward to completing the ambitious $1 billion “Raise the Torch” Capital Campaign. I am enthusiastic about the prospect of generating financial support from a broad base of individuals, businesses, governmental units, and foundations that I have known and worked with for many years.

Beyond my demonstrated abilities at ensuring Florida State University receives appropriate levels of governmental and philanthropic support, the next president can be expected to further develop the broader role of our university in our state. Expanding the research and commercialization capacities of our great university will be one of the many imperatives of Florida State University’s next president, for which I am prepared. I believe I can lead Florida State University to its rightful place as a problem-solver and economic engine of the state’s economy, broadly serving the citizens of Florida.

In the past, parallel to my public service, I was as an attorney with the prestigious law firm, Smith Hulsey & Busey. I also believe that my experience as a business partner and attorney would contribute to my ability to serve as president. I worked with individuals and businesses of all sizes on a range of issues by assisting with their problems and providing strategic planning and sound advice.

My experience in strategic planning, organizational expansion, and leadership was enhanced by my work after my public service in the House of Representatives, when I became a partner in Southern Strategy Group, LLC. I encouraged and facilitated strategic business planning and the growth of the organization from a Tallahassee-focused governmental consulting organization to one with several offices throughout the southeast. The firm’s client list included some of Florida’s largest and most successful corporations as well as public entities in education, technology, criminal justice, healthcare and the environment.

While legislative effectiveness, fundraising, strategic planning, and organizational growth are important for the university’s advancement, I believe it is essential to focus on the institution’s core academic mission in undergraduate and graduate education and research. I am dedicated to improving the university experience for students, faculty and staff and engaging them in collaborative university governance. I also pledge to support programs and offices that promote diversity and to recruit and retain women and minority students, faculty, and staff,
all the while placing an emphasis on having a student body, staff, and faculty that represent Florida.

Florida State University is well positioned to continue its progress toward preeminence and obtaining an invitation to the Association of American Universities. If selected as the next President, I would continue and expand the preeminence and "Big Ideas" initiatives. My goals would also include, but not be limited to, encouraging diversity, supporting faculty scholarship, fostering the growth of the research enterprise, supporting successful student career placements, expanding services to student veterans, increasing financial resources, addressing faculty compensation fairness and keeping university costs affordable for students. At the same time, I would energetically work to secure opportunities for research and partnerships with businesses, governmental agencies, and other entities to enhance faculty scholarship and student career placements. I would also work diligently to strengthen the relationships with Florida A&M and Tallahassee Community College, as well as with the local community.

Finally, I would add that through the totality of my past experience, I am prepared to bring a different perspective about higher education, its roles in society, and how to foster access, affordability, and excellence in education through online learning and other methods. Along with my enthusiasm about the opportunities and challenges facing Florida State University, I would dedicate the next years of my life to its success. Collaboration with the students, faculty, staff, alumni, and our many supporters and stakeholders will chart an effective course for leading the university on an upward trajectory toward continued success.

Thank you for your consideration of my candidacy for President of Florida State University.

Sincerely Yours,

Sent electronically: May 29, 2014

/ John E. Thrasher /
**JOHN E. THRASHER**  
110 Aegean Vista Way • St. Augustine, Florida 32080

**LEGISLATIVE AND COMMUNITY LEADERSHIP**

**Florida Senate; Chair, Rules Committee, Vice Chair, Budget Subcommittee on Higher Education Appropriations; Committee Member, Education Committee, Appropriations Subcommittee on Education, Policy Steering Committee on Ways and Means, Select Committee on Florida’s Economy, Policy Committee on Commerce and Industry, Budget Conference on Higher Education, and the Joint Legislative Budget Commission**  
2009 – Present

As a State Senator I have successfully advocated for several Florida State University (FSU) education policy and funding projects. Working with FSU leadership, I have engaged the Seminole Caucus – a network of legislators, lobbyists, boosters, and supporters that are a part of a coalition to generate grassroots support for FSU. Each year of my legislative service I have worked with this network to craft an effective legislative agenda. This year the legislative agenda was designed to support performance standards for preeminence and secure a $75 million multi-year legislative funding commitment for FSU. We were able to acquire an additional $5 million, for a total of $20 million annually. I persuaded my Senate colleagues to support these important priorities.

**County Legislative Delegations; Chair, Duval County (2010-11), Flagler County (2010-11, 2014), St. Johns County (2011-12), Putnam County (2012-13), and Volusia County (2011-12)**  
2010 – Present

As chair, I worked with city, county, and other local officials, as well as community organizations and local residents to ensure that their concerns are heard and represented in the legislature. This bipartisan collaborative effort has required extensive listening, learning, and engagement with individuals and groups offering public testimony on legislative issues, appropriations and local bills. These local delegations are crucial to implementation of local policy initiatives at the state level as well as garnering funding for specific county programs and constituent based services. As delegation chair, I work closely with diverse constituencies and have gained experience translating these concerns in the policy arena.

**St. Johns River Legislative Caucus; Founding Member**  
2011 – Present

Founded and formed the St. Johns River Caucus made up of legislators representing counties that border this 310-mile American Heritage River. I developed collaborative support and a network of local, state and federal advocates to formulate statewide programs to restore and protect the St. Johns River. This bipartisan caucus has effectively brought attention and funding for programs to enhance the long-term preservation of the St. Johns River.
Jacksonville Chamber of Commerce; Of Counsel
Jacksonville, FL
2009
Provided voluntary strategic direction to the Jacksonville Chamber of Commerce in this appointed civic position. The Jacksonville Chamber of Commerce is a network of both large and small business owners as well as industry, government and community leaders.

Foundation for Florida’s Future; Board Member
Tallahassee, FL
2008-09
Engaged in education policy development with Foundation in their efforts to improve quality education in Florida. Participating on the Board with other members who were advocating educational achievement and accountability on behalf of students. The foundation advocates support for policies based on seven core principles: rigorous academic standards, standardized measurement, data-driven accountability, effective teachers and leaders, outcome-based funding, school choice and digital learning.

Clay County Commission; Commissioner
2007-2008 (Gubernatorial appointment to fill unexpired term)
Part of 5-member commission responsible for development and approval of an annual budget for the operation of county governmental units, as well as the funding of capital projects, such as road paving, drainage projects, and construction of facilities. County services range from indigent health care to public branch libraries, recreation to road, bridge and drainage maintenance, from building permit issuance and inspections to fire and rescue.

FSU Board of Trustees; Chair
2001 – 2005
As the first chair of the FSU Board of Trustees, I assisted in overseeing several initiatives and was honored to enjoy constant interaction with the faculty, staff and students at the university. I participated in all of the Board’s standing committees and we addressed issues such as civic responsibility, recruitment of Eppes Professors, budget oversight, increased enrollment, student retention, minority recruitment, student success initiatives, unprecedented facility construction, athletics controversies, Pathways of Excellence initiative faculty hiring, recruiting the National High Magnetic Field Laboratory, additional student parking, expanded national student fellowships, increased university financial reserves, as well as assisting with a major capital campaign. The Board of Trustees also reviewed and approved legislative budget requests for additional resources and we provided advocacy for the issues through the Board of Governors and to the Legislature. I also met regularly with the direct support organizations and their leadership, including the FSU Foundation, Alumni Association, Seminole Boosters, and the Research Foundation. I kept an “open-door” policy for hearing faculty and student concerns. My enthusiasm for interacting with the university community was fueled by the exposure to constant, many new ideas and areas of discovery and scholarship in all of our disciplines. I also worked with the Board of Governors and other universities presidents and chairs to lobby for the State University System legislative priorities.
Florida House of Representatives; Speaker (1998-2000); Committee Member, Education Committee, Education Appropriations Committee and the Select Committee on Education Facilities & Others  
1992 – 2000
As a member, and later Speaker, I was able to build bipartisan coalitions around important education policy, as well as developing strong relationships to be effective. As Speaker, I was responsible for setting a legislative policy agenda and leading the 120-member House of Representatives. I learned the importance of ensuring professional pay levels and the benefit of a modernized working environment. Staff members were given regular pay raises and their offices, and the House chambers, were renovated and modernized. I worked with a leadership team to accomplish several policy goals as well as developing smooth procedures in a bipartisan manner. Education was my top priority as Speaker and we were able to infuse the education system with new funding, working with the Senate and Governor.

Clay County School Board; Chairman 1989 – 1990  
1986 - 1990
Elected as a member of a 5 person school board. Responsible for developing and approving an annual budget, conducting meetings to hear the concerns of parents, teachers and administrators. Worked with the Superintendent of schools on all aspects of county school operations, facilities, funding, accountability, and performance. Assisted the Superintendent with resource distribution and personal appointments.

PROFESSIONAL EXPERIENCE

Southern Strategy Group; Partner  
Tallahassee, FL 2001 – 2009
Southern Strategy Group is one of the largest governmental relations firms in the Southeastern United States. As a partner, I worked with the other partners to formulate a strategic business plan, oversee the budget, and negotiate with administrative officials and network with business organizations to develop plans and strategies. I served as an advocate for an assorted group of clients providing assistance with legislative, executive and regulatory challenges. Working with diverse group of colleagues and interest groups on a variety of public policy issues was stimulating and productive. I worked with all levels of government officials in navigating complex regulations, licensure laws and legislation. Leading a large complex organization while representing a combination of different clients with numerous challenges required hard work and extensive communication. It was incredibly rewarding to build consensus between clients and stakeholders to achieve successful outcomes.

Smith Hulsey & Busey; Of Counsel  
Jacksonville, FL 1996 – 2001
As an attorney, Of Counsel, for Smith Hulsey & Busey, I assisted a variety of clients on numerous cases. I also developed strategies and provided advice to businesses on regulatory
and other matters. I mentored junior attorneys and enjoyed troubleshooting challenges for clients.

Florida Medical Association; General Counsel
Jacksonville, FL
1976 - 1996
As General Counsel, I provided legal counsel to the association and its members in areas such as medical records, subpoena compliance, balance billing and advertising. I also actively monitored state agency and board actions on rules and regulations and handled complaints from physicians and was extensively involved in the legislative process. I learned to importance of building coalitions, developing partnerships with various stakeholders on legislative issues, and negotiating the diverse viewpoints of professionals on particular policy issues.

Florida House Select Committee on Impeachment; Attorney
Tallahassee, FL 1975
As an attorney, I worked with legislative staff in the House Select Committee on Impeachment on the case of three Florida Supreme Court Justices.

Raymond, Wilson, Karl, Conway and Barr, P.A.; Attorney
Daytona Beach, FL 1973 - 1975
As an attorney, I performed legal research, drafted legal documents, and developed client relationships. I also assisted the senior attorneys in court, participated in litigation, and represented clients in administrative matters.

EDUCATION

FSU, Tallahassee, FL
Bachelor of Science, Business - 1965

FSU, Tallahassee, FL
Juris Doctorate, Law, with honors - 1972

SELECTED HONORS AND AWARDS

- FSU Circle of Gold Award (The Bernard F. Sliger Award)
- FSU Faculty Senate Torch Award
- FSU Athletic Hall of Fame (Moore-Stone Award)
- Phi Kappa Phi
• Florida Association of School Administrators Raymond B. Stewart Gavel of Authority Award
• The Florida School Board Association Legislator of the Year 1996 and 1997
• Duval County School Board Award for outstanding leadership 1997
• Independent Colleges and Universities of Florida Liberty Bell Award for Outstanding Service to Higher Education
• Florida Association of District School Superintendents Legislator of the Year 1997
• Florida Association of Postsecondary Schools and Colleges - Champion of Students
• The True Seminole Award - FSU Student Government

MILITARY SERVICE

U.S. Army 1966 - 1970
Captain, Honorable Discharge
Served in Germany & the Republic of Vietnam

Decorations:
- Bronze Star with Oak Leaf Cluster
- Army commendation Medal
- Vietnam Service Medal
- Vietnam Campaign Medal
- National Campaign Medal
- Various Campaign and Unit Awards

MEMBER IN GOOD STANDING Florida Bar, 1973 - present

PERSONAL

Born in Columbia, South Carolina
Moved with my parents to Florida at age four
Attended public schools in Jacksonville, Florida
Married to Jean Moore in 1964
Children: Jennifer, Jon and Julie (2 FSU graduates)
Grandchildren: eight
May 19, 2014

William Funk  
R. William Funk & Associates  
100 Highland Park Village, Suite 200  
Dallas, Texas 75205

Dear Mr. Funk,

I write to nominate John E. Thrasher for President of Florida State University. He has a distinguished career as an attorney, a leader and a public servant, and he has been involved in education in very important ways.

By way of background: John grew up in Jacksonville and obtained his bachelor’s degree in business from Florida State University in 1965 before joining the United States Army. He served first in Germany, where he received the Army Commendation Medal, and later in Vietnam, where he led a medical evacuation unit and was awarded two Bronze Stars. John attained the rank of Captain. He returned to Florida State University to earn his law degree and graduated “with honors” from the Florida State University College of Law in 1972.

I first met John when he served as a young lawyer on the staff of the Florida House Impeachment Committee that was investigating the conduct of three Florida Supreme Court justices; this resulted in the resignation of two of the justices, one of them after the House voted articles of impeachment.

John was in private law practice in Daytona Beach and Tallahassee for several years before returning to Jacksonville to serve as General Counsel to the Florida Medical Association, a position he held for 20 years. He then served in the distinguished position as “of counsel” to the prominent, highly regarded Jacksonville law firm of Smith Hulsey & Busey from 1996 to 2008.

John began his political career in 1986 with his election to the Clay County School Board. He served as vice chairman and then chairman of the board before being elected to the Florida House of Representatives in 1992. From 1998 to 2000, he served as
Speaker of the Florida House of Representatives. He currently sits in the Florida Senate, where he has served under two Senate Presidents as chairman of the Senate Rules Committee. Throughout his years in public service, he has advocated consistently and successfully for the future and well-being of higher education and of Florida State University.

During my time as President of the University, John repeatedly was the legislator who understood the need to support higher education and he always took a direct interest in the issues that related to FSU.

But for John Thrasher, there would be no Medical School here at Florida State University. The building on campus that bears his name is but a small tribute to this accomplishment.

It was my privilege to serve as president when John was appointed the first chairman of the Board of Trustees of Florida State University. In that position, he demonstrated his dedication to, and understanding of, higher education gained during his years of service on the Clay County School Board and in the Legislature. Service on both House and Senate Education and Education Appropriations Committees allowed him to develop a depth of knowledge that gave him insight and understanding on university needs, resources and accountability.

He was an active chairman of our Board of Trustees. He insisted on thorough briefings, but was respectful to the professional staff. He understood the importance of faculty governance and worked well with students, faculty, staff and other university shareholders. He made himself available for anyone who wished to discuss matters. It was, quite frankly, a joy to work with John.

I hope there is no problem in considering lawyers for university leadership since Michigan, Columbia, Harvard and other great schools have had lawyer presidents. I also observe that Florida has had some great successes when we reached outside the academy for chancellors and presidents. Consider: Chancellors Charlie Reed, Frank Brogan and Marshall Criser III, Presidents Stephen O’Connell (UF), Marshall Criser, Jr. (UF), Betty Castor (USF), John Delaney (UNF). Some might argue that TK Wetherell and I should be included as a "non-academics," but T.K. had served as a college president and I had been a dean at FSU for 5 years.

Some commentators have insisted that we should have an established scholar to lead the university, and, in ideal times, I would agree with this view. I take a different position at this time because FSU, like all Florida schools of higher education, has suffered an extraordinary loss of resources in recent years. Indeed, my admiration for my successors is huge when I consider the cutback in state funding and in state programs such as the matching gift program. Our first priority now is getting that base funding restored and John Thrasher is the best person to accomplish this.
Thank you for your consideration of this nomination. I care about FSU and I believe John Thrasher would be an excellent, and the best, choice to serve as our next President.

Sincerely,

Talbot "Sandy" D'Alemberte
President Emeritus and Professor
Trustee Burr, Chair  
Presidential Search Advisory Committee  
C/o Storbeck/Pimentel & Associates

September 2, 2014

Dear Trustee Burr and Members of the Presidential Search Advisory Committee,

I would consider it an honor to serve as President of Florida State University and to come home to the state where I first discovered and cultivated all that I cherish in life: my scientific and administrative career, my husband, and our three children. As a brief narrative of my leadership experiences and successes illustrates, my strengths fit your needs, and my skills and character make me exceptionally qualified to provide the visionary and entrepreneurial leadership that will propel FSU into the ranks of the "Top 25" public universities in the country.

After earning my doctorate at Birmingham University in the UK and completing my postdoctoral training at the University of Calgary, Canada, I ascended the faculty ranks at the University of Florida (1984-94). A mid-career move to Wright State University (WSU), an urban research university in Dayton, OH, enabled me to combine continued productivity as a bench scientist with experience as Chair of Biological Sciences (1994-2002) and then as Dean of Science and Mathematics (2002-9). I have recently served a five-year term as Provost and Vice President for Academic Affairs at West Virginia University (WVU), an "essential" flagship land-grant institution with a comprehensive Academic Health Center (AHC) and a law school, similar in both academic scope and administrative complexity to FSU (22 colleges, 200 degree programs, 32,000 students, 20,000 employees, $2.5B budget). My complementary experiences at both a rural land-grant and an urban research university have prepared me well to understand the importance of establishing institutional identity in the rapidly-changing higher education landscape. I am an experienced, strategic university administrator with the capacity to craft and articulate a bold vision for FSU’s future.

I am also a STEM scholar/educator whose own international stature (>100 articles, 200 presentations) is such that I am well positioned to model a staunch commitment to academic excellence at FSU. As an active lab scientist, I worked on temporal and spatial regulation of genes coding for calcium-transporting proteins and maintained continuous NSF funding for 24 years ($25M total), including the 15 years I served as Chair/Dean at WSU. I have taught across the curriculum, designed transformative programs, and trained successful graduate students. As a recipient of a rigorous British education, I have embraced a philosophy of learning strongly rooted in the traditions of the liberal arts. Since leaving the lab, I have shifted my scholarly focus to opening the STEM pipeline and ensuring access in higher education leadership. I believe in educating the whole student for citizenship in a global society and that a university like FSU, located close to the seat of State government, is in a unique position to exemplify the transformative effect of knowledge integration/application to serve the public good.

My emergence as a thought leader in modern higher education is evidenced by my leadership roles within APLU and ACE and by the numerous addresses I have delivered at national venues, where I have been ahead of the curve of establishment thinking about STEM literacy, online delivery, innovation and economic prosperity. Recognizing that talented thinkers are the currency of the knowledge economy, I have a track record of recruiting, and retaining diverse faculty, staff and students by letting them know how valued they are and providing them with an environment that encourages achievement. As Provost at WVU I revisited the evaluation criteria to reward entrepreneurial and interdisciplinary activity, lowered the student/faculty ratio and initiated policies to improve work/life balance. I created the office of Academic Innovation to inspire faculty to create curricula that are relevant and transformative, that are delivered using modern technology to serve traditional and non-traditional learners and that empower global understanding. I also catalyzed student success through

Whealty letter 1
the creation of a centralized structure to deliver institution-wide academic support and enrichment. In four years WVU realized a 2% increase in graduation rate, a doubling in enrollment of minority students and a four-fold increase in the number of international students. These enrollment boosts were achieved without compromising standards; in the same time period, the entering class SAT score rose by 40 points and the number of nationally competitive undergraduate fellowships rose from 25 to 57.

Colleagues describe me as an inspirational and innovative academic leader of global and intercultural perspective who relies on decisiveness coupled with open communication and consensus-building. At WVU, I earned the respect of Faculty Senate, Staff Council and Student Government by making ethical decisions, welcoming the constituent voices, and fostering a culture of caring. I believe strongly in shared governance and have worked effectively in both non-unionized and unionized environments. Having implemented large-scale initiatives that transcend traditional academic hierarchies, I have developed an excellent sense of the payoffs of intellectual risk-taking and championing innovation. I am an eloquent communicator who can impart a memorable take-home message using humor and spontaneity. I am media-savvy and skilled at clearly communicating complex technical issues.

While at WVU, I led "2020: WVU’s Strategic Plan" with the Vice President for the AHC, embracing input from multiple stakeholders in an enterprise similar to FSU’s. As Provost I led the Council of Deans through the intricacies of institutional planning and the reaffirmation of our accreditation (North Central 2014). I also chaired the University Planning Committee, which sets strategic financial priorities for the entire university. Having served as a Provost and a Dean during an era of declining state support of universities, I am acutely aware of the rapidly-changing business models for higher education and the imperative to diversify revenue streams. I am astute in business interactions, possess the analytical aptitude to solve complex problems, and can manage a sizeable budget judiciously and with transparency.

I have demonstrated a commitment to intellectual curiosity and healthy internal communication throughout my career. As a STEM Dean I acquired the first NSF-funded Interdisciplinary Graduate Education and Research Training Award for a doctoral concentration that spanned four programs and I jointly hired faculty with the colleges of Education and Engineering. Over an eight-year period, extramural funding doubled and graduate enrollment increased by 68%. As Provost at WVU I invested resources (faculty and graduate) to add research capacity to existing world class "jewels" such as radio astronomy (support of the Green Bank Telescope) and to identify interdisciplinary clusters in critical research areas, including responsible stewardship of water resources and elimination of health disparities. During my four years as Provost, sponsored research expenditures increased by 7%, doctoral enrollment increased by 5%, and an NIH-funded Clinical and Translational Research Institute was established at the AHC.

My sustained commitment to a culturally rich environment of inclusion, reflected in my commitment to diversity in hiring and student recruitment practices, has been nationally-recognized and federally-funded. I have led STEM pipeline projects for women, minorities, and people with disabilities. At WSU, an architecturally accessible campus, I obtained large-scale NSF funding for research on universal design. As a woman in science, I am committed to gender and racial equity in the STEM fields and acquired NSF-funded ADVANCE Institutional Transformation awards at both WSU and WVU. My signature program at WVU was the Women’s Leadership Initiative, which has to-date provided executive coaching to 117 women. I have written and spoken at congressional and senate briefings and professional meetings on the business case for assembling diverse teams and the link between STEM education, innovation and economic prosperity.

As Provost and Dean, I have mapped institutional intellectual assets to regional need through partnerships around education, research and healthcare. In the rural energy state of West Virginia, I led the charge in investing university resources into research from various fields (engineering, law) on the utilization of Shale gas. In Dayton, Ohio, where Wright Patterson Air Force Base is the cornerstone of
the economy, I built a regional educational and research agenda around sensor engineering and aerospace medicine. I have also recognized emerging areas of need, developing programs in Public Health at both institutions and investing in STEM education for the knowledge economy. I have worked strategically with the Higher Education Policy Commission of West Virginia and the University System of Ohio in setting higher education, science and technology agendas.

Throughout my career, I have amply demonstrated my ability to successfully connect with public and private donor sources, and leverage dollars to support high-caliber scholarly, research and service programs and grow faculty/staff resources, and ability to successfully acquire public and governmental resources and funding. In Dayton, OH I built NSF-funded educational partnerships with K-12, 2 and 4-year institutions and regional industry. When WVU acquired the Carnegie “Engaged Campus” classification, I conceived a new model to optimize the state-wide impact of WVU’s land-grant research, creating a new position in Engagement and Outreach to work in a quasimurite with the champions for research, State relations and globalization. A tangible outcome of state economic development was the university’s acquisition of the Summit Bechtel Reserve High Adventure Scout Camp. I have leveraged academic support from industry partners (e.g. the Barco visualization lab at WSU) and have experience with foundations (e.g. Benedum, Kaufmann, Keck and Howard Hughes). I have also worked directly with private donors and have started giving circles: as Dean I secured $50M in philanthropic support and capital appropriations. At WVU I worked alongside the President in increasing the endowment from $754M to $1.25B in just five years, with the capital campaign goal exceeded well in advance of the deadline. I have created innovative public-private partnerships for the construction of residential and research facilities ($1B in public/private construction projects currently underway at WVU). I also created a one-stop-shop under a Chief Global Officer—an individual I tapped for his private-sector business acumen—to promote global engagement across the university.

Serving as Provost during Athletic Conference realignment (from Big East to Big XII) has underscored for me that athletics can both elevate academic aspirations and elicit institutional loyalty and pride. I have significant experience with Division1 Intercollegiate Athletics, financial oversight of the Athletic Department budget, and a holistic appreciation for the role that athletics plays in opening access to educational opportunity. This experience has brought home to me the importance of the successful balance among academics, athletics, and the arts. In addition to improving quality of life, intercollegiate athletics provide a laboratory for successful academic and artistic programs (e.g. Athletic Training, Marching Band). For FSU specifically, a university with a long and mutually beneficial relationship with the Seminole Tribe of Florida, the athletics programs can be used to showcase and preserve the cherished traditions of the tribe.

My personal leadership philosophy is articulated by Martin Luther King Jr.’s interrelated structure of reality, namely that “I can never be what I ought to be until you are what you ought to be.” Leading by example is about embodying personal and professional integrity, ethics and honesty, and inspiring others to join in creating a shared destiny. This is the leadership I would bring to the role of President of Florida State University. I look forward to hearing more from you about the position and how I may use my strength, skill and character in service of FSU, its faculty, staff and students, and the state that has given so much to me.

Yours sincerely,

Michele G. Wheatly Ph.D.

Wheatly letter 3
MICHELE G. WHEATLY Ph. D.

West Virginia University
150 Clay Street, 3rd Floor
Morgantown, WV 26506-6800
(304) 293 6706
E-mail: michele.wheatly@mail.wvu.edu

Personal
Spouse: Stanley K Smith III (m 5/30/1987)

Academic and Administrative Appointments

<table>
<thead>
<tr>
<th>Institution</th>
<th>Position</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Virginia University</td>
<td>Provost and Vice President Academic Affairs</td>
<td>2009-2014</td>
</tr>
<tr>
<td>Wright State University</td>
<td>Dean, College of Science and Math</td>
<td>2002-2009</td>
</tr>
<tr>
<td>Wright State University</td>
<td>Chair, Biological Sciences</td>
<td>1994-2002</td>
</tr>
<tr>
<td>University of Florida</td>
<td>Ast/Asso/Professor of Zoology</td>
<td>1984-1994</td>
</tr>
</tbody>
</table>

Education

<table>
<thead>
<tr>
<th>Institution</th>
<th>Concentration</th>
<th>Date/Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACE Institute</td>
<td>Chief Academic Officers</td>
<td>2012-3</td>
</tr>
<tr>
<td>Harvard (Kennedy Sch. Gvt)</td>
<td>Executive Training</td>
<td>2007</td>
</tr>
<tr>
<td>Univ. Calgary, Canada</td>
<td>Postdoctoral Fellowship (Dr. B.R. McMahon)</td>
<td>1980-3</td>
</tr>
<tr>
<td>Birmingham Univ., U.K.</td>
<td>Comparative Physiology (Dr. E. W. Taylor)</td>
<td>1980 Ph.D.</td>
</tr>
<tr>
<td>Birmingham Univ., U.K.</td>
<td>Biological Sciences (First Class Honors)</td>
<td>1977, B.Sc.</td>
</tr>
</tbody>
</table>

I. LEADERSHIP IN HIGHER EDUCATION ADMINISTRATION

Provost and Vice President for Academic Affairs, West Virginia University, Sept 2009-June 2014

Organizational Complexity: West Virginia University (WVU) is a public, land-grant institution (founded 1867) with a Carnegie Foundation classification of high research activity (>$150 M expenditures) that is accredited by the Higher Learning Commission of the North Central Association of Colleges and Universities. WVU is WV's flagship institution offering 200 degree programs to >32,000 students in 17 constituent academic colleges, 2 divisional campuses and multiple healthcare sites. WVU employs >8000 faculty and staff (20,000 employees enterprise wide). WVU is overseen by a Board of Governors with 17 members including Governor's appointees, 2 faculty members, a staff member and the president of student government. The Higher Education Policy Commission in WV oversees the implementation of a public policy agenda for West Virginia's 4 year institutions. The annual operating budget is $2.5 B ($1B without health care operation). The Provost serves as both Chief Academic and Operating Officer for WVU and is second in command to the President. The Provost works in close partnership with the VP for Health Sciences Center (HSC) who oversees the schools of Dentistry, Medicine, Nursing, Pharmacy and Public Health with their associated clinical enterprises. The academic colleges directly under the Provost include: Arts and Sciences, Business and Economics, Creative Arts, Engineering and Mineral Resources, Education and Human Services, Media, Law, Agriculture, Physical Activity and Sports Sciences, Honors, and University College. WVU has two fully integrated divisional campuses (Potomac Updated September 2, 2014
State College in Keyser and WVU Institute of Technology in Montgomery. Additional areas of responsibility include: Libraries, Academic Innovation, Engagement and Outreach, Graduate Education and Life, IT, University Registrar, Enrollment Management, and Global WVU. WVU’s infrastructure includes 400 campus buildings and 2431 acres of land holdings. WVU engages the State of West Virginia through 55 Extension county offices (with Jackson’s Mill State 4-H Camp), multiple medical campuses and clinics, 8 research farms and 4 forests.
Comparator institutions that are land-grant universities with a comprehensive academic health center under a single president include: The Ohio State University, and the Universities of Tennessee, Minnesota, Florida, Arizona, Connecticut, Kentucky, Missouri, and Wisconsin.

### Major Accomplishments as Provost

**Institutional Productivity Indices During Time as Provost (2008/9-2012/3)**

<table>
<thead>
<tr>
<th>Index</th>
<th>2008-9</th>
<th>2012-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues (General Univ)</td>
<td>$847,068,000</td>
<td>$1,028,408,000</td>
</tr>
<tr>
<td>Foundation assets (this year)</td>
<td>$754M (58.5M)</td>
<td>$1.25B ($99.6M)</td>
</tr>
<tr>
<td>Sponsored research expend</td>
<td>$87,298,708</td>
<td>$93,300,065</td>
</tr>
<tr>
<td>Total sponsored expenditures</td>
<td>$157,082,370</td>
<td>$151,751,731</td>
</tr>
<tr>
<td>Employee Headcount</td>
<td>8378</td>
<td>8915</td>
</tr>
<tr>
<td>Total Enrollment</td>
<td>31,646</td>
<td>32,595</td>
</tr>
<tr>
<td>Entering class SAT</td>
<td>1051</td>
<td>1095</td>
</tr>
<tr>
<td>Males: Females</td>
<td>55%;45%</td>
<td>53%;47%</td>
</tr>
<tr>
<td>International students</td>
<td>1.4%</td>
<td>6.2%</td>
</tr>
<tr>
<td>Minority students</td>
<td>7.6%</td>
<td>14.3%</td>
</tr>
<tr>
<td>Graduation rate</td>
<td>55%</td>
<td>57%</td>
</tr>
<tr>
<td>FT Graduate students (doctoral)</td>
<td>3074 (1466)</td>
<td>3240 (1537)</td>
</tr>
<tr>
<td>Instructional FTE (Tenure track)</td>
<td>1024 (883)</td>
<td>1124 (955)</td>
</tr>
<tr>
<td>Student to Faculty ratio (main)</td>
<td>27:1</td>
<td>23:1</td>
</tr>
</tbody>
</table>

**Hiring Extraordinary Executive Leaders**

Senior level permanent academic appointments (prior institution):

2013 Associate Provost Engagement and Outreach, Gypsy Denzine (Northern Arizona University)
2013 AVP for Academic Innovation, Sue Day-Perrroots (Dean of Extended Learning, WVU)
2013 Chief Information Officer, John Campbell (Purdue University)
2013 Associate Provost Graduate Academic Affairs, Katherine Karraker (Asst Dean, A and S, WVU)
2012 Davis College of Agric, Nat Res and Design, Dan Robison, Dean (North Carolina State University)
2012 Potomac State College, Leonard Colelli, Campus Provost (California University of PA)
2011 College of Creative Arts, Paul Kreider, Dean (Western Illinois University)
2011 Accreditation and Planning Officer, Elizabeth Hamilton (UC Riverside)
2011 Associate Vice President for Academic Planning, Nigel Clark (Professor, WVU)
2010 Eberly College of Arts and Sciences, Robert Jones, Dean (Virginia Polytechnic Inst & State Univ)
2010 College of Business & Economics, Jose Sartarelli, Dean (retired pharma exec Johnson & Johnson)

**Co-creating Vision 2020, the first Comprehensive Strategic Plan for WVU**

In conjunction with the VP for HSC, a 40-member Strategic Planning Council was constituted. Work groups were established to provide input on: discovery and innovation, diversity and inclusion, faculty and student retention, living/learning and internationalization. The mission, vision and strategic goals were established and the plan received constituent approval (including Faculty Senate, and the Board of
Governors). Implementation was effected through establishment of Roundtables dedicated to: student success, educational responsibility of the faculty, research, global engagement, economic well-being and engagement, creating an inclusive campus culture, and lifelong learning. Objectives have been translated into operational planning with corresponding resource allocation. A communications strategy has been developed. Parallel planning exercises have been underway in the HSC, each academic and non-academic unit as well as at the integrated divisions. The Provost’s role has been to ensure that structures are in place to advance the goals of the plan, to monitor and communicate progress on each goal through establishing benchmarks and metrics, as well as through qualitative measures, and to establish the cycle for routine assessment and evaluation. As Chair of the University Planning Committee, the provost has oversight over all aspects of the WVU budget including preparing proformas for tuition and fee schedules, employee salary improvement plans, funding the Campus Master Plan and aligning resources with the strategic plan.

Administrative Restructuring to Realize WVU’s 2020 Vision

**Academic Innovation (2013):** Formerly the College of Extended Learning, AI is comprised of: WVU Online and extended campus, teaching and learning commons including iDesign, K12 Digital Initiative, ACCESS courses for high school students and Summer Session. Led by an AVP for Academic Innovation, this unit will develop WVU’s online strategy including the emerging opportunity with MOOCs.

**Chief Global Officer (2013):** Established to as a “one-stop-shop” for One Global WVU through coordinating inbound (recruitment of international students), and outbound students (study abroad/student exchange) as well as to optimize global research, commercialization and outreach.

**Office of Graduate Education and Life (2012):** Established in 2007 to coordinate academic elements of a decentralized graduate school, OUEL is administered by an Associate Provost who reports to the Provost through the VPR in recognition of the synergy between research and graduate training.

**Office of Academic Planning and Accreditation (2011):** Appreciating the synergy between strategic plan implementation and the emerging continuous quality improvement model for HLC reaccreditation, an AVP Academic Planning was appointed as well as a Planning and Accreditation Officer. This office led the successful 2014 HLC reaffirmation of accreditation visit.

**Enrollment Management (2011):** Historically housed in Student Affairs, EM was moved to Academic Affairs under an Executive Director. In an enrollment driven higher education economy, instituted an enrollment planning exercise every semester for academic deans and their administrative teams focused on issues such as creating majors with relevancy for the knowledge economy.

**Retention and Graduation Initiatives**

**University College (2013):** A centralized administrative structure (UC) was launched to deliver university-wide academic support/enrichment and to provide an academic home for students who have not yet declared majors, who want to change majors, or who have not yet met requirements to enter their desired major (5600 students). Academic supports include: counseling, prescriptive advisement, early alert, tutoring, bridge programs for at-risk students and an academic success institute for students on academic probation. Academic enrichments include: civic engagement, service-learning, undergraduate research, McNair, pre-health professions advisement and ASPIRE (center for national fellowships). A Director of Student Retention and Assessment was hired to lead the Assessment and Retention Council. Reconceptualized the First Year Experience and the Resident Faculty Leader Program.
The Essential Land-Grant Mission (2013): Acquired Carnegie classification “Engaged Campus” in 2010. Reconceptualized the essential land-grant mission of WVU through promoting access to education, health and economic development. A new position, Associate Provost for Engagement and Outreach (APEO who oversees Extension), was tasked with catalyzing land-grant mission in a quadrumvirate with VPR, VP State Relations and the Chief Global Officer. Cooperative Extension, already operating on the university-wide model, and reporting to Academic Affairs, has seen investments in STEM education at 4-H summer camps. Programming at Summit Bechtel Reserve (4th national Boy Scouts of America high adventure camp and permanent site of the Jamboree located in southern WV) has combined economic development for the state with a STEM pipeline opportunity for WVU.

Enabling IT: To better integrate IT, the CIO now co-reports to the Provost and CFO. Hired Gartner Consulting to create a roadmap and new governance for IT decision making. Completed IT projects: identity/access management solution for 45,000 accounts; infrastructure upgrades; migration of student email to google.edu cloud; implemented the Kuali open source software platform as part of Electronic Research Administration; upgraded LMS Blackboard Vista 8 to Learn 9 (serving 77,000 students annually with a repository of 5000+ courses); enterprise-wide network vulnerability assessed; increased bandwidth to 818 megabits/second; and established a high performance computing center.

Growing Research and Economic Development through Investing in 100 New Faculty
Resources from enrollment growth (2000-10) are being invested in hiring 100 new faculty. Round 1 hiring (30 lines) responded to relieving instructional pressures. Round 2 hiring (24 lines) was dedicated to investment in STEM. Round 3 hiring (20 lines) was committed to “game changing” interdisciplinary cluster hires known as “Mountains of Excellence” (MoE) including: achieving international leadership in radio astronomy; eliminating health disparities in Appalachia; improving STEM education and scientific literacy; utilization of shale gas; and promoting the stewardship of water resources.

With a view to growing the Carnegie ranking in research, WVU revisited the University P and T document and strategically invested institutional research resources ($385,000 in 2010 to $735,000 in 2012). Co-chaired a Research Roundtable to revisit decision-making in Research (University Strategic Research Council chaired by VPR) and Economic Development (VPR, Chief Global Officer, VP State Relations and Associate Provost for Engagement and Outreach). Created the Launchpad at WVU for Entrepreneurship, Commercialization and Innovation.

Ensuring Institutional Integrity through Establishment of the Office of the University Registrar
Oversaw the implementation of the AACRAO (American Association of Collegiate Registrars and Admissions Officers) recommendations of 2008 to establish the Office of the University Registrar. Projects completed: implementation of DegreeWorks; development of policies on not-reported grades, document retention, DFW repeats, and suspension; established a digital document management system and curriculum inventory management system.

Accessibility and Managerial Style
Visible campus presence as Provost: routine visits to academic units; verbal reports to Faculty Senate and Senate Executive Committee; routine informal meetings with leadership of Senate, Staff Council and Student Government. Provost chairs the Council of Deans (including the HSC deans and Campus Presidents). Provost’s Leadership Team was held accountable yearly for one significant goal that will measurably change the institution. Introduced a robust evaluation process for academic deans that included “report cards” documenting academic productivity indices.
Promoting WVU Globally through International Travel
2010 Bahrain: Royal University for Women was founded by WVU alumni to educate women from Bahrain and Saudi Arabia. Identified champions to grow academic programming with this neophytic institution (law, forensic accounting etc).

2011 Oman and Jordan: Selected as a Fulbright Scholar to participate in a 2-week Seminar Abroad for University Presidents and Provosts to visit Oman and Jordan. Topics included: accreditation and quality assurance, internationalization of higher education, strategic planning, and linking higher education to the workforce. Institutions visited: Sultan Qaboos University, Mazoon University, Ministry of Higher Education, Oman Medical College, World Learning, Nizwa University, Caledonian College of Engineering (Oman); Jordanian Higher Education System, Columbia University, Middle East Research Center, Al Quds University, Jordan University of Science and Technology, Yarmouk University, Ministry of Higher Education, Petra University, University of Jordan, and the Institute for Traditional Islamic Art (Jordan).

2012 China: Institutions visited included: Chinese Academy of Forestry (Beijing), Northeast Forestry University (Harbin), Xi’an International Studies University and Xi’an University of Finance and Economics; Shanghai University of Finance and Economics; Purufite China Co., Ltd (HangZhou).

2013 Ireland: Joined a delegation from EPSCOR states to visit the Irish Higher Education Authority to assess its role in expanding the knowledge economy of the European Economic Community. Institutions visited: Forfus (Ireland’s policy advisory board for enterprise, trade, science, technology and innovation), Irish Research Council, Health Research Board, Teagasc (agriculture and food development authority), the Marine Institute, Tyndall Institute of University College Cork, Nimbus Centre for Embedded Systems Research of Cork Institute of Technology, University/Trinity College Dublin Innovation Alliance, and National University of Ireland in Maynooth.

Initiatives to Promote an inclusive Campus Community
Recommended administrative structures for a Chief Diversity Officer.
PI in the submission and implementation of the $3.2 M NSF-funded ADVANCE (STEM women) grant.
Expanded the ADVANCE sponsorship program to underrepresented faculty in non-STEM fields.
Required training in unconscious bias for all search committees for newly approved faculty lines.
Active role in WVU’s ADVANCE research agenda focusing on departmental dialogical work.
Founded a Women in Science Giving Circle.
Initiated a Parental/Alternate Work Assignment Policy (for 9-month faculty).
Institutional advocate for GLBTQ community and Black Faculty Association.
Institutional liaison to COACHE (Collaborative on Academic Careers in Higher Education) including presenting at two workshops at Harvard. Deployed COACHE data to improve faculty satisfaction.
Facilitated WVU becoming a founding member of the Ohio Higher Education Recruitment Consortium.

Signature Legacy as Provost: The Women’s Leadership Initiative at WVU is entering its fourth year and has trained >117 campus women using the Board of Advisors (groups of 6) executive coaching model employed at Harvard conferences. The WLI also offers networking opportunities and workshops on skill building (negotiation etc.). A recent initiative is to build capability to promote WVU women executives onto corporate boards (“On the Board”). A research agenda is being published in the Leadership Studies literature. http://womensleadership.wvu.edu/
Leadership in National Higher Education Associations as Provost


SMTI (APLU Commission on the Science and Mathematics Teacher Imperative) Executive Coe (2013-15); Plenary Session Speaker (2014): Administrators’ Perspectives on Supporting the Improvement of STEM Teaching and Teacher Preparation.

Education Advisory Board: Commission on Academic Officers (2010-2014).

UEDA (University Economic Development Association), 2013 Keynote Address “West Virginia University: Economic Development at a “Super” Land-Grant in a Rural State”.

WEPAN (Women in Engineering ProActive Network), 2014 Change Leader Forum, Plenary Luncheon Speaker: Advancing Culture in Engineering Initiative.

NSF ADVANCE: Served as Co-Convener (with President Linda Katehi, UC Davis) of the 2014 mini-conference of Presidents and Provosts of ADVANCE IT Institutions.

Dean, College of Science and Mathematics, Wright State University, 2002-2009

In 2009 Wright State University (WSU) was a public comprehensive doctoral research institution (high research activity, ~$70 M annually). With 2200 faculty and staff, it served nearly 17,000 students enrolled at two campuses (main campus in Dayton, OH; regional Lake Campus in Celina) in 11 colleges and schools (Liberal Arts, Science and Mathematics, Business, Education, Engineering, University College, Lake Campus, Medicine, Professional Psychology, Nursing, Graduate Studies). WSU offered more than 200 undergraduate and 50 graduate and professional degrees including M.D., Psy.D. and Ph.D. With an institutional budget of $400M (and an endowment of $114M), WSU served as the leading public institution in efforts to revitalize Dayton’s post-manufacturing economy.

In 2009 the College of Science and Mathematics (COSM) housed 6 college departments (Mathematics and Statistics, Earth and Environmental Sciences, Physics, Chemistry, Psychology and Biological Sciences) as well as 2 departments matrixed with the Boonshoft School of Medicine (BSOM, Neurosciences, Cell Biology and Physiology; Biochemistry and Molecular Biology). COSM undergraduate (1800) and graduate students (360) were enrolled in 17 undergraduate programs, 14 master’s degrees and 3 doctoral programs (130 students in BioMedical Sciences, Human Factors/Industrial Organizational Psychology, Environmental Sciences). Centers included: Electronics Shop; Statistical Consulting Center; Brehm Environmental Research Laboratories; Semiconductor Center; Center for Genomics Research; Comprehensive Neurosciences Center; Center for Math and Science Education; and Center for Environmental Analytics. There were 150 full time instructional faculty (including 13 math and science educators jointly appointed with the Education college; and two physics faculty members jointly appointed with Engineering college); 30 adjuncts; and 85 professional staff (265 employees). Fiscal 2009 expenditures were $45.4M ($32M in State operating budget, and $13.4M in extramural funding), which was the largest academic budget on campus second to the Medical School. Space inventory included 200,000 ASF in 7 buildings.

Major Accomplishments as Dean

College Initiatives

Leadership: Recruited 11 chairs/directors (4 external from The Geological Survey, Worcester Polytechnic Institute, Emory University and West Virginia University) and 5 interims (2 were women).

Administrative Merger: Neuroscience, Cell Biology and Physiology (from Anatomy and Physiology); Earth and Environmental Sciences (from Institute for Environmental Quality and Geology).
Faculty Recruitment: Hired approx. 60 tenure track faculty (30 women and one African American). Increased instructional faculty FTE by 10% and base-funded adjunct/GTAs by 5%.

Planning: “Opening Minds to Science: Strategic Plan 2007-2012” defining vision, mission, 7 core strategies, 56 strategic objectives and 32 performance measures aligned with institutional plan

Governance: Hired as Dean after unionization of the faculty; negotiated 7 original sets of bylaws with AAUP. Extensive experience with arbitrations and grievances

Research Funding: Doubled annual research expenditures (from $6,008,868 in FY 01-02 to $14,921,758 in FY 08-09); increased faculty start-ups (from high of $200K to a high of $320-550K); New research centers: Math and Science Education; Environmental Analytics

Undergraduate Enrollment and Curriculum: Increased STEM enrollment by 10%; New positions for Coordinators of General Education and STEM Student Success; Addressed “barrier” service courses for degree completion (math for engineering, microbiology for nurses, science and math content for early and middle childhood education); Improved marketing through professional DVDs (Mainsail) and enhanced web presence; Developed a FIPSE-funded biomedical exchange program with Brazil

2+2 Pathways: Created degree completion pathways for the Celina campus; PI on an NSF-funded STEP grant (~$2M) in collaboration with Sinclair Community College to develop a common first year experience for “not yet ready” STEM majors that boosted first to second year retention (59 to 66% in science; 46% to 82% in engineering).

Liaison with Ohio’s University System: Transfer and Articulation, and Degree Audit Reporting System

Student Life: Created a “Deans Circle” with proportional representation of undergraduate majors.

Improved advisement in Biology and Psychology and in Pre-Health Professions.

Launched an annual COSM Awards Ceremony to recognize accomplishments of students and faculty.

Graduate Programming: Increased doctoral enrollment by 68% (from 73 to 123);

Corporate Advisory Board established including reps from Wright Patterson Air Force Base, General Dynamics, Barco, Iams, Greene Memorial Hospital, Community Tissue and Blood Bank, and Cargill.

Fundraising/Development: 15 fold increase in annual gifts (from $572,061 in 2001 to $6,236,834 in 2007 and $8,769,740 in 2008); Launched the Women in Science Giving Circle, the first in support of STEM women nationwide (raised $90,563 to support women researchers and graduate students); numerous alumni events.

Infrastructure/Facility Planning: Implemented an 8-year $33M COSM capital plan involving space needs assessment, rehabilitation of 4 buildings and new building construction; public private partnership to construct 13,000 ASF off-campus for lease to COSM researchers

Communications: Vibrant media presence through web, print (Equation newsletter) and regional media (newspapers and TV); Electronic database for annual report.

Industry Support: Barco Simulation and Hess Petroleum through daytaOhio (Visualization Lab); Schiumberger petrochemical (salt dome project); Procter and Gamble (combinatorial chemistry); MeadWestvaco Corp (endowed chair).

K-12 Outreach: Trebuchet Competition; Invention Convention; Greene County Science Day; TechFest; Exploring Science and Engineering; Take Our Sons and Daughters to Work Day; President’s Day Preprofessional Forum. Special projects: Girls in Science; sponsorship of Charity Adams Earley Academy for Girls; Sally Ride Middle School Science Festival for Girls.

Institutional Initiatives

Established a Science and Math Education Council for faculty, administrators and practitioners.

Appointed a Coordinator of Science and Math Education to develop a Center and Ph. D. program.

Implemented a new interdisciplinary Ph.D. program in Environmental Sciences.
Co-created an interdisciplinary Learning with Disability concentration shared among 4 doctoral programs (Biomedical Sciences, Human Factors/Industrial Organizational Psychology, Computer Science and Engineering, Engineering) and acquired NSF IGERT funding ($3M) to launch it. Developed an MPH in partnership with the School of Medicine.

Expanded graduate stipend support through partnership with regional industry and Air Force.

Created a Research Advisory Committee for college level review of institutional research competitions. Provided staff support to assist cross disciplinary proposal “capture” teams.

Drafted institutional MOUs on parental leave, evaluation of jointly appointed faculty, and accrual of evaluation credit for faculty members who obtained multi PI grants.

Coauthor of criterion 2 (“Preparing for the Future”) in WSU’s 2006 successful HLC NCA reaccreditation.

**Regional Partnerships for Economic Development and STEM Pipeline**

Led the Base Realignment and Closure (BRAC) Commission Academic Task Force (WSU, Univ of Dayton, Air Force Institute of Technology, Central State Univ) to strengthen mission critical academic areas.

Implemented the Wright Center for Innovation (daytaOhio).

OH economic development initiatives: Third Frontier, Hayes investment, and BRTTC.

Leadership role in regional STEM P-20 consortia including: creation of the Dayton Regional STEM School; creation of Gates Foundation-funded National Governor’s Association STEM center; negotiated for two Ohio Research Scholars (in layered sensing and bioimaging); and led a successful Choose Ohio First proposal (PI on $3M scholarship grant).

PI on regional NSF funded STEM pipeline projects: Launching Equity Across the Dayton Entrepreneurial Region (LEADER), and the Ohio STEM Ability Alliance (OSAA).

Negotiated the infrastructure requirements for BRTTC-funded GRIP initiative (University of Cincinnati), and Ohio Research Scholars programs (University of Dayton and Ohio State University.)

**Federal/State Relations**

Congressional briefing; “Science for All Americans” before the House Science Committee (April, 2004)

Testimony before Ohio’s Senate Education Committee in support of STEM education (May, 2009)

Presentation before the OBR Program Effectiveness, Research and Technology (PERT) committee (October 2006), “Federally funded initiatives at WSU to grow the STEM pipeline”.

Presentation before the Ohio Department of Economic Development Third Frontier Initiative defending the Dayton Region Wright Megacenter Proposal (November, 2006).

Presentation before Ohio Legislative Leaders on STEM pipeline (March, 2007).

Close interactions with WPAFB, AFRL and AFIT providing a sound understanding of Air Force Research and the economic value to the State of Ohio of Wright Patterson Air Force Base.

**Media Relations**


**Signature Legacy as Dean: Initiatives in Diversity and Social Justice**

Leveraged $19 M in federal/state funding to increase representation at all levels in STEM pipeline.

Creating Laboratory Access for Science Students (CLASS) recognized by Congress as a national model.

Institutional liaison for Ohio’s NSF-funded Louis Stokes Alliance for Minority Participation.

Recognized speaker and author on women, minorities and people with disabilities in the academy.

Recipient of several diversity leadership awards.

Facilitated the establishment of a Miami Valley Chapter of the Association for Women in Science.

Developed a “Women in Academic Leadership” reading group.
Negotiated the first “partial unpaid leave” (half time appointment) and hiring of a career couple. Established a Safety and Security Committee for STEM women working after hours in labs.

**Leadership in National Higher Education Associations as Dean**
Council of Colleges of Arts and Sciences (CCAS 2003-2009): presentations on
- Deans of Science and Engineering working together to unplug the STEM pipeline (Nov, 2008)
- Recruiting and retaining women faculty and administrators in the arts and sciences (Nov, 2006)
- Merging departments (Nov, 2004)
Council for the Arts and Sciences in Urban Universities (CASUU 2006-2009): presentations on
- Expanding the STEM pipeline in the face of shrinking STEM resources (March, 2008)
- First year STEM experience (March, 2007)
The Higher Learning Commission (North Central Accreditation): presentations on
- Transformative pedagogy: engaging and retaining students in STEM (April, 2009)
- The WSU self study in anticipation of reaccreditation (April, 2007)

**Chair, Biological Sciences, Wright State University, 1994-2002**
**Scope and Major Accomplishments:**
In 2002 Biological Sciences was home to 36 faculty and staff, 600 majors, and 60 graduate students with an annual operating budget of $3.5M ($1.8M in extramural grants).
Major Accomplishments during tenure as Chair: extramural funding increased by 67%; leveraged federal grants totaling $1,773,774 to support curricular initiatives, reformed General Education, developed an Exercise Science track, developed the Biological Education program (2 joint faculty with Teacher Education); and hired 10 tenure track faculty (40% women).

**Faculty Member, University of Florida, 1984-94**
**University-level Administration:**
- Association for Women Faculty: President (1993); Programming (1993-4); Planning Committee (1992-3)
- Faculty Senate (1992-4, 1986-88)
- Division of Sponsored Research: Review Committees for Research Development Awards (1993, 4) and NSF Presidential Faculty Fellows (1992, 4)
- Provost’s Council on Faculty Enhancement Activities: Sabbaticals (1992-4); Administrative Track cte (1992-4); Planned 3 day residential “Workshop for Potential Administrators” (1993)
- Minority Mentor (1988-91)
- Sigma Xi: Secretary (1990-91)
- Mote Marine Lab Liaison (1989-90)

**College-level Administration, Arts and Sciences:**
Member then co-chair of “Focus on Teaching” work group (1990-2) that planned all day workshops “Diversity in the Classroom: Understanding Each Other” and “Peer Perspectives on Teaching”.
- College Curriculum Committee (1987-8)

**Departmental Administration:**
- Strategic Planning (Chair 1993-4); Faculty Search: Marine Ecologist (1989), Biological Illustrator (1986), Comparative Developmental Physiologist (1985), Comparative Physiologist (1984); Executive (1984-6; 1989-91); Merit Pay (1991, 1994); Undergraduate (1992-3); Graduate Admissions (1987-9, 93-4);
- Interview Committee for Incoming Graduate Students (1988); Physiology Screening (Chair 1985-7);
- Seminar (Chair, 1988-9, Member, 1986-1988, 1991-3); Courtesy Appointments (1989-91, 1993-4); Sigma XI representative to UF Chapter (1991-3); Space Committee (1991-3)
II. LEADERSHIP IN THE ACADEMY AS A SCHOLAR/EDUCATOR

Congressional Briefing

Honors/Recognitions Received

<table>
<thead>
<tr>
<th>Name of Award</th>
<th>Granting body</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity Award (COSM)</td>
<td>Wright State University</td>
<td>2009</td>
</tr>
<tr>
<td>Ohio Women’s Hall of Fame</td>
<td>Governor of Ohio</td>
<td>2008</td>
</tr>
<tr>
<td>Dayton’s Ten Top Women</td>
<td>Dayton Community</td>
<td>2007</td>
</tr>
<tr>
<td>Quest Community Award (CLASS)</td>
<td>Wright State University</td>
<td>2004</td>
</tr>
<tr>
<td>Outstanding Faculty Member</td>
<td>WSU Board of Trustees</td>
<td>2000</td>
</tr>
<tr>
<td>Outstanding Collaborative Unit</td>
<td>WSU Presidential Award</td>
<td>1999</td>
</tr>
<tr>
<td>L’ship in Women’s Advancement</td>
<td>Wright State University</td>
<td>1997</td>
</tr>
<tr>
<td>Teaching Incentive Program</td>
<td>University of Florida</td>
<td>1993</td>
</tr>
<tr>
<td>Presidential Medal (early career)</td>
<td>Society for Experimental Biology</td>
<td>1988</td>
</tr>
</tbody>
</table>

Research Interests
Comparative physiology principally of decapod crustacea. Gas exchange, ion and acid-base regulation in response to environmental changes including salinity, temperature, dissolved gases, exercise, and the advance from aquatic to terrestrial existence. Cellular and molecular biology of epithelial (branchial/renal) ion motive proteins specifically Ca\(^{2+}\) pumps (SERCA and PMCA), Na\(^+/Ca\(^{2+}\) exchanger (NCX), Ca\(^{2+}\) channels (ECaC), Ca\(^{2+}\) binding proteins (SCP, CaM) and aquaporins. Temporal and spatial regulation of genes coding for Ca\(^{2+}\) transporting proteins. Biologically inspired adaptive interfaces (interdisciplinary collaboration with Engineering). Biocomplexity.

Educational Interests

Instructional Experience
University of Florida (UF), Wright State University (WSU), West Virginia University (WVU)
Lower Division: General Education Biology (UF); Introductory Biology for Majors (UF, WSU)
Upper Division: Physiology of Marine Animals; Crustacean Biology (UF)
Senior/Honors Seminars: Career Planning for Biologists; Whose Science Is It?: Women in Science; Hypatia’s Legacy: Historical and Contemporary Perspectives of Women in Science (WSU)
Book Groups (undergraduate): John Kao Innovation Nation; Sheryl Sandberg Lean In (WVU)
Graduate Seminars: Adaptation: Molecular/Cellular/Organismic; Calcium, the Be All and End All; Advanced topics in Human Computer interactions (with Engineering) (WSU)
Book Group (Graduate): John Avice The Genetic Gods; H. Etzkowitz, C. Kemenigor and B. Uzzi Athena Unbound: the Advancement of Women in Science and Technology

Lab/Teaching Manuals Authored:
Graduate Supervision listed by name, degree (program with dates). Title. [Subsequent career path]

Wright State University

Laxminath Tumburu, Ph. D. (Environmental Sciences, 8/2010). Crustacean endocrine disruption through a pathway involving nuclear receptors, cyclic nucleotides and calcium transporters. [National Academies of Science postdoctoral fellowship at University of Oregon]


Zeenat Jamal, M. S. (Anatomy, 6/2008). Sarco-endoplasmic reticulum calcium ATPase (SERCA) mRNA and protein expression in cardiac muscle of Procambarus clarkii: the effect of molting and cold acclimation. [Research Associate at Cincinnati Children’s Hospital]


La’Tonya Stiner, Ph. D. (BioMedical Sciences, 11/2004). Upregulation of NCX mRNA and protein associated with calcium flux in hepatopancreas and antennal gland of freshwater crayfish Procambarus clarkii. [Graduate Program Manager, Engineering The Ohio State University].


Melinda Hubbard, M. S. (Bio. Sci., 2/2000). Physiological characterization of the Na+/Ca2+ exchanger in Ca2+-transporting epithelia isolated from the freshwater crayfish Procambarus clarkii. [Technician at Case Western Reserve University; employed at pharmaceutical biotech start-up in Boston].


James V. Rogers, M. S. (Bio. Sci., 7/1996). Calcium accumulation in the antennal gland during the molting cycle of the freshwater crayfish Procambarus clarkii. [Ph. D. at Wright State University; Manager for Chemical Agents & Toxicology, Battelle Biomedical Research Center, Columbus, OH].

University of Florida

Dazhong Xu, M. S. (Zoology, 8/1994). Calcium regulation in Anodonta imbecilis: calcification and the effects of environmental acidification. [Ph. D. at Wright State University; Research Fellow at Massachusetts General Hospital, Harvard University].

Flavia P. Zanotto, M. S. (Zoology, 8/1991). Effects of ambient pH on ionoregulation during postmolt calcification in the freshwater crayfish Procambarus clarkii (Girard). [Ph. D. at Oxford University in U.K.; Professor at City Universitaria in São Paulo, Brazil]

Marie-Thérèse Toop, M. S. (Zoology, 8/1990). Some behavioral and physiological responses of the ascidian, Styela plicata (Lesueur, 1823), during acclimation to low salinity. [Ph. D. at University of Florida, faculty position at Deakin University in Australia].


Postdoctoral Supervision listed by date, name, subsequent career path
2000-2010 Dr. Yongping Gao Lancaster Laboratories
1995-2000 Dr. Zhiping Zhang Computer Science Industry
1992-1993 Dr. Carl L. Reiber Vice Provost Academic Affairs, UNLV
1991 Dr. Silvia de Souza Faculty at Universidade de São Paulo, Brazil

Technical Supervision listed by date, name, subsequent career path
1995-8 Jennifer Weil MS in Rehab Counseling; Staff at RIT
1987-8 Leanne Yow MD

Professional Associations
1. Society for Experimental Biology
2. Canadian Society of Zoologists
3. Society for Integrative and Comparative Biology
4. American Physiological Society
5. Crustacean Society
6. Sigma Xi
7. International Association of Astacology
8. Mount Desert Island Biological Laboratory
9. Ohio Academy of Sciences
10. Ohio Physiological Society
11. American Association of University Women
12. Council for Undergraduate Research
13. Assoc for College and Univ. Biology Educators
14. Association for Women in Science
15. National Association of Biology Teachers
16. National Science Teachers Association
17. Phi Beta Delta Honor Society
18. Council of Colleges of Arts and Sciences
19. Council of Arts and Sciences in Urban Universities
20. Association of Public and Land-grant Universities: Council on Academic Affairs
21. Education Advisory Board: Provost’s Roundtable
22. Big XII Provosts
23. American Council on Education (ACAO)

Editorial Work
Editorial Boards: Comparative Biochemistry and Physiology (January 2002- June 2004)
Experimental Biology On Line (March 1996-December 2000)
Physiological Zoology (January 1993 - December 1998)

Journal Reviewer:
Marine Behaviour and Physiology
Journal of Comparative Physiology
Canadian Journal of Fisheries and Aquatic Sciences
Journal of Crustacean Biology
Journal of Experimental Biology
Physiological and Biochemical Zoology
American Journal of Physiology
Biological Bulletin
Australian Journal of Marine and Freshwater Research
American Zoologist
Journal of Experimental Zoology
Freshwater Crayfish
Estuaries
Comparative Biochemistry and Physiology
Experimental Biology on Line
Journal of Exper Marine Biology and Ecology
Limnology and Oceanography
Marine Biology
Cell and Tissue Research
Grant Reviewer:
National Science Foundation
Canadian National Science and Engineering Research Council
Canadian Killam Foundation
Invited Seminars

*Europe:* University of Birmingham, Lancaster University and Cambridge University in U.K.; University of Aarhus, Denmark; Centre National de la Recherche Scientifique, France; University of Düsseldorf, Germany.

*Canada:* University of Calgary; Bamfield Marine Station; University of Alberta; McMaster University; University of Ottawa.

*United States:* University of Maryland, Baltimore County; University of Florida; Auburn University; C.V. Whitney Lab; University of North Florida; University of Nevada Las Vegas; Philadelphia College of Pharmacy and Science; Wright State University; University of Texas at Arlington; Kansas State University; Wayne State; Indiana Univ-Purdue Univ Fort Wayne; University of Dayton; University of Kentucky; University of Akron; University of Wisconsin Milwaukee; University of North Texas, and University of Cincinnati.

Visiting Scientist

1997 Universidade de São Paulo, Brazil
1986 Centre National de la Recherche Scientifique, Strasbourg, France
1985, 1992-4 C.V. Whitney Marine Laboratory, St. Augustine, Florida
1984 Mount Desert Island Biological Laboratory, Maine
1983 Smithsonian Tropical Research Institute, Naos, Panama
1982 Bamfield Marine Station, British Columbia, Canada
1982 Virginia Institute of Marine Sciences, Wachapreague, Virginia
1981 Biology, McMaster University, Hamilton, Ontario, Canada
1979 Marine Biological Association of U. K., Plymouth, England

Service to the Academic Profession

2000-2006 Steering Committee, Comparative Section of American Physiological Society
2000-2006 American Physiological Society, Committee on Committees
1998-2000 Society for Integrative and Comparative Biology, elected Program Officer, Division of Comparative Physiology and Biochemistry
1994 Secretary/Treasurer of International Association of Astacology
1993, 1997 American Physiological Society, invited to judge Scholander Award Competition at FASEB/Experimental Biology
1992 American Physiological Society, Travel Awards Committee for IUPS Congress
1992 National Research Council review panelist
1991 Executive Board Member, International Association of Astacology
1990, 1991 Best Student Paper Committee (Division of Comp. Physiology and Biochemistry, ASZ)
1990-1993 U. S. National Committee for the International Union of Physiological Sciences--representing the ASZ, delegate to the IUPS Assembly at 1993 Congress
1989-1991 Crustacean Society Awards Committee

Federal Agency Review Panels/Site Visits

2008 NSF panel (Processes Structure and Integrity, Physiological and Structural Systems)
2007 NSF Site Reviewer for EAST Regional Alliance in Disability (Research in Disabilities Education Program), University of Southern Maine
2006 NSF Review Panel (Science Talent Expansion Program)
2003 NSF Review Panel (Integrative Animal Biology)
2002 NSF Review Panel (Undergraduate Mentoring in Environmental Biology)
2001 Summer review panel for NSF Division of Undergraduate Education (Course, Curriculum and Laboratory Improvement), declined due to schedule conflict
2000  Expert Panel Review for Canadian Networks of Centres of Excellence (Canadian Institutes of Health, Natural Sciences and Engineering Research Council of Canada, Social Sciences and Humanities Research Council of Canada and Industry Canada) for purpose of reviewing the proposal “DiversiGen: Genomics and Sustainable Development Network” Ottawa Canada

2000  Summer review panel for NSF Division of Undergraduate Education (Course, Curriculum and Laboratory Improvement), declined due to conflict of interest

2000  NSF Review Panel (Ecological and Evolutionary Physiology)

2000  NSF Review Panel (Undergraduate Mentoring in Environmental Biology, Integrative Animal Biology)


**Summary of Career Academic Productivity Indices: (supporting data follows as Appendix)**

### Extramural Funding

<table>
<thead>
<tr>
<th>Index</th>
<th>Page #</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal (PI)</td>
<td>15-17</td>
<td>$14,660,902</td>
</tr>
<tr>
<td>Federal (CoPI)</td>
<td></td>
<td>$6,938,773</td>
</tr>
<tr>
<td>State (PI)</td>
<td>17</td>
<td>$2,773,376</td>
</tr>
<tr>
<td>State (CoPI)</td>
<td></td>
<td>$400,000</td>
</tr>
<tr>
<td>Institutional</td>
<td>17</td>
<td>$224,320</td>
</tr>
<tr>
<td><strong>Combined Total</strong></td>
<td></td>
<td><strong>$24,997,371</strong></td>
</tr>
</tbody>
</table>

### Publications

<table>
<thead>
<tr>
<th>Index</th>
<th>Page #</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refereed Articles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biological Sciences</td>
<td>18-23</td>
<td>76</td>
</tr>
<tr>
<td>Education</td>
<td>24-25</td>
<td>13</td>
</tr>
<tr>
<td>Refereed Chapters</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biological Sciences</td>
<td>23-24</td>
<td>16</td>
</tr>
<tr>
<td>Reports/Reviews</td>
<td>24</td>
<td>2</td>
</tr>
<tr>
<td>Edited Book</td>
<td>24</td>
<td>1</td>
</tr>
<tr>
<td>Edited Book Chapter</td>
<td>24</td>
<td>1</td>
</tr>
<tr>
<td><strong>Combined Total</strong></td>
<td></td>
<td><strong>109</strong></td>
</tr>
</tbody>
</table>

### Presentations

<table>
<thead>
<tr>
<th>Index</th>
<th>Page #</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keynotes/plenaries</td>
<td>25-26</td>
<td>6</td>
</tr>
<tr>
<td>Symposium papers</td>
<td>26-28</td>
<td>22</td>
</tr>
<tr>
<td>Abstracts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biological Sciences</td>
<td>28-37</td>
<td>141</td>
</tr>
<tr>
<td>Education</td>
<td>37-38</td>
<td>21</td>
</tr>
<tr>
<td><strong>Combined Total</strong></td>
<td></td>
<td><strong>190</strong></td>
</tr>
</tbody>
</table>
APPENDIX Supporting Data

RESEARCH AWARDS (reverse chronological order; agency NSF, National Science Foundation; title; PIs; amount)

Federal Agencies


2008-2013 NSF (Research in Disability Education-Regional Alliances in Disability), HRD 0833644 Collaborative Research Proposals; "RIDE-RAD: Collaborative Research: Ohio's STEM ability alliance (OSAA): STEM degrees and careers for Ohioans with disabilities."; M. G. Wheatly, J. Flach*, J. Gallagher (WSU lead institution); M. Izzo, S. Rissing (OSU); $1,499,227 at WSU and $1,500,000 at OSU; * JF became PI when MGW left institution.

2008-2013 NSF (ADVANCE: Increasing the Participation and Advancement of Women in Academic Science and Engineering Careers), HRD 0831089; "In the footsteps of Katharine Wright: promoting STEM women through LEADER"; M. G. Wheatly, D. L. Goldstein*, K. Kendricks, J. Saliba and T. Schneider; $2,863,057; * DLG became PI when MGW left institution.

2006-2011 NSF (STEP: Science Talent Enhancement Program), DGE 0622466; "Gateway into first-year STEM curricula: a community college/university collaboration promoting retention and articulation"; M. G. Wheatly, N. Klingbeil*, K. Koenig, R. Jones and G. Sehi; $1,297,620; * NK became PI when MGW left institution.

2005-2010 NSF (IGERT: Integrative Graduate Education and Research Training), DGE 0504438; "IGERT: An interdisciplinary initiative on technology based learning with disability"; F. Golshani, N. G. Bourbakis, J. M. Flach, R.E.W. Fyffe and M. G. Wheatly; $2,976,823


2005-2006 NSF (Research in Disabilities Education), DEI 0435658; "Research on Disability Education: Demonstration, Enrichment and Information Dissemination"; M. Wheatly, M. E. Bargerhuff, S. Lunsford, H. Turner; $100,000.

2004-2006 NSF (Integrative Animal Biology), IBN 0076035; "ROA supplement sol: Calcium homeostasis modeled on the freshwater crayfish molting cycle: from physiology to molecular regulation"; M. G. Wheatly and C. Gillen; $28,089.

2003-2008 NSF Louis Stokes Alliance for Minority Participation (LSAMP); "The Ohio Science and Engineering Alliance: University of Akron, Bowling Green State University, Case Western Reserve University, Central State University, Cleveland State University, University of Cincinnati, University of Dayton, Kent State University, Miami University, Ohio State University, Ohio University, University of Toledo, Wilberforce University, Wright State University, and Youngstown State University. Other partners included: Wright-Patterson Air Force Base, the Ohio Board of Regents, Ohio College Access Network (OCAN, with member programs including Cleveland Scholarship Programs, I Know I Can of Columbus, and the Cincinnati Youth Coalition), and COSI"; Karen Holbrook (OSU President), M. G. Wheatly and R. Mawasha (WSU leads); $3,500,000.

2001-2007 NSF (Course, Curriculum and Laboratory improvement), DUE 0089396; “Creating laboratory access for science students (CLASS) with disabilities”; M. G. Wheatly, J.H. Tomlin, J. A. Vernooy, R. Brame and T. S. Wood; $504,570 plus supplement of $4,570.

2000-2006 NSF (Integrative Animal Biology), IBN 0076035; “Calcium homeostasis modeled on the freshwater crayfish molting cycle: from physiology to molecular regulation”; M. G. Wheatly; $395,000.


1998-2003 NSF, IBN 9870374; “POWRE: The evolving function of the basolateral membrane Ca pump in exchange epithelia of a continuum of aquatic to semi-terrestrial Brazilian crabs”; M. G. Wheatly; $75,000.

1997-2002 NSF (Research Experience for Undergraduates, REU); “REU Supplement to NSF Grant IBN 9603723 “Physiological and molecular characterization of the Ca pump and exchanger: an integrated approach modeled on the freshwater crayfish molting cycle”; M. G. Wheatly; $22,500.

1997-2002 NSF (Course and Curriculum Development), DUE 9653121; “Making biology laboratories effective learning environments for students with disabilities: a national model for undergraduate instructors and grades 7-12 school teachers”; M. G. Wheatly, L. Ramey-Gassett (then P. Renick), T. Wood, S. Simon and J. Vernooy; $385,000.

1997-2002 NSF (Physiology and Behavior), IBN 9603723; “Physiological and molecular characterization of Ca pump and exchanger: an integrated approach modeled on the freshwater crayfish molting cycle”; M. G. Wheatly; $248,000.

1995-1998 U. S. Dept of Education (Patricia Roberts Harris Minority Graduate Fellowships); “Fellowship support for 3 underrepresented graduate students for 3 years”; M. G. Wheatly and M. Gonzalez; $213,000.

1994-1995 NSF (Physiology and Behavior), IBN 931632; “Support for the Symposium "Calcium regulation: mechanisms and control in crustaceans and lower vertebrates."”; M. G. Wheatly; $6,000.

1993-1996 NSF (Career Advancement Award), IBN 9307290; “Acquiring molecular techniques in order to characterize Ca transport using the molting cycle of a freshwater crustacean as a model system”; M. G. Wheatly; $50,000.


1990-1995 NSF (REU Supplement: Physiological Processes), DCB-8916412; “Supplement to grant entitled "Physiological mechanisms of calcium regulation using the molting cycle of a freshwater crayfish as a model system."”; M. G. Wheatly; $7,000.

1990-1995 NSF (Physiological Processes), DCB 8916412; “Physiological mechanisms of calcium regulation using the molting cycle of a freshwater crayfish as a model system”; M. G. Wheatly; $221,000.

1984-1985 NSF (Biological Instrumentation Program), DCB 8413722; “Purchase of a liquid scintillation spectrometer”; D. H. Evans, M. G. Wheatly, P. O. Lawrence, R. J. Ferl and P. W. L. Chun; $20,000.

1985-1989 NSF (Regulatory), DCB 8415373; “Mechanisms of acid-base regulation in the freshwater crayfish”; M. G. Wheatly; $131,975.

1984-1984 NSF; “Travel grant to attend IUBS Congress in Liège”; M. G. Wheatly; $678.

State Agencies
2009-2014 Ohio Board of Regents (Choose Ohio First Scholarship Program COFSP 09.17); “STEM degrees and careers for Ohioans with disabilities including veterans: COF scholarships in support of NSF-funded regional alliance in disability (OSAA)”; M. G. Wheatly, J. Flach and J. Gallagher; $2,687,500.


2000-2002 Dayton Area Graduate Studies Institute/Air Force Research Lab (DAGSI/AFRL); “Biologically inspired adaptive interfaces”; R. Koubek (then C. Harvey), S. Narayanan, M. G. Wheatly, C. Phillips (Biomedical, Industrial and Human Factors Engineering, WSU), Partners: P. Smith (Industrial and Systems Engineering, OSU), M. Haas (AFRL) and J. Kloeber (AFIT); $400,000.

1981-1983 Alberta Heritage Foundation for Medical Research, Canada; “The interaction of respiratory and ionoregulatory functions in a model aquatic exchanger”; M. G. Wheatly; $64,880.

Competitive Institutional Funding (MGW was PI unless stated otherwise)
Wright State University
2002-2002 Imaging core facility for natural and physical sciences at WSU; $30,000.
2000-2002 Immunolocalization of calcium transporters; $16,000.
1997-1997 Minigrant Proposal for Women’s Studies Course Development for BIO/UH 400 “Hypatia’s legacy: historical and contemporary perspectives of women in science”; $250.
1997-1999 Physiological characterization of Ca pump and exchanger; $17,233.
1997-1998 Upgrading student computer-assisted learning center in department of Biological Sciences; $45,601.
1993-1995 Molecular characterization of the Ca pump in crustaceans; $20,000.

University of Florida
1993-1995 Provision of equipment to support NSF Career Advancement Award; $240.0
1993-1993 Renovation of Laboratory 611 Carr Hall; $50,000.
1988-1988 Graduate research assistantship program; $5,080.
1986-1993 Travel grants to attend scientific meetings; $2,937.
1983-1984 Purchase of a Lex O2 Con oxygen content measurement unit; $9,900.
PUBLICATIONS RECORD (in reverse chronological order)

Unpublished Theses


Scientific Domain

Reffered Journal Articles


**References Chapters**


**Reports**


**Published Book Review**


**Education Domain**

**Edited Book**


**Book Chapter**


**Refereed Journal Articles**


Editor of Special Volume of a Journal
Shingledeker, C., and M. G. Wheatly (2010). Disability and Rehabilitation: Assistive Technology volume 5 no 2 (9 peer reviewed journal articles on Accessibility).

CONFERENCE PRESENTATIONS (in reverse chronological order)

Keynote Addresses and Plenary Lectures


Conferences Organized

General co-chair with Dr. Forouzan Golshani of First International Conference on Technology-based Learning with Disability (LWD-07): "Celebrating 40 Years of Access in Education" held at Wright State University, July 19-20, 2007.

Symposia Organized


2. “Molecular biology of ion motive proteins: lessons learned from comparative models.” Sixth International Congress of Comparative Physiology and Biochemistry, Mt Buller, Australia, Feb 6. 2003 (One day symposium with 7 contributed symposium papers; funding from Faculty of Science and Technology, Cell and Organismal Biology Research Group, DVC Research, Deakin University), M. G. Wheatly and T. Toop.

3. “Recent advances in comparative solute transport and molecular biology of aquatic organisms”. Featured topic at Experimental Biology Meeting San Diego April 17, 2000, (One day symposium with 4 contributed symposium papers; obtained APS funding), G. A. Ahearn and M. G. Wheatly.

4. “Integrative crustacean biology: evolutionary trends”. Fifth International Congress of Comparative Physiology and Biochemistry, Calgary, Canada, August 23-28, 1999 (One day symposium with 7 contributed symposium papers and 16 authors; obtained NSF support), M. G. Wheatly, C. L. Reiber and W. W. Burggren.

5. “Calcium regulation: mechanisms and control in crustaceans and lower vertebrates.” Intersociety meeting (APS, ASZ, CSZ, SEB) in San Diego, October 1994. (Two day symposium with 12 contributors; obtained NSF support), M. G. Wheatly and P. Greenaway.

Invited Symposium Presentations


20. Wood, C. M., H. Höbe, and M. G. Wheatly. 1982. Relationship between H⁺ and ion exchanges at the gills and
kidneys of the rainbow trout (Salmo gairdneri) under normoxia and hyperoxia. Symposium: "Gas exchange, gas
transport and acid-base regulation in lower vertebrates." Göttingen, Germany.

during hyperoxia in fish. Symposium: "Fish Gills: the Relationship between Ion and Gas Transfer." Taormina,
Sicily.

Pacifastacus leniusculus on exposure to high salinity: An overview. V International Symposium of the International
Association of Astacology. Davis, California.

Non Refereed Abstracts

Scientific Domain
epithelial calcium transport. Comparative Endocrinology of Calcium Regulation, 2nd Joint Mtg of the International

expression of sarcoplasmic calcium binding protein (pcSCP1) variants in the freshwater crayfish, Procambarus


and remodeling the hull. Proc. Lake Cumberland Transport Meeting, Jun 16.

expression in cardiac muscle of Procambarus clarkii: the effect of molting stage and cold acclimation. Proc. Lake
Cumberland Transport Meeting, June 16.

Proc. Lake Cumberland Transport Meeting, June 16.

calcium ATPase protein in crayfish, Procambarus clarkii during molting and in response to cold temperature.
Experimental Biology, 1239.19.

8. Gao, Y., C. M. Gillen, and M. G. Wheatly. 2007. Localization and regulation of calcium/sodium exchanger
(NCX) expression in crayfish Procambarus clarkii. Experimental Biology.

(CaM) from crayfish Procambarus clarkii. Experimental Biology.

PMCA in basolateral calcium export associated with mineralization cycles and low temperature acclimation in

hemolymph cations in the freshwater crayfish Procambarus clarkii during cold acclimation. Proceedings of the
Society for Integrative and Comparative Biology, P.1.79.


Education Domain


and Ethnicity, Seattle, June.


Michael V. Martin, PhD

August 30, 2014

To: Presidential Search Committee
Florida State University

Dear Committee Members,

Over the past four plus decades, I’ve devoted my professional life to public higher education and the students and citizens served. I have gained experience at virtually every level within a university: as a faculty member, faculty senate president, dean, vice president, president, and system chancellor. I’ve made difficult decisions and positive change and I remain committed to the transformational power of great universities.

Service as a senior administrator at two AAU universities has provided insight into what it takes to be a major research institution. I’ve worked effectively with students, faculty, parents, governors, legislatures, congressional delegations, colleagues, donors, community and business leaders, the NCAA, boosters, and the general citizenry. Therefore, I believe I’ve arrived at a time in my career and my life where I can make a difference where making a difference really matters.

Currently I serve as a system chancellor, an important and rewarding job. However, I have discovered that I very much miss the daily excitement of being on campus. Apparently 41 years of working on a campus has created an addiction. Thus, I would like to invest this latter stage of my career at the campus level. Most certainly FSU is an institution and a campus with great appeal.

You will note from my c.v. (attached), that I have worked in Florida. During that time I came to appreciate the unique character of the state and its higher education institutions. I have come to admire the remarkable progress FSU has made over the last several years and the enormous potential it has to emerge as a major player at the very highest level among national, indeed, international universities.

Along with my “wide band width” of academic leadership experience, I have also had considerable involvement in intercollegiate athletics at the most competitive and complex level. I know that FSU can continue to utilize its athletic program to draw attention to and interest in its ever-improving academic programs.

Thus, through my commitment and experience, I believe I could serve FSU well as it continues its journey to excellence.

Thank you for considering my candidacy to lead FSU.

Sincerely,

Michael V. Martin

Michael Martin
Chancellor, Colorado State University System
CURRICULUM VITAE
Michael V. Martin
Chancellor
Colorado State University System

Colorado State University System
410 17th Street, Suite 2440
Denver, CO 80202
Phone: 303-534-6290
Fax: 303-534-6298
chancellor@colostate.edu

Personal:
Born January 29, 1947, Crosby, Minnesota
Married with two adult children; wife Jan; daughter Amanda, bachelor’s degree from University of
Wisconsin-EC; son Sam, holds a bachelor’s degree from the University of Minnesota and master’s degrees
from Sarah Lawrence College, and Pace University New York.

Professional Experience:
Chancellor, Colorado State University System
Chancellor, Louisiana State University
President, New Mexico State University
Vice President for Agriculture and Natural Resources, University of Florida
Vice President for Agricultural Policy, University of Minnesota
Dean, College of Agricultural, Food, and Environmental Sciences, University of Minnesota
Acting Director, Agricultural Experiment Station, University of Minnesota
Interim Dean, College of Agricultural, Food, and Environmental Sciences, University of Minnesota
Associate Director, Agricultural Experiment Station, University of Minnesota
Associate Dean for Research, College of Agriculture, University of Minnesota
Assistant Director, Agricultural Experiment Station, University of Minnesota
Professor, Department of Applied Economics, Graduate faculty, University of Minnesota
Professor (promoted to Associate Professor in 1982, promoted to Professor in 1988),
Department of Agricultural and Resource Economics, Oregon State University
International Trade Institute-Portland State University (1991-1992)
Interim Department Head, Department of Agricultural and Resource Economics,
Oregon State University, July 1990-August 1991
Coordinator, Agricultural Trade and Marketing Program-Portland (1990-1992)
Faculty Senate President (.50 FTE), 1990, Oregon State University
Faculty Senate President-Elect (.25 FTE), 1989, Oregon State University
Chair, Natural Resources Trade Consortium (1988-1992)
Visiting Professor, Department of Agricultural and Resource Economics, University of Hawaii,
Acting Chair, January
Economic Associate, Eco-Northwest Inc., Eugene, Oregon

2012 - present
Aug.2008-2012
July 2004-2008
Oct.1998-July 2004
Jan.-Oct. 1995
1995-1997
1992-1998
1977-1992
1987-1988
1988-June 1988
1986-1996
Professional Experience: cont.
Director, Yemen Core Subproject, Office of International Agriculture, Oregon State University 1985-1986
University Visiting Professor, Hubert H. Humphrey Institute and Agricultural and Applied Economics Department, University of Minnesota 1982-1983
Instructor (Part-time), Normandale Community College, Bloomington, Minnesota 1975-1976
Research Assistant, Agricultural and Applied Economics Department, University of Minnesota 1974-1977
Instructor (Part-time), University of Wisconsin-Center, Medford, Wisconsin 1973-1974
Instructor, Department of Economics, University of Wisconsin, Eau Claire 1971-1974
Teaching Assistant, Department of Economics, Mankato State College 1970-1971

Education:
B.S. Business/Economics Mankato State College (Now Minnesota State University) 1969
M.A. Economics Mankato State College (Now Minnesota State University) 1971
Ph.D. Applied Economics University of Minnesota 1977

Dissertation: An Economic Analysis of the Social Cost of Value of Service Wheat and Barley Rail Rates in the Upper Midwest.

Areas of Specialization:
Marketing, Prices, International Trade, and Public Policy Supporting Fields: Economics, Transportation, and Business Logistics

Teaching Experience:
Leadership and management – HRTM (co-taught)
CALS Honors Colloquium - The Political Economy of Higher Education (graduate)
Future Landgrant Universities (honors)
Food and Agricultural Policy (graduate and undergraduate)
Marketing (graduate and undergraduate)
Applied Economic Analysis (co-taught)
International Agricultural Trade and Policy (graduate)
International Trade
Intermediate Macroeconomic Theory
Intermediate Microeconomic Theory of Macroeconomics
Principles of Microeconomics

Major Advisor:
11 Ph.D. Students
19 M.S. Students
6 MAIS Students
3 M.A. Students

9/2/2014
Graduate Committee Member:
56 graduate committees

Membership in Professional Associations:
American Council on Education
American Economic Association
Association of Agricultural and Applied Economics
International Association of Agricultural Economists
International Agricultural Trade Research Consortium
New Mexico Amigos (2004-2008)
New Mexico Council of Presidents (2004-2008)
New Mexico Higher Education Department Advisory Council (2005-2008)
New Mexico Nature Conservancy (2004-2006)
Sigma Xi (Scientific Research Society)

Foreign Professional Travel:
Australia     Korea     
Bulgaria      Mexico     
Canada        Morocco    
Columbia       New Zealand
Cyprus         North Korea
Czech Republic Russia     
Ecuador        Singapore  
European Community Thailand 
Hong Kong       Taiwan     
Indonesia       Turkey     
Iraq           Yemen Arab Republic
Japan

Professional Service:
Colorado Concern, 2012 – present
Colorado Educational Leadership Council, 2012 – present
Farm Foundation, 2009 – present (Board of Trustees)
Association of Public and Landgrant Universities (formerly NASULGC) Board of Directors, 2007-2011
New Mexico Nature Conservancy Board of Trustees, 2004-2006
Florida Department of Agriculture and Consumer Services’ Soil and Water Conservation Council, 2004-2005
Western Athletic Conference, Board of Directors, 2004-2008
Southeastern Conference, Board of Directors, 2008-present
Bennett Agricultural Round Table, Farm Foundation, 2001- present
University Industry Consortium, 1996-1998 (Board of Directors)
National Agricultural Biotechnology Council, 1995-1998
Board of Directors, Minnesota Agrigrowth Council, 1995-1998
Board of Directors, Minnesota Crop Improvement Association, 1994-97

9/2/2014
North Central Regional Research Committee, 1993-1996, Chair 1995-96
The Oregonian (newspaper) Economic Forecast Panel, 1992
Administrative Advisor, WRCC-68 Regional Research Project, 1990-1992
Administrative Advisor, WRCC-70 Regional Research Project, 1990-1992
USDA-Cooperative State Research Service Review Team for IMPACT Center—Washington State University, February 1991
USDA-Cooperative State Research Service Funding Review Team—University of Hawaii, November 1990
USDA-Cooperative State Research Service Funding Review Team—University of Hawaii, February 1989
Chair, Selected Paper Sessions, Western Agricultural Economics Association Annual meetings, 1989
Marketing Advisory Board, Oregon Department of Agriculture, 1987-1988
Oregon Department of Economics Development Task Force on South Korea, 1987-1988
Resident Instruction Committee, American Agricultural Economics Association, 1981-1984
College and University Teaching Workshop (CAUT) (Teacher Improvement) Oregon State Univ., 1981
Member, Regional Research Committee NC-139, NC-162, NC-184, 1978-1992

University Committee Activity:

Departmental
New Mexico Council of University Presidents, 2004-present
University of Minnesota, Seminar Committee, 1995-1998
Oregon State University, Co-Head Undergraduate Advisor, 1980-1982
Oregon State University, Graduate Programs Committee, 1988-1990
Oregon State University, Seminar Committee, 1978-1982; Chairperson, 1979-1980
Oregon State University, Department Head Search Committee, 1981
Oregon State University, Two Faculty Search Committees Oregon State University, Several other Ad Hoc Committees for program and curriculum matters

College-Wide
University of Minnesota, College of Agricultural, Food, and Environmental Sciences, Long Range Planning Committee, 1993-1995
Oregon State University, Advisory Search Committee Experiment Station Director, 1986-1987
Oregon State University, Advisory Search Committee Acting Experiment Station Director, 1986
Oregon State University, Advisory Search Committee for Associate Dean of Agricultural and Director of Academic Programs, Chairperson, 1984
Oregon State University, Committee on Design of Agri-Business Mgmt. Major, 1981-1982; Chairman, 1981-1982
Oregon State University, Curriculum Committee, 1980-1982

Campus-Wide
University of Florida Foundation Strategic Planning Committee, 1999-2004

9/2/2014
University of Florida Foundation, Board of Directors (ex-officio), 1998-2004
University of Florida Research Foundation, Board of Directors, 1998-2004
University of Florida Research Policy Council, Member, 1998-2004
University of Minnesota, President's Executive Council, 1997-1998
University of Minnesota, St. Paul Campus Oversight Committee, 1997-1998
University of Minnesota, University Vice Presidents' Council, 1997-1998
University of Minnesota, Search Committee, Chancellor-UM-Morris, 1997
University of Minnesota, All-University Commencement Committee, 1997
University of Minnesota, Legislative Strategy Committee, 1996-1998
University of Minnesota, Semester Conversion Council and Taskforce, 1996-1998
University of Minnesota, Carlson School of Mgmt. Dean's Performance Review Committee (chair), 1996
University of Minnesota, Continuing Education Reengineering, 1996
University of Minnesota, Future Funding of the University Taskforce, 1996
University of Minnesota, Biological Sciences Policy Council, 1995-1998
University of Minnesota, Executive Negotiating Committee, 1995-1998
University of Minnesota, Minnesota Agricultural Project Steering Committee, 1995-1998
University of Minnesota, Rural Development Council, 1995-1998
University of Minnesota, Twin Cities Dean's Council, 1995-1998
University of Minnesota, Master Planning, 1993-1996 University of Minnesota, Biological Science Research Cluster-Field Stations (Chair), 1993-1994
University of Minnesota, MAES Executive Council, 1992-1998
University of Minnesota, Crop Variety Review Committee, 1992-1998
Oregon State University, President's Committee on a University Vision Statement, 1992
Oregon State University, Exec. Advisory Committee, Intl Trade Institute, Portland, Oregon, 1990-1992
Oregon State University, Library Expansion Project Steering Committee, 1990-1992
Oregon State University, Faculty Senate President, 1990
Oregon State University, Chair of the Board of Directors of the Natural Resources Trade Consortium, 1989-1992
Oregon State University, Faculty Senate, Executive Committee, 1989-1991
Oregon State University, Athletic Department Advisory Committee, 1989-1991
Oregon State University, Ad Hoc Committee on Pay Equity for Coaches, 1989-1990
Oregon State University, Faculty Consultative Group on University Priorities, 1989
Oregon State University, Faculty Senate President-elect, 1989
Oregon State University, Advisory Search Committee for Affirmative Action Director, 1987
Oregon State University, Task Force on Minority Issues, Chairperson, 1986
Oregon State University, Advisory Search Committee for Assistant Vice President for Academic Affairs for International Programs, Chairperson, 1986
Oregon State University, Academic Requirements Committee, 1985-1987
Oregon State University, Faculty Senate, 1981-1983, 1984-1987
Oregon State University, Board of Directors, Transportation Research Institute, 1978-1982

Community and Public Service:
New Mexico Nature Conservancy Board of Directors, 2005-2008
New Mexico Amigos member, 2004-2008
New Mexico Economic Forum, Las Cruces, 2004-2008
Florida Agricultural Resource Mobilization Foundation, Board of Directors 1999-2001
The University of Florida-Community Task Force 2000, Member 1999-2004
Youth Baseball Coach, Corvallis Boys and Girls Club, 1990
Youth Soccer Coach, AYSO, Corvallis, Oregon, 1988-1991
Little League Baseball Coach, Kaneohe, Hawaii, 1988
Corvallis City Planning Commissioner, 1981-1982
Educational Volunteer in Activities Therapy at Oregon State Hospital, Salem, Oregon, 1978-1979

Honors and Awards:
University Medal – Louisiana State University 2012
National Diversity Council – Men who support Women 2010
New Mexico Outstanding Leader - Leadership New Mexico 2008
New Mexico National Guard “Above and Beyond Award”, 2007
James P. Houck Memorial Lecturer, University of Minnesota, April 2007
Honorary Alum, University of Florida, 2006
New Mexico Business Weekly, Power Broker Recipient, 2006
Outstanding Alumni Achievement – Minnesota State University-Mankato, 2006
New Mexico State University Social Justice Award, 2005
Justin Smith Morrill Award, NASULGC/USDA, 2005
Outstanding Alumni - University of Minnesota’s Department of Applied Economics, 2004
Honorary National FFA Degree, 2002 Honorary State FFA Degree - Florida, 2002
Honorary Member - Florida Blue Key Society, 2002
Honorary Professorship - Bangalore University, India 2001
Honorary Professorship - Czech Agricultural University of Prague, 2000
"Little Red Oil Can" Award for service to the St. Paul Campus of the University of Minnesota, 1998
Special Recognition - University of Minnesota Board of Regents, 1998
Distinguished Service - Minnesota Farm Bureau, 1998
Honorary State FFA Degree - Minnesota, 1997
Outstanding Efforts in Enhancing USDA and 1862-1890 Universities Outreach and Partnership Efforts, 1997
U.S. Department of Agriculture Torch and Shield Award for Distinguished Service, University of
Minnesota-Crookston, 1996
Individual Contribution to the Agricultural Industry, Oregon Department of Agriculture, 1992
Mumford Award for Outstanding Service to OSU Faculty, 1992
Search for Excellence Award: Outstanding Leadership in Educational Programming, Oregon Extension
Association, 1986
Oregon State University—College of Agricultural Science, Savery Outstanding Young Faculty Award, 1985
Registry of Distinguished Teachers Award, School of Agriculture, Oregon State University, 1981

Book Chapters:
Martin, M.V., Taskforce member/co-author. Transforming Agricultural Education for a Changing World.


Martin, M. V. and R. P. Beilock. “Agricultural Transportation in Constant Adaptation”, in Proceedings of
“A National Forum on Agriculture and Transportation Linkages”, Fargo, ND, 2002

9/2/2014
Martin, M.V. “Cooperation Among the Land-Grant Institutions” Land, Community and Culture: African American, Native American and Native Alaskan Connections. R. Zabawa, N. Baharanyi & W. Hill (eds.). Tuskegee University, 2001


Journal Articles:
Martin, M.V. “The Blessings and Curse of Big Time Football: One Perspective” Journal of Intercollegiate Sports, V.6, Issue 1, June 2013: pg 52-56


9/2/2014


Reviewed Publications:

Hamilton, J.R., M. Martin and K. Casavant. "The Effect of Lower Snake River Reservoir Drawdown on Barge Transportation: Some Observations." Report for the University Taskforce on Salmon and


**Trade Publications and the Popular Press:**
"Economic Impacts of Hood River County Tree Fruit Industry." *Good Fruit Grower*, August 1992 (with Clark Seavert)


"Can Exports Save Agriculture?" Oregon Farmer-Stockman, September 18, 1986: 5.


"Libya Strike May Hit Oregon Farm Exports." *Register-Guard, Eugene, Oregon*, May 1, 1986.


"National Self-Image Challenged by Farm Crisis." The Oregonian, Portland, Oregon, March 6, 1985 (with J.C. Cornelius).


"Farm Policies Out of Date." Eugene Register Guard, September 9, 1983.


**Reviews and Abstracts:**


**Extension Publications:**


"U.S. Relations with Iran, Japan, Canada: Impact for Oregon?" Extension Service Report EM 8425, January 1990 (with E.C. Barrick).


Other Publications:

"The Changing Face of the Minnesota Agricultural Experiment Station". BioOptions. (Fall, 1994)


"Impacts of Deregulation on Water, Land, and Air Transportation." Proceedings of Sixth Annual Future of the Northwest Maritime Industries (December 1979).


**Papers at Professional Meetings:**


"Development, Determination and Adoption of New Products/Use Technologies: Is the Traditional Federal/State Research Model Obsolete?" (with B. Bullock): Food and Agricultural Marketing 9/2/2014
Consortium Conference, January, 1995, Orlando, FL.


"Japanese Investment in Food Processing in Oregon." Institute of Food Technologists—Oregon Section, Salem, Oregon, November 12, 1991.


Meetings, Las Cruces, New Mexico, July 21, 1980 (with T.P. Townsend).


Major Research Projects:

U.S. Department of Agriculture CSRS. Export Services Center for High Value Food Products. 1991. Total: $97,000.


Oregon Coastal Zone Management Association and Oregon Sea Grant. Assessment of Coast Communities in Economic Transition. 1990. Total: $19,000.

Oregon Trade and Development Center. Evaluation of Public Research Capabilities to Serve Oregon's Agricultural Export Sector. 1990. Total: $10,000


Young Professionals Travel Grant to attend International Association of Agricultural Economists Meeting, Jakarta, Indonesia, August 24-September 2, 1982. Total: $1,500.

**Extension Presentations and other general speeches:**

More than 250 extension presentations, talks and formal comments to professionals and general public groups and organizations.

**Private Consulting Projects:**

Planning and Development, Farmers State Bank, Stetsonville, Wisconsin.

Educational, First Wisconsin National Bank, Eau Claire, Wisconsin.

Transportation and Commodity Flow Analysis, University of Illinois/U.S. Army Corps of Engineers.

Transportation Planning, California Department of Transportation, with Auslam and Associates, Sacramento, California.


Commodity Production Projection, Port of Chelan, Washington.

Feasibility Analysis for a Corn Topping-Off Elevator at Astoria, Oregon, with Northwest Economics Associates-U.S. Army Corps of Engineers.

Northwest Irrigation Utilities, Bonneville Power Administration Irrigation Rate Case, with Eco-Northwest, Eugene, Oregon.

Agribank, Director Training, St. Paul.

Pacific Rivers Council, Portland.

9/2/2014
Dear Members of the Search Committee,

I am pleased to be considered a candidate for the Presidency of Florida State University. I am especially eager to lead an institution that is striving to be recognized among the Top 25 public research universities with a plan that relies heavily on investing in its STEM disciplines and that emphasizes entrepreneurship. In 2013, I resumed my role as Vice President for Research and Economic Development at the University of Alabama at Birmingham after having served as UAB’s Interim President and Chairman of the UAB Health System Board. I was asked to assume these roles by University of Alabama System Chancellor Robert Witt when in August of 2012 our President of more than 10 years resigned unexpectedly. I agreed at that time that I would not be a candidate for the permanent position.

UAB, as you may know, is a relatively young institution with a remarkable and deserved reputation for excellence in research and innovation. We have over 18,000 students, 23,000 faculty and staff, and an annual budget including our Health System that totals nearly $4 billion. Our sponsored programs budget exceeds $450 million, and in 2012 we ranked 21st among public universities in the NSF survey of federal research expenditures. This success is due in part to the facilitating environment that permeates UAB. In fact, The Scientist ranked UAB as one of the “Top Five Best Places to Work in Academia” and the top public university for postdoctoral trainees. We at UAB are also proud of our commitment to diversity. Our student population is 26% African American, and our foreign students also contribute to an environment that is annually recognized by The Princeton Review, which said our campus was "truly a great American melting pot of different cultures, religions, and races."

My enthusiasm for FSU’s emphasis on the STEM disciplines and entrepreneurship is grounded in both my background and my belief that these foci are critical to garnering the sizable investments necessary to achieve Top 25 recognition. Both as vice president and as Interim President, I have tirelessly championed the commitment to science, innovation and entrepreneurship that best engenders both private and public sector support. With an academic career in the basic biomedical sciences and undergraduate training in Engineering Physics, I take pride in understanding a breadth of scientific disciplines at a level that allows me to effectively communicate the excitement of discovery to lay audiences, be they prospective students, political leaders, or potential donors. I also have experience in actually building a strong research platform and facilitating its ongoing success. For instance, I helped develop a Centers-based program at UAB that I oversee and is central to our success with multi-investigator awards. Strategic thinking that involves faculty input to determine where to make the investments required to grow FSU’s research enterprise will be critical, and I believe that my experience and skills provide a strong platform from which to guide such a planning effort. I also see myself as helping to close recruitments of the new faculty identified through this process, which of course will be critical as your already formidable base of academic expertise is expanded.

A focus on entrepreneurship is equally important. While I am an inventor, my selection as one of 98 Charter Fellows of the National Academy of Inventors was primarily based on the environment supporting innovation we have established at UAB. I was the prime architect behind the creation of UAB’s Institute for Innovation and Entrepreneurship, which has transformed our tech transfer operation from a passive recipient of disclosures brought forth by the faculty into an outreach-oriented driver of interactions that give rise to commercially viable inventions. An example is our medical device initiative in which engineers and physicians are pulled together to discuss innovations that will facilitate improved procedures and outcomes. Two other goals of the IIE are to provide a “concierge” approach to industry-university
collaborations and to involve students from business, science, and engineering in the evaluation and development of our intellectual property. As universities seek alternative revenue streams, building both a more robust approach to intellectual property and creating a welcoming front door for industry partners will be critical. I would strive to position FSU as the university that listens to national and regional industries, effectively prepares students to enter their workforces, and builds research programs that provide answers to the challenges that they find most limiting.

To achieve Top 25 recognition it will be essential to secure, from the federal and state governments and philanthropy, significant additional resources. My responsibilities have since 2005 included serving as the primary interface with Alabama’s federal delegation. I have worked with our lobbyists on policy issues and to secure over $60 million in Congressionally directed funding for research infrastructure. More recently, we have been delighted at how supportive of NIH and other areas where we have expertise our delegation has been. At a state level, I was asked by Governor Riley five years ago to help develop a state Science and Technology Roadmap. I served as chair of the committee for a Life Sciences Initiative. This trust was built on the mutually respectful relationships I had developed with local and state officials, a respect that continues with Governor Bentley and Secretary of Commerce Canfield. I am confident that I can establish a similar level of trust in Tallahassee and help build on the investments the state has already made in FSU.

Ties with the region’s economic development efforts are equally critical. With significant input from my VP office, the Birmingham Business Alliance made UAB the centerpiece of its strategic plan to reinvigorate Birmingham’s economy. My central role in implementing these plans is evidenced by my ongoing participation in BBA recruitments, the support we receive from our area industries, my service as a board member of REV Birmingham and the state-wide Economic Development Partnership of Alabama Foundation, and by my election (and re-election) as Board Chair of Innovation Depot, Birmingham’s award-winning high-tech business incubator that now houses over 90 companies.

I have been actively involved in many research-related philanthropic efforts and, for instance, helped facilitate gifts establishing the Comprehensive Diabetes Center and The McKnight Brain Institute. This effort intensified during my stint as President, as did my interactions with our Alumni Society. The silent phase of UAB’s billion-dollar philanthropic initiative was in progress when I took office, continued without pause, and went public with nearly half the total in hand in October 2013, eight months after the new President had been named. Also during my term we selected the themes “Knowledge that will change your world” and “Give something, change everything” and contracted with the communication agency that developed the marketing for the campaign. In addition, my wife, Gail Andrews, is Director of The Birmingham Museum of Art and would be a remarkably experienced and effective partner in philanthropic and community endeavors. I therefore feel that I am especially well positioned to lead the multi-faceted approach to garnering the resources that will carry FSU well past its billion-dollar goal and that will underpin the next stage of FSU’s development.

My interim Presidency was a remarkably positive time of transition, in large part because our Trustees, faculty, students and political leaders had a high level of comfort and confidence in my leadership. It also was an opportunity to begin several initiatives that have proven to be of great benefit to the university:

1) The most pressing issue was leadership in the College of Arts and Sciences. I reassigned the Dean and met several times with the College’s faculty to better understand their concerns. We arranged visits for two external candidates for the interim post. A consensus led to the hiring of a colleague I knew well and whose interim tenure was so successful that he was selected as the Dean.
following a national search. This illustrates, I believe, a well-managed balance between decisive action and an appreciation of faculty input that will be important to the success of any President.

2) We had capacity to increase our undergraduate student body, and I initiated an aggressive commitment to recruit undergraduates more effectively with increased involvement of leadership and faculty and stressing the research opportunities that gave UAB a competitive advantage. These efforts led to our largest and best prepared entering class of freshman (average ACT up a half point).

3) We put in place a support system to increase student success and retention, one of UAB’s weaknesses that must be remedied if we are to achieve a broader reputation for excellence.

4) We began an evaluation of and are now implementing a faculty productivity assessment tool that tracks commitments, adds to accountability, and justifies rewards to high achievers.

5) We initiated searches for new Deans in Engineering and Business, both of which were finalized soon after our new President took office.

My experience with the UAB Health System is also worth noting. I became involved with many diverse medical center issues as Senior Associate Dean in the School Of Medicine. As noted, I also during the interim assignment served as Chairman of the Board of the UAB Health System, which is itself a nearly $3 billion enterprise that includes several hospitals, numerous outpatient facilities, and a faculty practice plan. I have from these and other opportunities developed a sound feel for the financial challenges and opportunities that we in academic medicine are facing.

While Conference USA is not the ACC and UAB is not competing for national championships, as Interim President I did have the opportunity to develop an understanding of many of the complexities inherent in collegiate athletic programs. I developed a strong relationship with our athletic director and would bring an enthusiasm to FSU that reflects a genuine love of sports. I also appreciate how critical it will be for FSU to assure that it is not left behind as other top-tier schools ink lucrative television deals. Assuring an unassailable compliance program is of course a given.

I have experience in developing international programs. I served for many years on the Board of an NGO UAB founded in Zambia that administered over $20 million annually in research and PEPFAR funds. I also founded our Office of International Sponsored Programs, which oversees interactions with over 60 countries. As you read this, I am in Japan in pursuit of a partnership with a prominent pharmaceutical firm.

With respect to FSU’s oft-stated goal of joining the Association of American Universities, criteria for membership are not clearly defined as recently pointed out (“Building a New AAU – The Case for Redefining Higher Education Excellence” by Kevin Carey; his model includes metrics evaluating student access as well as research, and FSU, encouragingly, ranks 25th among all universities, public and private, second among non-AAU members; http://www.newamerica.net/sites/newamerica.net/files/policydocs/NewAAU-20140602.pdf). In my opinion, to achieve AAU membership, FSU must invest wisely in initiatives that will best shine a bright light on its excellence, in STEM but also in other signature programs in which true national leadership can be achieved. This includes the arts and humanities, which play seminal roles in contributing to the vitality of the university while fostering critical thinking, scholarship, and civic engagement. There will never be enough funds to invest in all programs at desirable levels, so strategic targeting will be critical to FSU’s future trajectory. This will require building on existing strengths as well as projecting where future opportunities will be greatest. For instance, there may be opportunities for FSU with its community-based medical school to greatly expand its portfolio through outcomes and effectiveness research while working within the confines of the school’s defined mission. The Patient-Centered Outcomes Research Institute (PCORI) will be awarding billions of new dollars in studies that FSU
could lead or participate in with other Florida academic health centers. Efforts to continue to provide broad access, exceptional instruction, insightful advising, and conscientious service to students to further strengthen retention and graduation rates are also paramount.

In FSU’s initiatives to achieving more national recognition, I view my decade-long participation in academic science policy as a plus. I am a former President of the Federation of American Societies of Experimental Biology (FASEB), the federation of now 27 scientific societies representing over 120,000 members that is widely recognized as the primary public voice for biomedical researchers. I had the opportunity to interact extensively with federal science leaders including NIH Director Francis Collins, the press, and the science advocacy community. I continue to work closely with such groups as the Association of Public and Land-grant Universities and the AAU on various science and education advocacy issues. I am gratified that in part because of these activities I was recently chosen to lead the APLU’s Council on Research and to serve on its Board of Trustees. I also serve on the AAU-organized Task Force on University-Government Partnerships and just returned from a retreat organized by FASEB that included the AAU President and looked at strategies for providing the infrastructure necessary for robust university research.

A critical issue that I have not yet addressed is my ability to relate to students and understand how the university can best serve them. Admittedly, this was only a tangential part of my portfolio before I became Interim President. During that time, however, I took an active role in student life, interfaced effectively with the student government, and worked to overcome the challenges we have in retention, the recruitment of prospective students, and student affairs. I was very gratified to receive this unsolicited email soon after leaving the presidency:

“... in my time as an Ambassador and TrailBlazer I have gotten to see and hear you speak at many events... I had heard that you accepted the interim position on the condition that you weren’t seeking the full-time position, but I must say that you would have been a great president because you have been a wonderful representative of the University in my eyes. As someone who helps you represent the image of UAB, I was really proud of just how downright charismatic, easy-going, and sincere the President of my university was...Dr. Marchase you should know that you were genuinely a cool guy who seemed like a lot of fun to just sit down and chat with...”

In summary, I am excited about the possibility of becoming the President of an institution that is striving to reach the highest levels of respect among public universities and to contribute to the economic vitality of its region. As I have made the transition to administration I have been able to maintain a thorough understanding of the issues most on the minds of our scholars, scientists and physicians. I am viewed as an advocate for faculty and have fostered frank and direct lines of communication even as difficult decisions have been made. Mutual trust and open communication will be essential to the successful achievement of FSU’s goals. I am confident that the breadth of my experience and a personal style that combines openness, insight, conscientiousness, sincerity, and good humor will facilitate the establishment of an “all on the same team” attitude that, no matter who is selected, will be central to Florida State’s steady progress toward its goals.

Sincerely,

Richard B. Marchase, Ph.D.
Richard B. Marchase, Ph.D.

KEY ACCOMPLISHMENTS

NATIONAL RECOGNITION
- Elected President of FASEB, a federation of now 27 biomedical research societies representing 120,000 members and recognized as the primary advocacy voice for biomedical scientists
- Recognized as a Charter Fellow of the National Academy of Inventors
- Honored with the A.I. Laddan Exemplary Service Award from the American Association of Anatomists and the Mary Jane Kugel Award from the Juvenile Diabetes Research Foundation
- Recipient of one of the inaugural Presidential Young Investigator Awards from the National Science Foundation
- Will begin this fall to serve as a member of the Board of Directors of the Association of Public and Land-grant Universities (APLU) and their Research Intensive Public Universities Committee and to chair their Council for Research
- Serve on the Association of American Universities-APLU University-Government Partnership Task Force

THE UNIVERSITY OF ALABAMA AT BIRMINGHAM
2012-2013 Interim President
- Led an enterprise with a budget exceeding $3 billion that employs 23,000 and is educating 18,000 students in six health-related schools, a College of Arts and Sciences, and Schools of Business and Engineering
- Served as Chairman of the Board of the UAB Health System, which has a budget approaching $3 billion and hosts over one million visits annually
- Reassigned the Dean of the College of Arts and Sciences, who faced an irreversible dearth of faculty support
- Initiated a much more aggressive commitment to our undergraduate recruitment efforts, insisting on more effectively involving our leadership and faculty and resulting in our largest and best prepared (average ACT up nearly a half point) class of entering freshman.
- Initiated a partnership with regional community colleges that committed UAB staff to periodically be present on their campuses so as to provide qualified students a smooth transition to UAB
- Began planning for a more robust and proactive student support system with the goal of improving a disappointing six-year graduation rate (now implemented)
- Began an evaluation of software tools that track teaching and research activities to better compare workloads and to reward high achievers
- Helped define the theme, “Knowledge that will change your world,” for UAB’s billion dollar philanthropic initiative and finalized the selection of the agency that is leading the communication campaign
- Created the Institute for Innovation and Entrepreneurship, which links the commercialization efforts of our tech transfer office with our students, expertise in our Business School, and the community
  - Students will participate in evaluations of opportunities stemming from university intellectual property
  - Have implemented a “concierge” approach to better partner with local and national industries

2004-Present Vice President for Research and Economic Development
- Responsible for planning, coordination, and program support for research that exceeds $450 million annually
  - $194 million from the National Institutes of Health (FY2013) ranks us 25th among academic institutions
  - Overseas support services including sponsored programs, core facilities, and human subject protection
- Helped design and now oversee a Research Centers program that requires support from at least three Schools of
  - A triennial peer review evaluation provides a mechanism for budget adjustment and sunsetting
  - Provides foundation for major extramural awards including a Clinical and Translational Sciences Award
  - Featured in Best Practice analyses by the Association of American Medical Colleges and The Advisory Group for successfully fostering collaboration across School and departmental lines
- Initiated Office of Sponsored International Programs, which supports research and training efforts in 62 countries
• Serve as the primary university liaison for Southern Research Institute, a contract research organization affiliated with UAB with an annual budget of $75 million.
• Elected (and re-elected) Chairman of the Board of Innovation Depot, Birmingham's technology incubator that was selected as the NBIA Technology Incubator of the Year in 2011 and is home to 90 companies.
• Implementing faculty-oriented process improvements including an integrated software solution for grant submissions and benchmarks for negotiation and activation of industry contracts and clinical trials.
• Actively participate in research-related philanthropic efforts that have resulted in major gifts from the Diabetes Research Trust Fund, The Evelyn F. McKnight Brain Research Foundation, and Civitan International.
• Oversee and serve as Vice Chair of the Board for the UAB Research Foundation, which handles our intellectual property, our patent portfolio, our licensing activities, and the facilitation of start-up companies.
• Serve as the primary interface for university's economic development interactions with Birmingham, the region, and the state (formally added to title in 2007)
  o Assist the President in advocating for UAB as the dominant economic force in Birmingham with its workforce of 25,000 and an economic impact that exceeds $7 billion annually.
  o Board member of the Biotechnology Association of Alabama, the Economic Development Partnership of Alabama Foundation, and REV Birmingham.
  o Primary interface within UAB for corporate recruitments to Birmingham.
  o Major contributor to "Blueprint Birmingham," crafted by the Birmingham Business Alliance as the region's economic development guide.
• Serve as the primary interface for our federal governmental relations efforts.

2000-2006  Senior Associate Dean for Biomedical Research, School of Medicine
• Oversaw a strategic planning process to increase research funding.
• Assisted in the design of a rational budgeting process valuing productivity in teaching and research.
• Oversaw seven Chair recruitments.
• Became familiar with the finances of an academic medical center with a distinct physician practice plan.
• Served as Principal Investigator on three successful NIH construction grants totaling $28 million.
• Served on Steering Committee of AAMC's Group on Research and Development.

1991-2000  Chairman, Department of Cell Biology
• Recruited ten new faculty.
• Elected President of Association of Anatomy, Cell Biology, and Neurobiology Chairpersons.

Since 1986  Associate Professor and then Professor, Department of Cell Biology
• Led well-funded research laboratory and taught both graduate and professional students.

DUKE UNIVERSITY
1978-1986  Assistant Professor, Department of Anatomy
• Nanaline H. Duke Award for research excellence.
• Led well-funded research laboratory and taught both graduate and professional students.

EDUCATION
1976-1978  DUKE UNIVERSITY
• National Science Foundation Postdoctoral Fellowship.
1970-1976  THE JOHNS HOPKINS UNIVERSITY
• Ph.D. in Biophysics with Distinction.
• Danforth and National Science Foundation Graduate Fellowships.
1966-1970  CORNELL UNIVERSITY
• B.S. in Engineering Physics.
• First in Class, College of Engineering.
• Hamilton Award, Outstanding Graduate in Science or Engineering.
CURRICULUM VITAE

Name: Richard Banfield Marchese

Address: The University of Alabama at Birmingham (UAB)
920 20th Street South, UAB Administration Building 720
Birmingham, AL 35294
Phone: (205) 934-1294

Education

The Johns Hopkins University
Doctor of Philosophy in Biophysics with distinction 1976

Cornell University
Bachelor of Science in Engineering Physics with distinction 1970

Professional Background

2012-2013 Interim President, UAB
2005-present Vice President for Research and Economic Development, Professor of Cell Biology, UAB
2004-2005 Interim Vice President for Research, UAB
2000-2006 Associate Dean and then Senior Associate Dean for Biomedical Research, School of Medicine, UAB
1994-2000 Chairman, Department of Cell Biology, UAB
1991-1994 Interim Chairman, Department of Cell Biology, UAB
1990-1992 Director of Graduate Studies, Cell Biology, UAB
1990-present Professor of Cell Biology, UAB
1986-present Member of Graduate Faculty, UAB
1986-1990 Associate Professor of Cell Biology and Anatomy, UAB
1978-1986 Assistant Professor, Department of Anatomy, Duke University Medical Center
1976-1978 Postdoctoral Fellow, Duke University Medical Center

Honors and Fellowships

2012 Charter Fellow, National Academy of Inventors
2010 Fellow, American Association of Anatomists
2010 A. J. Laddman Exemplary Service Award of the American Association of Anatomists
1999 Mary Jane Kugle Award, Juvenile Diabetes Foundation International
1984-1989 National Science Foundation Presidential Young Investigator Award
1984-1986 Exxon Education Foundation Presidential Young Investigator Matching Funds
1982-1985 Nanaline H. Duke Scholarship (Junior Faculty Research Award, Duke)
1978-present Sigma Xi
1977-1978 National Institutes of Health, Postdoctoral Fellowship
1976-1977 Muscular Dystrophy Association, Postdoctoral Fellowship
1975 Danforth Foundation Supplemental Grant for the Improvement of Undergraduate Education
1972-1975 Danforth Foundation Graduate Fellowship
1970-1972 National Science Foundation Graduate Fellowship
1970 Cornell University Hamilton Watch Award (Outstanding Graduate in Science and Engineering)
1970 First in class, Cornell University College of Engineering
1969 Tau Beta Pi

Past Extramural Support

Institutional:

HHMI Biomedical Research Support Program for Medical Schools 2000-2003
HRSA, 4C76HF00120 2000-2005 Construction of Shelby Building
NIAID, 1UC6AI058599 2003-2008 Construction of SEBLAB - A Regional Biocontainment Laboratory
NCRR, 1C06RR020136 2004-2006 Phase 2, Construction of Levels 6 and 11 of the Shelby Building
NCRR, 1C06RR018847 2003-2008 Phase 1, Construction of the Research Support Building
NIAID, 3UC6AI058599-01S1 2003-2008 Construction/SEBLAB/Regional Biocontainment Laboratory Supplemental Agreement
NIAID, 3UC6AI058599-01S2 2006-2008 Construction/SEBLAB/Regional Biocontainment Laboratory Supplemental Agreement
National Institute of Standards & Technology, DOC 60NANB6D6166 Construction of Interdisciplinary Biomedical Research Complex

Research:


NSF DCR-8641003, Presidential Young Investigator Award, 1984-1989.

Exxon Education Foundation, NSF Presidential Young Investigator Matching Award, 1984-1986.

NIH RO1 EY-05861, Glycoproteins Containing Phosphoglucoase from Neural Retina, (changed to EY-06714 with institution change), 1985-1986.


NIH RO1 EY-06714, Glycoproteins Containing Phosphoglucose from Neural Retina, 1986-1990.


NIH RO1 EY-06714-09, Glycoproteins Containing Phosphoglucose in Neural Retina, 1990-1996.


NIH R01 DK55647, Ca Influx Factor: Structure/Function & Role in Diabetes, 2000-2004

NIH 1RO1 HL68006-01 (Blalock, P.I., Marchase, Co-Investigator) Epithelial [Ca^{2+}], Channels as Therapeutic Targets in Asthma, 2001-2004.


NIH RHL075175, Cytoplasmic Glycosylation and Hypovolemic Stress 2004-2009

NIH SCOR in Cardiac Dysfunction and Disease (Dell'Italia, P.I.) The Impact on Diabetes on Left Ventricular Remodeling (Chatham, P.I., Marchase, Consultant, Project 3) 2005-2009

NHLBI R01HL67454, (Chatham, P.I., Marchase, Consultant) Type 2 Diabetes and Cardiac Dysfunction 2005-2010


National Responsibilities
Board of Trustees - PRESIDENTIAL SEARCH

1992-1998  American Society for Cell Biology Congressional Liaison Committee
1994-1996  President-elect and then President of the Association of Anatomy, Cell Biology, and Neurobiology Chairpersons
1994-2000  National Caucus of Basic Biomedical Science Chairs
1995-1997  American Association of Anatomists Nominations Committee
1997-2000  Council of Academic Societies Representative of the Association of Anatomy, Cell Biology, Neurobiology Chairpersons
1998-1999  Association of American Medical Colleges Council of Academic Societies Program Committee
1999  Association of American Medical Colleges Mission-Based Management Research Panel
1998-2001  American Association of Anatomists Representative to the FASEB Federal Funding Consensus Conference
2000-2006  Association of American Medical Colleges Group on Research Advancement and Development, Steering Committee
2001-2006  Federation of American Societies for Experimental Biology, (FASEB), Board of Directors
2001-2007  American Association of Anatomists Public Affairs Executive Committee
2001-2003  FASEB Board Finance Committee and Audit Subcommittee
2002-2003  FASEB Board Capital Campaign Committee
2002-2003  FASEB Chair for National Science Foundation, Federal Funding Consensus Conference
2003-2010  FASEB Public Affairs Committee
2004-2005  Association of American Medical Colleges David E. Rogers Award Review Committee
2004  FASEB Communications Task Force
2004-2005  FASEB Chair of Strategic Planning Governance Subcommittee
2004-2006  FASEB Strategic Planning Task Force
2005-2006  FASEB Vice President for Science Policy
2005-present  FASEB NIH Issues Subcommittee
2005-2007  FASEB Strategic Plan Oversight Committee
2007-2009  FASEB President-elect, then President, then Past-President
2007-2008  Chair, American Association of Anatomists Nominating Committee
2009-2012  Executive Committee, APLU Council on Research Policy and Graduate Education
2009-2011  FASEB Membership Subcommittee
2010-2013  American Association of Anatomists Publications Committee
2010-present  Member, American Association of Universities Task Force on Strengthening the University-Government Research Partnership
2014  Chair-Elect, APLU Council on Research

University Responsibilities

Duke University:

1978-1979  Faculty Undergraduate Residential Advisor
1978  Assistant Dean of Students Search Committee
1979-1982  Undergraduate Pre-Major Advisor
1980  Third-year Medical School Advisor
1983-1984  Medical Scientists Training Program (M.D./Ph.D) Selection Committee
1980-1986  Cell and Molecular Biology Training Program, Executive Committee
1981-1986  Committee on Health Affairs
1982-1986  Neurosciences Steering Committee
1984-1986  Stroke Investigators Training Program, Executive Committee

The University of Alabama at Birmingham:
1986-1991 Animal Resources Finance Subcommittee
1986-1987 Cell Biology and Anatomy Committee on Graduate Examinations
1986-1981 Athletic Advisory Committee
1987-1988 Cell Biology and Anatomy Neuroanatomy Search Committee
1987-1982 Cell and Molecular Biology Training Program Co-Course Master
1987-1995 Cell and Molecular Biology Training Program Curriculum Committee
1987-1992 Executive Committee for Graduate Study in Neuroscience Training
1987-1989 Program
1988-1989 Cell and Molecular Biology Training Program Admissions Committee
1988-1989 UAB Distinguished Faculty Lecturer Selection Committee
1988-1989 Psychiatry Chairman Search Committee
1988-1989 Departmental Seminar Committee
1988-1997 Departmental Committee on Graduate Studies
1988-1991 Neurobiology Research Center Faculty Search Committee
1989-1990 Research Scholars in Science and Engineering Planning Committee
1989-1990 NCEA Faculty Mentoring Program Coordinating Committee
1990-1992 Joint Health Sciences Faculty Status Committee
1990-1992 Director of Graduate Studies, Department of Cell Biology
1990-2000 Cell and Molecular Biology Training Program Steering Committee
1991-1993 Dean of the Graduate School Search Committee
1991-1992 Biochemistry Chairman Search Committee
1991-1992 Psychiatry Chairman Search Committee
1991-1992 Planning Committee for Neuroscience Training for Medical Students
1991-1994 Interim Chairman, Department of Cell Biology
1992-1993 UAB SACS Self-Study Committee on Faculty
1992-2000 Vision Science Research Center Advisory Committee
1992-1994 UAB Strategic Planning Committee for Research
1993-1994 Chairman, SPCR Subcommittee on Graduate Training
1993-1994 Dean of the School of Optometry Search Committee
1994-1996 Chairman, Graduate Education Committee for Graduate Fellowship
Allocation
1994-1997 Department of Physiology and Biophysics Chairman's Search Committee
1994-1996 Research and Development Committee, Multipurpose Arthritis and Musculoskeletal Diseases Center
1994-1997 Joint Health Sciences Faculty Status Committee
1994-present Alzheimer's Disease Center Internal Advisory Committee
1994-1998 Faculty Athletic Subcommittee on Academic Standards
1995-2000 Basic Science Advisory Committee
1995-1997 Medical Education Committee Project Curriculum 2000
1995-1998 S. Richardson Hill Visiting Professorship Committee
1995-1998 UAB Strategic Planning Partnership Group
1995-present Executive Committee, Cystic Fibrosis Research Center
1995-2000 Ad hoc Advisory Committee for Research
1995-1998 School of Dentistry Dean's Search Committee
1998-2000 Chair, Department of Microbiology Search Committee
1997-1999 NCAA Subcommittee on Academic Integrity
1997-2002 Committee on Philanthropy
1998-2000 Chair, Research Advisory Group
2000-2004 SOM Representative, Research Advisory Group
2000-2006 Chair, School of Medicine Research Advisory Committee
2000-2004 Chair, HHMI institutional Advisory Committee
2000-2002 Co-Chair, Building Committee for the Interdisciplinary Biomedical Sciences Research Building
2002-2006  User Liaison, Building Committee for the Interdisciplinary Biomedical Sciences Research Building
2000-2001  Economic Rules Committee
2001-present  Clinical Research Advisory Group
2001-present  Research Compliance Steering Committee
2001-2003  Council on Postdoctoral Education
2001-2002  J.W. Goodwin – Warren D. Blackburn, Jr. Research Chair in Rheumatology Selection Committee
2001-2003  Frederick Gardner Cottrell Postdoctoral Enhancement Awards Committee
2001-present  UAB-SRI Collaboration Advisory Board
2001-2002  UAB Presidential Search Committee
2002-2006  HSF-GEF Scholar Award Program Committee
2002-2003  Co-Organizer, University Retreat on Biodefense and Emerging Pathogens
2002-2003  Chair, Research Foundation Funding Flow Task Force
2002-2005  School of Dentistry Institutional Planning Committee
2003-2005  Initiative for Life Sciences Entrepreneurship Science Advisory Board
2003-2004  Advisory Committee on Genomics and Clinical Research for the Pittman GCRC
2003-2004  Chair, UAB Research Foundation CEO Search Committee
2004-present  UAB Office of Research Compliance Oversight Committee
2004-present  Chair, Institutional Advisory Board for the Neurofibromatosis Center
2004-present  Member, Health Insurance Portability and Accountability Act (HIPAA) Advisory Committee
2004-present  UAB’s Board Member to the Space Science & Technology Alliance (SSTA)
2004-present  Alabama EPSCoR Steering Committee Representative
2004-present  Southern Growth Policies Board Representative
2004-present  Mississippi-Alabama Sea Grant Consortium Representative
2004-present  Internal Advisory Committee of the Comprehensive Cancer Center
2004-2009  Internal Advisory Committee for the Center for Emergency Care and Disaster Preparedness
2004-present  Vice Chair, UAB Research Foundation Board of Directors
2004-present  Ex Officio Member, Center for Emergency Care and Disaster Preparedness Executive Committee
2005-present  UAB Breast SPORE Internal Advisory Committee
2005-present  VA/UAB Affiliation Partnership Council
2006-present  UAB Liaison for Federal Governmental Relations
2006-present  Internal Advisory Committee of the Diabetes Research Training Center
2006-2009  Chair, Trans-Institutional Advisory Committee
2007-2013  Member, Centre for Infectious Disease Research in Zambia (CIDRZ) Board of Directors
2007-2010  Member, Laboratory for Global Health Advisory Board
2007-2008  Interim CEO, UAB Research Foundation
2006-present  Advisor, Council of Center Directors
2012-present  Southern Research Institute Board of Directors
2012-2013  Interim Chair, Southern Research Institute Board of Directors
2012-2013  Interim Chair, UAB Research Foundation Board
2012-2013  Interim Chair, UAB Health System Board

Teaching Experience

Developmental Biology
Neurobiology I
Advanced Cell Biology
Medical Neuroanatomy
Microscopic Anatomy
Cell and Molecular Biology II, III, and IV
Developmental Neurobiology
Medical Cell & Tissue Biology for Medical Students
Introduction to Neurobiology
BioTeach
Various Seminars and Journal Clubs
Cellular and Molecular Neurobiology
Clinical and Molecular Physiology and Medicine: Fundamental Insights into Common Diseases
Calcium Signaling Journal Club

Doctoral mentor for 20 successful Ph.D. and M.D./Ph.D. students.

External Scientific Presentations

Selected Seminars:
Illinois, Emory, Chicago, Connecticut, Harvard, Case-Western Reserve, North Carolina State, North Carolina, Maryland, Dorothea Dix, Johns Hopkins, Yale, Harvard Medical School, University of Miami, Duke University
Marine Laboratory, Johns Hopkins, University of Alabama at Birmingham, Washington University, Columbia, Princeton, Emory, M.D. Anderson, City of Hope, Harvard, Iowa, Michigan, LaJolla Cancer, McLean, Virginia, Alberta Medical, NEN Dupont, Albert Einstein College of Medicine, NIDDK, Emory University, Southwest Texas Medical, Johns Hopkins, NIEHS, Medical University of South Carolina, Albert Einstein College of Medicine, Alabama Imaging and Microscopy Society, Medical University of South Carolina, Juvenile Diabetes Foundation, Birmingham Chapter, Juvenile Diabetes Foundation, Charleston Chapter, University of South Alabama, Emory University, Georgia State University, Albert Einstein College of Medicine, University of Maryland School of Medicine.

Symposia-Invited Speaker:

1974 Max Planck Conference on Neural Development, Tübingen
1975 Winter Brain Research Conference, Colorado
1976 International Conference on Neural Functioning, London
1979 International Conference on Biological Membranes, Crans-sur-Sierre, Switzerland
1980 Symposium on Ocular and Visual Development, Philadelphia
1981 American Society for Cell Biology Mini-Symposium on Cell Adhesion, Anaheim, California
1983 Cetus-UCLA Symposium Workshop on Intracellular Sorting of Proteins, Colorado
1983 Columbia University Meetings in Neural Development, New York
1983 Gordon Conference on Molecular Membrane Biology, New Hampshire
1983 International Society for Developmental Neuroscience, Salt Lake City
1983 Developmental Neurobiology Colloquium, University of North Carolina, Chapel Hill
1984 American Society of Zoologists, Denver
1985 American Society of Zoologists, Baltimore
1985 International Symposium on Molecular Aspects of Neurobiology, Florence
1987 Society for Developmental Biology Southeastern Regional Symposium, St. Augustine
1988 American Chemical Society Regional Symposium, Atlanta
1989 American Society for Cell Biology - American Society for Biochemistry and Molecular Biology Afternoon Symposium, San Francisco
1990 Cystic Fibrosis Foundation - The Gene: Nine Months Later, Williamsburg
1991 Gordon Conference on Glycoproteins and Glycolipids, Ventura
1992  NIH Cystic Fibrosis Center Directors Roundtable, Washington, D.C.
1993  Cystic Fibrosis Foundation - Beyond the Gene Conference, Williamsburg
1996  Experimental Biology '96 - American Association of Anatomists
      Topology of Calcium Signaling Symposium, Washington, D.C.
1996  NIDDK-JDFI Joint Conference on Diabetes Interdisciplinary Research Programs,
      Gaithersburg, MD
1997  Juvenile Diabetes Foundation International Fourth World Conference on
      Diabetes Research, Athens, Greece
1997  UAB Department of Neurobiology Retreat, Lay Lake-Columbiana
1997  8th Annual Vascular Biology and Hypertension Research Symposium, Destin, FL
1998  FASEB Summer Research Conference, Snowmass Village, CO
1998  Diabetic Complications Conference, Joslin Diabetes Center, Boston, MA
1997  NIDDK-JDFI Joint Conference on Diabetes Interdisciplinary Research Programs,
      Washington, DC
1998  NIDDK-JDFI Joint Conference on Diabetes Interdisciplinary Research Programs,
      Washington, DC
1999  American Diabetes Association Symposium on Diabetic Complications, San Diego, CA
2002  Experimental Biology 2002 Session Organizer, New Orleans, LA
2002  Hungarian Membrane-Transport Conference, Pécs University,
      Hungary – Declined
2003  Association of American Medical Colleges, The Regulation of Select Agents Research,
      Montreal, CA
2003  Experimental Biology 2003 Session Speaker, Recruiting, Educating and Mentoring the
      Experimental Biologists of the Future, San Diego, CA
2004  Experimental Biology 2004 Mini-Symposium Co-Organizer and Speaker, Washington, DC
2004  SHOCK Society Annual Meeting Speaker, Halifax, Nova Scotia
2004  Resuscitation Science Symposium (ReSS), New Orleans, LA
2006  Experimental Biology 2005 Invited Speaker

Administrative Presentations

1991  American Society for Cell Biology Representative to Hearings Before the House
      Appropriations Subcommittee Overseeing National Science Foundation Funding
2002  Science Department Chair, Philadelphia, PA
      Association of American Medical Colleges, The Evolving Role of the Basic
2003  University of Cincinnati Medical Center, Research Centers of Excellence
      Association of American Medical Colleges, The Regulation of Select Agents Research,
2003  Montreal, CA
2003  Association of American Medical Colleges, Group for Research Advancement and
      Development, Session Head, Life After NIH
2004  University of Illinois at Chicago College of Medicine, Allocation of
      Research Space
2005  Association of American Medical Colleges Group on Research Advancement and
      Development, Bridge Funding, Finding Money, Salt Lake City, UT
2005  Association of American Medical Colleges Group on Research Advancement and
      Development Annual Meeting, Surviving the Hard Landing: Seed, Bridges, and
      Transition, Arlington, VA
2005  Association of American Medical Colleges, Challenges Facing the Biomedical Research
      Enterprise
2006  American Association of Medical Colleges, Redefining Research Training, The NIH Hard
      Landing, Tucson, Arizona
2006  Association of American Medical Colleges, Executive Development Series, Issues in
      Research, Ft. Lauderdale, FL
2007  Association of American Medical Colleges, Executive Development Series, Current Issues in Research, Ft. Lauderdale, FL
2008  Association of Medical School Neuroscience Department Chairpersons, St. Croix, VI
2008  Association of American Medical Colleges, Executive Development Series, Current Issues in Research, Ft. Lauderdale, FL
2008  Harvard Medical School Symposium, Science and the Presidential Election, Boston, MA
2009  Association of American Medical Colleges, Executive Development Series, Current Issues in Research, Ft. Lauderdale, FL
2011  Association of Public and Land-grant Universities Annual Meeting, Denver

Reviewing Responsibilities

Standing Peer Review Panels:

National Science Foundation Developmental Biology Advisory Panel 1983-1987
Wakeman Award Selection Committee 1982-1986

Ad Hoc Grant Reviews:

National Cancer Institute Site Visitor
National Science Foundation
   Division of Physiology, Cellular and Molecular Biology
   Developmental Neurosciences
   Developmental Biology
   International Programs
Office of Naval Research
Louisiana Education Quality Trust Fund
National Research Council Howard Hughes Predoctoral Evaluation Panel
National Institutes of Health/Cystic Fibrosis Foundation
Medical Scientific Review Committee - Juvenile Diabetes Foundation International
National Institutes of Health Diabetes Research Training Center Review
National Institutes of Health Diabetes Interdisciplinary Research Programs
American Association for the Advancement of Science – Foundation Reviews

Editorial Boards:

The Anatomical Record (Associate Editor), 1998-2003
SHOCK, 2001-2007
Technology and Innovation, 2012-present

Ad Hoc Book or Article Reviews:


Patents


Public Service

1994-2004  BioTeach
1996-2002  Juvenile Diabetes Foundation Birmingham Chapter Board of Directors
1996      Juvenile Diabetes Foundation Atlanta Chapter, Presentation to St. Joseph's Medical Center
1996-2000  Juvenile Diabetes Foundation Birmingham Chapter Government Relations Committee
1997-1999  Juvenile Diabetes Foundation Birmingham Chapter Patient Education/Family Support Committee
1999      Juvenile Diabetes Foundation Lecture, Buffalo, NY Chapter
2000      Juvenile Diabetes Foundation Lecture, Charleston, SC, Chapter
2000-2003  Juvenile Diabetes Foundation Birmingham Chapter Outreach Committee
2001      Juvenile Diabetes Research Foundation Lecture, Birmingham, AL Chapter
2001      Juvenile Diabetes Research Foundation Lecture, Dallas, Texas Chapter
2001      Juvenile Diabetes Research Foundation Lecture, Fund Raising Breakfast, Birmingham, AL
2002      Juvenile Diabetes Research Foundation Lecture, Amarillo, Texas Chapter
2002      Birmingham Innovation Group, St. Louis, Missouri
2006      Birmingham Innovation Group, Pittsburgh, PA
2006-present Board of Directors, The Innovation Depot
2006-present Board of Directors, Biotechnology Association of Alabama
2007-present Member, Rotary Club of Birmingham, Birmingham, AL
2007      Birmingham Innovation Group, Denver, CO
2008-2009  Board of Directors, Birmingham Metropolitan Development Board
2009-2011  Chair, Alabama EPSCoR Steering Committee
2009-2013  Board of Directors, Birmingham Business Alliance
2009-2011  Steering Committee, Science and Technology Roadmap for Alabama
2011-present Chair, Innovation Depot Board of Directors
2012-present Board of Directors, Economic Development Partnership Foundation of Alabama
2012-present Board of Directors, Triumph Services, Inc.

Research Publications and Book Chapters


97. Teitelbaum SL and Marchase RB. The outlook for biomedical research under the Barack Obama administration. IBMS BoneKey. 6:5-7. 2009.


MEMORANDUM

July 15, 2014

TO: Chief Executive Officers of Atlantic Coast Conference Member Institutions

FROM: John D. Swofford
Commissioner

SUBJECT: 2014-15 ACC Governing Board Certification Form

Please find attached a copy of the 2014-15 Atlantic Coast Conference Governing Board Certification form. The form is to be completed annually by the Chair of the Governing Board in order for a member institution to enter a team or individual competitors in an ACC Championship as indicated in Article XI, Section XI-2 of the ACC Bylaws.

Please review this policy with your Governing Board by October 17, 2014 and return the signed form to me at the Conference office.

Thank you and best regards.

Attachment
JDS/BH:th

cc Faculty Athletics Representatives
Athletics Directors
Compliance Directors
Governing Board Certification Form
Academic Year 2014-15

As Chairman of the Governing Board at Florida State University, I attest that:

1) Responsibility for the administration of the athletics program has been delegated to the Chief Executive Officer of the Institution.

2) The Chief Executive Officer has the mandate and support of the board to operate a program of integrity in full compliance with NCAA, ACC and all other relevant rules and regulations.

3) The Chief Executive Officer, in consultation with the Faculty Athletics Representative and the Athletics Director, determines how the institutional vote shall be cast on issues of athletics policy presented to the NCAA and the ACC.

Date Presented to the Governing Board: _______________________

Signed: _______________________
(Chairman of the Governing Board)

Signed: _______________________
(CEO of Member Institution)

Please return completed form before October 17, 2014 to:

Commissioner John D. Swofford
Atlantic Coast Conference
4312 Weybridge Lane
Greensboro, NC 27407
MEMORANDUM

TO: Interim President Garnett S. Stokes

FROM: Kyle Clark, Vice President for Finance and Administration

DATE: September 10, 2014

SUBJECT: Delegation of Authority to President to approve the 2014 Florida Educational Equity Act Report Request for Approval

The Florida Educational Equity Act, s. 1000.05, F.S., and other state and federal legislation mandate that students and employees should not be discriminated against on the basis of race, ethnicity, national origin, gender, disability, or marital status. In addition, the statutory guidelines of the Equity Accountability Program Report, s. 1012.95 F.S., require that each state university maintain an annual equity plan for appropriate representation of women and minorities in senior level faculty and administrative positions.

For the purposes of this Report, three major areas are addressed: Enrollment, Gender Equity in Athletics, and Employment.

The Florida Educational Equity Act Report (also known as the Florida Equity Report) must be submitted to the Board of Governors, through the Human Resources' Office of Equal Opportunity and Compliance, by September 30, 2014. We are requesting the University Board of Trustees delegate approval of this plan to the President for submittal in final form no later than September 30, 2014.

I recommend your approval.

KCl/r

214 Westcott Building, P.O. Box 3061320, Tallahassee, FL 32306-1320
850.644.4444 • Fax 850.644.4447
MEMORANDUM

TO: Interim President Garnett S. Stokes

FROM: Kyle Clark, Vice President for Finance and Administration

DATE: September 10, 2014

SUBJECT: Request Tuition and Fees Regulation Final Approval

Request for Approval

At its June 27, 2014 meeting, the Board approved the notice of the Regulation, FSU-2.024, continuing existing tuition and fees for the 2014-2015 year. This has been noticed for the required 30 days and the Regulation must be formally approved by the Board after such notice to become final.
FSU-2.024 Tuition and Fees.

The following tuition and fees shall be levied and collected in U.S. dollars for each student regularly enrolled, unless specifically provided otherwise, for Fall 2014, Spring 2015, Summer 2015, Per Credit Hour in U.S. Dollars:

<table>
<thead>
<tr>
<th>Main Campus</th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>105.07</td>
<td>403.51</td>
</tr>
<tr>
<td>Tuition Differential</td>
<td>49.59</td>
<td></td>
</tr>
<tr>
<td>Student Financial Aid Fee</td>
<td>5.25</td>
<td>20.17</td>
</tr>
<tr>
<td>Capital Improvement Trust Fund Fee</td>
<td>4.76</td>
<td>4.76</td>
</tr>
<tr>
<td>Athletics Fee</td>
<td>7.90</td>
<td>7.90</td>
</tr>
<tr>
<td>Activity &amp; Service Fee</td>
<td>12.86</td>
<td>12.86</td>
</tr>
<tr>
<td>Student Health Fee</td>
<td>13.97</td>
<td>13.97</td>
</tr>
<tr>
<td>Transportation Access Fee</td>
<td>8.90</td>
<td>8.90</td>
</tr>
<tr>
<td>Student Facility Use Fee (+ 20.00/semester)</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Technology Fee</td>
<td>5.25</td>
<td>5.25</td>
</tr>
</tbody>
</table>

**Total Per Credit Hour (PCH) Resident Rate**

<table>
<thead>
<tr>
<th></th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total PCH Resident Rate</td>
<td>215.55</td>
<td>479.32</td>
</tr>
<tr>
<td>Student Facility Use Fee per Semester</td>
<td>20.00</td>
<td>20.00</td>
</tr>
</tbody>
</table>

**Out-of-State Fees**

<table>
<thead>
<tr>
<th></th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total PCH Resident Rate</td>
<td>215.55</td>
<td>479.32</td>
</tr>
<tr>
<td>Out-of-State Fee</td>
<td>481.48</td>
<td>601.34</td>
</tr>
<tr>
<td>Out-of-State Student Financial Aid Fee</td>
<td>24.07</td>
<td>30.06</td>
</tr>
</tbody>
</table>

**Total PCH Out-of-State Rate**

<table>
<thead>
<tr>
<th></th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total PCH Out-of-State Rate</td>
<td>721.10</td>
<td>1,110.72</td>
</tr>
<tr>
<td>Student Facility Use Fee per Semester</td>
<td>20.00</td>
<td>20.00</td>
</tr>
<tr>
<td>Fee</td>
<td>Amount</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>--------------</td>
<td></td>
</tr>
<tr>
<td>Tuition</td>
<td>602.36</td>
<td></td>
</tr>
<tr>
<td>Student Financial Aid Fee</td>
<td>30.11</td>
<td></td>
</tr>
<tr>
<td>Capital Improvement Trust Fund Fee</td>
<td>4.76</td>
<td></td>
</tr>
<tr>
<td>Athletic Fee</td>
<td>7.90</td>
<td></td>
</tr>
<tr>
<td>Activity &amp; Service Fee</td>
<td>12.86</td>
<td></td>
</tr>
<tr>
<td>Student Health Fee</td>
<td>13.97</td>
<td></td>
</tr>
<tr>
<td>Transportation Access Fee</td>
<td>8.90</td>
<td></td>
</tr>
<tr>
<td>Student Facility Use Fee</td>
<td>2.00</td>
<td></td>
</tr>
<tr>
<td>Technology Fee</td>
<td>5.25</td>
<td></td>
</tr>
<tr>
<td><strong>Total PCH Resident Rate</strong></td>
<td><strong>688.11</strong></td>
<td></td>
</tr>
<tr>
<td>Student Facilities Use Fee Per Semester</td>
<td>20.00</td>
<td></td>
</tr>
</tbody>
</table>

**Out-of-State Fees**

<table>
<thead>
<tr>
<th>Fee</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total PCH Resident Rate</td>
<td>688.11</td>
</tr>
<tr>
<td>Out-of-State Fee</td>
<td>635.31</td>
</tr>
<tr>
<td>Out-of-State Student Financial Aid Fee</td>
<td>31.76</td>
</tr>
<tr>
<td><strong>Total PCH Out-of-State Rate</strong></td>
<td><strong>1,355.18</strong></td>
</tr>
<tr>
<td>Student Facility Use Fee Per Semester</td>
<td>20.00</td>
</tr>
<tr>
<td></td>
<td>Undergraduate</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Tuition</td>
<td>105.07</td>
</tr>
<tr>
<td>Tuition Differential</td>
<td>49.59</td>
</tr>
<tr>
<td>Student Financial Aid Fee</td>
<td>5.25</td>
</tr>
<tr>
<td>Capital Improvement Trust Fund Fee</td>
<td>4.76</td>
</tr>
<tr>
<td>Athletics Fee</td>
<td>0.69</td>
</tr>
<tr>
<td>Activity &amp; Service Fee</td>
<td>9.88</td>
</tr>
<tr>
<td>Student Health Fee</td>
<td></td>
</tr>
<tr>
<td>Technology Fee</td>
<td>5.25</td>
</tr>
<tr>
<td><strong>Total PCH Resident Rate</strong></td>
<td><strong>180.49</strong></td>
</tr>
<tr>
<td><strong>Out-of-State Fees</strong></td>
<td></td>
</tr>
<tr>
<td>Total PCH Resident Rate</td>
<td>180.49</td>
</tr>
<tr>
<td>Out-of-State Fee</td>
<td>481.48</td>
</tr>
<tr>
<td>Out-of-State Student Financial Aid Fee</td>
<td>24.07</td>
</tr>
<tr>
<td><strong>Total PCH Out-of-State Rate</strong></td>
<td><strong>686.04</strong></td>
</tr>
</tbody>
</table>
Sarasota Campus

<table>
<thead>
<tr>
<th>Fee</th>
<th>Resident</th>
<th>Out-of-State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>105.07</td>
<td>403.51</td>
</tr>
<tr>
<td>Tuition Differential</td>
<td>49.59</td>
<td></td>
</tr>
<tr>
<td>Student Financial Aid Fee</td>
<td>5.25</td>
<td>20.17</td>
</tr>
<tr>
<td>Capital Improvement Trust Fund Fee</td>
<td>4.76</td>
<td>4.76</td>
</tr>
<tr>
<td>Athletics Fee</td>
<td>0.69</td>
<td>0.69</td>
</tr>
<tr>
<td>Activity &amp; Service Fee</td>
<td>11.69</td>
<td>11.69</td>
</tr>
<tr>
<td>Student Health Fee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology Fee</td>
<td>5.25</td>
<td>5.25</td>
</tr>
<tr>
<td><strong>Total PCH Resident Rate</strong></td>
<td><strong>182.30</strong></td>
<td><strong>446.07</strong></td>
</tr>
</tbody>
</table>

Out-of-State Fees

<table>
<thead>
<tr>
<th>Fee</th>
<th>Resident</th>
<th>Out-of-State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total PCH Resident Rate</td>
<td>182.30</td>
<td>446.07</td>
</tr>
<tr>
<td>Out-of-State Fee</td>
<td>481.48</td>
<td>601.34</td>
</tr>
<tr>
<td>Out-of-State Student Financial Aid Fee</td>
<td>24.07</td>
<td>30.06</td>
</tr>
<tr>
<td><strong>Total PCH Out-of-State Rate</strong></td>
<td><strong>687.85</strong></td>
<td><strong>1,077.97</strong></td>
</tr>
</tbody>
</table>
**Medicine**

**In State Fees Assessed:**

**Following assessed per year**

<table>
<thead>
<tr>
<th>Fee</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>21,139.74</td>
</tr>
<tr>
<td>Student Financial Aid Fee</td>
<td>1,056.98</td>
</tr>
<tr>
<td>Capital Improvement Trust Fund Fee</td>
<td>190.40</td>
</tr>
<tr>
<td>Athletics Fee</td>
<td>284.40</td>
</tr>
<tr>
<td>Activity &amp; Service Fee</td>
<td>462.96</td>
</tr>
<tr>
<td>Student Health Fee</td>
<td>502.92</td>
</tr>
</tbody>
</table>

**Following assessed per credit hour**

<table>
<thead>
<tr>
<th>Fee</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Fee</td>
<td>5.25</td>
</tr>
<tr>
<td>Transportation Access</td>
<td>8.90</td>
</tr>
</tbody>
</table>

**Following assessed per semester and per credit hour**

<table>
<thead>
<tr>
<th>Fee</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Facility Use Fee</td>
<td>20.00/semester</td>
</tr>
<tr>
<td></td>
<td>2.00/credit hour</td>
</tr>
</tbody>
</table>

**Out-of-State Fees (Per Year)**

<table>
<thead>
<tr>
<th>Fee</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Out-of-State Fee</td>
<td>32,905.90</td>
</tr>
<tr>
<td>Out-of-State Student Financial Aid Fee</td>
<td>1,645.29</td>
</tr>
</tbody>
</table>
College of Medicine Notes:

Out-of-State Fees are assessed per year to Out-of-State Students in addition to all In-State tuition and fees.

The academic year for the College of Medicine consists of the Summer then Fall then Spring Semesters (differing from the Fall start for the rest of the University).

The tuition and fees set forth above apply to the applicable year beginning with the Summer Semester through the Spring Semester. Tuition increases for the rest of the university are always effective beginning the Fall Semester and not set until after assessment for the College of Medicine has begun. Therefore, the amount billed for Summer Semester will be one-third of the yearly rate set for the general university academic year in which the Summer Semester falls. The amount billed for remaining Fall and Spring Semesters of that year will be adjusted to achieve the stated total for these three Semesters based on the yearly rate applicable to the Fall and Spring Semesters. Financial Aid Fees are based upon a percentage of assessed tuition.

The Capital Improvement Trust Fund Fee is established based on 40 credit hours per year. Local fees (Athletics, A&S and Health) are assessed based on 36 credit hours per year.

The Student Facilities Use Fee is $20/semester plus $2.00 per credit hour per semester. It is only assessed the first two years as COM students are studying completely off campus the second two years.

The Transportation Access Fee, Technology Fee and Green Fee are calculated per credit based on actual hours enrolled.

Any student approved to attend fewer than six credit hours in a Semester will pay the tuition and fees at the rate charged a Resident Graduate Student for the actual number of credit hours; any student taking six or more hours will pay the full rate as provided herein for tuition and fees.

Specific Authority: Art. IX, See 7, Florida Constitution, BOG Regulation 1.001(3) Law Implemented: BOG Regulation 7.001; s. 1009. 24, Florida Statutes History-New 6-27-2014