

**FLORIDA STATE UNIVERSITY  
BOARD OF TRUSTEES  
MEETING MINUTES**

February 22, 2019  
9:00 am

Donald L. Tucker Civic Center  
Ballrooms A-1 and A-2  
500 West Pensacola Street  
Tallahassee FL

---

Members Present: Todd Adams, Max Alvarez, Kathryn Ballard, Ed Burr, Billy Buzzett\*, June Duda, Jorge Gonzalez, Jim Henderson, Stacey Pierre, Mark Hillis, Craig Mateer, and Bob Sasser

*\*Called In*

**I. CALL TO ORDER AND WELCOME**

*Mr. Ed Burr, Chair*

Chair Burr called the meeting to order at 9:00 am. Lynna Sands conducted the roll call and confirmed a quorum.

President Thrasher welcomed and congratulated the FSU Soccer team on their recent National Championship. Coach Krikorian and Melia Berkely thanked the Trustees for their support of FSU athletics.

President Thrasher welcomed Congressman Neal Dunn to the trustee meeting. Congressman Dunn has been involved in the panhandle recovery efforts post-Hurricane Michael. Congressman Dunn spoke about the recovery efforts following a 4.9 hurricane. He is working closely with the federal government to help with recovery efforts. He is also here to help FSU with anything needed – research, medical school, FSU PC Campus.

**II. APPROVAL OF MINUTES (ACTION)**

The November 16, 2019, meeting minutes were approved as presented.

**III. PUBLIC COMMENTS**

Public comments were provided by Adela Ghadimi, President of Graduate Assistants United. She spoke on behalf of the graduate assistants and the debilitating impact that fees have on graduate assistants. GA's are required to register for 9-12 hours, which include hefty fees. Fees for 12 hours is over \$2,000. Additional costs is \$600 for medical insurance. She also addressed out-of-state cost for international students.

Provost McRorie provided an update regarding the concerns of the graduate assistants. Negotiations is currently underway with the union to look at new insurance possibilities. Fees are set and approved by the FLBOG and have not increased over several years. An alternative is being looked at to the GAs to be able to afford the fees.

#### **IV. PRESIDENT'S COMMENTS**

*Mr. John Thrasher, President*

President Thrasher began his update with recent health issues that have recently affected the administration. He acknowledged prominent members of the FSU family that recently passed away. T.K. Wetherell passed away Dec. 16. A lot of the national prominence FSU enjoys today can be traced to the work T.K. did to enhance student success, expand academic programs and facilities, increase diversity and beautify the campus. George Langford died Jan. 4. He was a giant in the community and at FSU. He served 3 terms as chair of the Seminole Boosters and was a strong supporter of academic and athletic programs, and of course, Langford Green is named in his honor. Al Dunlap died Jan. 25. He and his wife, Judy, were passionate about investing in the future of potential leaders, and their generous gifts supported the Dunlap Success Center and indoor and outdoor football practice fields. The Champions Club is named in honor of their significant contributions.

President Thrasher focused on recent success. The university received nearly 60,000 admission application for the 2019 summer and fall semesters. We will fill 6,200 freshman spots with the first round of acceptance letters mailed out on January 31<sup>st</sup>. The middle 50% of students that were accepted for the fall semester had a GPA of 4.1-4.5. 23% of the accepted students will be the first in their family to attend college. Final decisions will be announced on March 28<sup>th</sup>. President Thrasher thanked Hege Ferguson and John Barnhill for their hard-working team to make the admissions office process run smoothly.

Additional success is our graduation rate – 71.5% of our students are graduating in four years or less. This is the highest 4-year graduation rate in Florida and among the Top 10 in the country. Credit was given to Provost Sally McRorie, her team of academic advisers and faculty who work closely with our students to challenge, engage and support our students.

Provost McRorie and Assistant Provost Joe O'Shea made a presentation to the Board of Governor's about our student success strategy, which is becoming a model for the other public universities in the stat and gaining attention nationally. Additionally, Social Work Dean Jim Clark and Professor Karen Oehme — who talked about our nationally acclaimed Resilience Project — and College of Medicine Dean Jay Fogarty and Associate Dean Alma Littles — who discussed medical student and resident/physician wellness.

President Thrasher spoke regarding our diversity efforts at the Tallahassee NAACP and Leon County School's Martin Luther king Commemorative Breakfast.

Internationally, we were named Number 2 in the nation among research institutions for producing Fulbright Scholars. Nine faculty scholars, a record for FSU, were awarded Fulbright grants for 2018-2019.

FSU has just purchased a 37,000-square-foot, 16<sup>th</sup> century palace in Florence, Italy, to serve as our study center. It will be renovated to include offices, classrooms, library communal spaces and accommodations for 24 students.

President Thrasher & Jean stopped recently at the Busy Bee and ran into the FSU ROTC. They were celebrating a big win at the 6<sup>th</sup> Brigade Ranger Challenge at Camp Blanding! Now they are headed to a national competition at West Point in April.

February is the heart of the Opening Nights season and so far, it's been spectacular. Recent events that were enjoyed by many was the School of Theatre's production of Hairspray, the

Temptations, the Four Tops and Boston Pops. Congratulations to Director Michael Blachly and the entire team on a successful season!

President thanked Dean Michael Hartline and the College of Business for co-sponsoring an event on campus with Kevin O'Leary from the TV show Shark Tank.

President Thrasher recognized this is Coach Martin's last season. A small search committee is being compiled to fill Coach Martin's position.

The bigger picture of Athletics, we are beginning to looking at a plan to combine the Department of Athletics and the Boosters organization. The concept is centered on the organizing principles of strategic alignment, communications, physical plant priorities and synergies of staff. These are changes that, will benefit the university and our student-athletes. You will be hearing more about this proposal as we move forward.

Legislative Session begins March 5th. We couldn't have had the level of success we have had in recent years without their support, and it's great that we are able to show legislators a positive return on their investment. Recently, Kyle Clark testified before the House Higher Education Appropriation Committee about our budget process. Chief Legislative Affairs Officer Kathy Mears and I had a terrific meeting with Governor DeSantis. Governor DeSantis gave a great talk to the Economic Club on Wednesday. He gave a shout-out to the entire university system and FSU and UF in particular.

President recognized and thanked outgoing Trustees Todd Adams and Stacey Pierre for their service to Florida State.

## **V. CONSENT ITEMS**

- A. Requesting Approval for Amendment of Regulations, FSU-2.011 Facilities Leasing
- B. Requesting Approval for the Termination of the BA in French and Francophone Studies
- C. Requesting Approval to Explore Doctor of Nurse Anesthesia Practice
- D. Requesting Approval of the 2019-2020 Academic Calendar
- E. Requesting Approval of the 2019-2020 Budget Projections for Auxiliaries with Outstanding Revenue Bonds
- F. Requesting Approval for FSU College of Business to enter into a five-year audit contract with Lanigan & Associates, P.C., as requested by BOT Regulation 2.025

*Trustee Henderson moved to approve Consent Items A-F. Trustee Pierre seconded the motion and was approved unanimously.*

## **VI. NEW BUSINESS**

### **A. University Advancement**

*Dr. Thomas W. Jennings, Vice President for University Advancement*

Vice President Tom Jennings provided an update on University Advancement including the total gift commitments between the DSOs is \$91,346,907 for July 1, 2018-January 31, 2019. Total university endowment for 12/31/2018 is \$640,371,579.

### FSU Foundation:

The Great Give: March 28–29.

- Goals:
  - Raise \$500,000 in 36 hours.
  - Increase number of donors
  - Build culture of philanthropy
  - 100% Participation by Leadership Boards
- Foundation Board of Trustees:
  - Spring Board meeting -- May 16- 17
  - Currently reviewing prospective board members
  - Investment Committee approved \$20M loan to FSU for Student Union construction
  - Discussions of optimal board size
  - College Liaison Program
- Transition from FASB to GASB
- Foundation employees converted to FSU employees in December 2018
- FS4U – New scholarship portal for students: [fsu.academicworks.com](http://fsu.academicworks.com)

### FSU Alumni Association

- Inspire Awards – March 28 in Orlando
- Circle of Gold Awards – April 12
- Seminole Service Days – Individual Seminole Clubs hosting community service activities during the month of March
- The Seminole 100 – March 2. Honoring the 100 Fastest growing businesses owned by FSU Alumni

### Seminole Boosters

- Ticket priority deadline is March 1.
- Unconquered Campaign – Total commitments at \$68M
  - Golf Course Re-design project and the 50<sup>th</sup> Anniversary Campaign for Women's Athletics achieved their goals!
- Seminole Booster board members were challenged to raise \$25,000 each in new annual gift support for FSU athletics.
- Analysis of Real Estate Portfolio by Boosters Board
- Free event for annual fund donors with football season tickets that have renewed for 2019 -- March 9<sup>th</sup> at the Dunlap Practice Fields and Facility.

### FSU Real Estate Foundation

- Campus master plan in process, led by FSU Facilities; updated version expected later this year.
- The REF and FSU Facilities recently hosted a campus planning workshop with the firm Perkins + Will.
- Working with consulting firm HVS to perform a market study and feasibility analysis related to a proposed hotel and convention center in the Arena District.

### In Process....

- Review of FSU Foundation Endowment Minimums and Spending Policies
- Deans meetings to discuss Interdisciplinary Opportunities for External Funding (grants and gifts)

- Campaign Assessment Report
- Road Map to Double Gifts & Pledges in 7 years.

#### Upcoming Events

“Vires Artes Mores” Brunch – March 2

The Great Give – March 28 & 29

Noles In New York – May 6-7

## **B. Academic Affairs**

*Dr. Sally McRorie, Provost*

Provost Sally McRorie provided an update on several topics and new initiatives, including: Graduation Rates, Faculty Hiring, Faculty Awards and Program Excellence, Admissions, Student Success in STEM, and FSU’s new Chief Information Officer.

### **Graduation Rates**

Last year’s four-year graduation rate was 68.4%, which was among the top 15 public universities in the country. FSU’s data was just confirmed by the Board of Governors and it looks like our 4-year rate will rise to another record of nearly 72%. This ranks among the top 10 for public universities in the United States. Our six-year graduation rate has also hit a new record of nearly 83%, also among the best in the United States.

### **Faculty Hiring**

We brought on the largest group of new faculty members in our history this year, with over 240 faculty members starting in the fall. One of these new faculty members is Dr. Christian Hubicki. Christian is a new 1st year assistant professor of mechanical engineering. He did his Post-doc at Georgia Tech and PhD at Oregon State. Christian specializes in Robotics, specifically in the movement of robots with legs. He also competed on this season’s show Survivor on CBS, where he was in Fiji.

### **Faculty Awards & Program Excellence**

As we are bringing on new faculty, some of our current faculty continue to be recognized nationally as among the top in their profession. Professor of Chemistry Thomas Albrecht-Schmitt and Professor of Biological Science Kimberly Hughes were named fellows of the American Association for the Advancement of Science. This is one of the highest honors in the profession. These two faculty members were recognized for their work to advance science and its application, in chemistry and ecology respectively.

We were also named the 2nd highest Fulbright Producing-university in the nation with nine faculty members named Fulbright Scholars. As part of the Fulbright award, these faculty members will be teaching and researching all around the world this year.

Several of our programs have been nationally recognized recently. Our Jim Moran School of Entrepreneurship received a top award for excellence and innovation in education from the U.S. Association for Small Business and Entrepreneurship. The Jim Moran School was named the top emerging program in the nation. Our Interior Architecture & Design and Dance programs remain among the best in the country, and were named in the top five nationally in recent publications.

## **Admissions**

As FSU's reputation and profile continues to increase, we are seeing record levels of applications from students around the world. We had a record of nearly 51,000 freshman applications last year. The increase has continued again: We received almost 60,000 applications for this fall from across the country and beyond, including from students from nearly 40 different countries. This represents a 17% increase over last year. FSU has become one of the most popular destinations for undergraduate education in the nation.

We also received record graduate applications for this fall. We continued our rapid increase in applications, particularly at the master's level. Our departments around campus are supported by our new graduate enrollment team who help support their recruitment needs.

## **Student Success in STEM**

We continue to build our world-class education here at FSU, including in the classroom. A recent focus has been on supporting faculty in STEM as they seek to continue to elevate their teaching in the sciences. In fact, we just hosted Carl Wieman, a Nobel prize-winning physicist and educator from Stanford. He was sharing his latest research using evidence-based teaching practices in the sciences and the improvements in student learning and performance.

We already have several faculty using these practices, such as more active, collaborative based learning approaches, instead of, for instance, a predominantly lecture-based model. One example is in our pilot of our new Learning Assistants (LA) program. In this approach, we have upper-division students helping faculty and working with younger students during class sessions and beyond to support engaged learning. Our early results from the fall semester pilot indicate that we are already seeing higher student performance in some of the courses in which the Learning Assistants model is embedded. We look forward to expanding the model as more faculty become interested.

## **New Chief Information Officer**

Our current Chief Information Officer, Michael Barrett, is retiring, and after a national search, we have a new Chief Information Officer who will be joining us next month. Jane Livingston is currently the Associate CIO at Yale University in Connecticut and will service as FSU's CIO and associate vice president for Information Technology Services. Jane has a 20-year history of excellent and innovative work in IT in higher education, and we very much look forward to having her join our team.

## **Information Item**

College of Business Update

*Dr. Michael Hartline, Dean, College of Business*

Dean Hartline provided an update on the College of Business. The College of Business has risen in the U.S. News Public School Rankings for the College of Business over the past several years. Increasing from being ranked 40<sup>th</sup> to 26<sup>th</sup> nationally. All business school rankings are reputational ranking between other business schools. He also reviewed the rankings of the undergraduate and graduate programs within the College of Business.

Dean Hartline reviewed the College of Business' "Our Path to Preeminence"

### People

- Retain and reward faculty through stronger resources
- Developed a new workload policy that rewards elite research
- Recognize faculty and staff with new awards programs
- Recruit the best and brightest students and generate strong placement

### Programs

- Created the Master's in Business Analytics to meet industry demand
- Renewed focus on the MBA and specialized master's programs
- Build much stronger industry engagement

### Place

- Work diligently to create a new home for the College of Business
- Create flexible space to meet the college's needs well into the future

### Posture

- Think, act and perform like a Top 25 public business school
- Engage our alumni and industry partners better
- Get the college out of Tallahassee
- Tell a more compelling story about the college
- Become a much stronger campus partner

A review of the Legacy Hall was provided:

- Key Facts and Figures
  - Southeast corner of campus in the FSU Arena District
  - \$88 million total cost (50/50 private and state support)
  - Over 218,000 square feet (a roughly 54 percent increase)
- Why now?
  - The college has outgrown Rovetta
  - Most Top 50 business schools have built, or are building, new facilities
  - Sustain our growing preeminence and ensure our ability to recruit top faculty and students
- State Support
  - \$5 million in 2017; \$8.5 million in 2018
  - Asking legislature for \$17 million in 2019 session (expecting \$8M)
- Private Support
  - \$15 million in signed gift pledges
  - \$7.5 million in pending gift pledges
  - \$15 million anonymous lead gift remains a verbal commitment
  - Expecting \$9-10 million in New Markets Tax Credits

Dean Hartline provided several successes and information regarding the faculty and College of Business.

### **C. Athletics**

*Mr. David Coburn, Interim Athletic Director*

Mr. Coburn provided an Athletics update. The search for head baseball coach has begun with the impending retirement of Coach Mike Martin. A committee has been formed and the position has been advertised. The committee will recommend 2-3 names to the President and Interim Athletic Director.

He briefed the trustees on the Athletics budget for the upcoming fiscal year. Covering some of the current issues and working solutions financial challenges.

#### Current Issues

- Football ticket sales decline each of the past two season
- Turnover in coaching staff
- ACC Network start-up costs
- Changes of tax structure for coaching salaries over \$1 million
- Scoreboard costs

#### Working Solutions

- Restructuring of football staff
- Joint Athletics/Booster task force established to tackle ticketing issues
- ACC network start-up costs to end prior to August launch
- All operating costs being reviewed to find savings across the board
  - \$1 million in costs already identified as savings
- Exploring new avenues of revenue generation

#### News from Football Program

- Staff changes
- Filling needs during 2019 recruiting class
- Spring workouts underway
- Spring Practice begins March 4<sup>th</sup>
- Garnet & Gold Spring Game – April 6<sup>th</sup> @ 4pm
- Kickoff game in Jacksonville vs. Boise State

Mr. Coburn provided a brief update on spring sports with current rankings and records.

### **D. Audit & Compliance**

*Mr. Sam McCall, Chief Audit Officer*

#### Action Item

1. Requesting Approval of Audit Report AR 19-05 – Performance Based Funding Metrics Data Integrity Certification Audit and the Data Integrity Certification

*Trustee Duda motioned to approve the Audit Report AR 19-05 – Performance Based Funding Metrics Data Integrity Certification Audit and the Data Integrity Certification. Trustee Gonzalez seconded the motion and was approved unanimously.*

## **E. Legislative Update**

*Ms. Kathy Mears, Chief Legislative Affairs Officer*

Ms. Mears provided a Legislative Update to the trustees. The Legislative Session will convene on March 5<sup>th</sup> following committee meetings.

FSU has met with Governor Ron DeSantis regarding workforce education and higher education. He has proposed an increase to the performance based funding and we expect to gain from the increases. Speaker Jose Oliva has requested a lot of data and justification that we have provided with positive feedback.

FSU continues to have great support with Senate President Bill Galvano, Senator Bill Montford and our Seminole Caucus.

FSU's message is – Invest in Florida State University – we have a strong return on your investment with rising rankings, highest 4-year graduation rate of all Florida public universities, lowest administrative costs of all Florida public universities and the most efficient public university in the US.

FSU's Legislative Priorities this Legislative Session:

#1 Continued Reoccurring Funds to continue FSU's rise in National Rankings

#2 PECO Projects on the BOG A-list

- Top two have received prior year funding AND have a 50% private/research match
  - Interdisciplinary Research and Commercialization Building \$22.2 m non-recurring
  - Legacy Hall (College of Business) \$17m non-recurring
- FAMU/FSU Joint College of Engineering
  - Recurring Operational Funds - \$6.3m
- Panama City Campus
  - Hurricane Recovery Funds - \$3.8m
  - Rural Mosquito Surveillance (Health Budget) - \$600,000 non-recurring

## **F. Student Government Association**

*Mr. Brandon Brown, Vice President of Student Government Association*

Mr. Brown provided an update regarding the Student Government Association recent projects which included the Clothing Our Community Project, Bridging the Gap, MLK Block Party, and Campus Safety Tour.

## **G. Faculty Senate**

*Dr. Kris Harper, Faculty Senate Steering Committee*

Dr. Harper provided a Faculty Senate Steering Committee report. The FSSC has recently focused on Step 3 of the amendment to the Constitution which will be voted on at the March FSSC meeting.

An update was provided regarding the state-wide contract with El Sevier. The final minor edits on our reduced subscription have been made and sent back to El Sevier. University Libraries will maintain a watchful eye on the faculty and graduate students request for outside articles and make adjustments as necessary.

## **H. Research**

*Dr. Ross Ellington, Associate Vice President for Research*

Dr. Ellington provided a Research Update on behalf of Vice President Ostrander.

He reviewed the comparison of research grants/dollars for FY18 vs. FY19 for federal, state and other high-level proposals, award count and dollars.

### Apalachicola Bay System Initiative (ABSI)

- ~\$8M grant application submitted to Triumph Gulf Coast Inc.
- Based at the FSU Coastal & Marine Laboratory  
Dr. Sandra Brooke, Scientific Director
- Term sheet defining the parameters of the award approved by the Triumph Board on January 14, 2019
- Award contract approval pending
- Five (5) year funding period

The ABSI effort will:

- Develop a science-based plan of action for restoration of the oyster reef system and an overall management plan for the Apalachicola Bay as a whole.
- Work with academic, government and NGO partners to secure the necessary resources required for bay restoration.
- The restoration partnership will then implement the restoration plan and monitor its progress using the resources which were leveraged using Triumph Gulf Coast funds and the FSU cost-share and on-going commitments to the overall effort.

## **I. Student Affairs**

*Dr. Angela Lauer Chong, Interim Vice President for Student Affairs*

Dr. Chong provided an update on Student Affairs on behalf of Vice President Amy Hecht.

She highlighted the Health and Wellness Campaign, Health & Wellness Portal, Wellness Feather and other programs that help incorporate health and wellness. The outdoor fitness courts are expected to be completed by fall 2019.

Tactics: Creating an Environment that Encourages

- Increase health and wellness programming: As a part of our Healthy Campus Initiative we are expanding programming to educate students and family members about personal health and wellness planning and decision making.
- Build expectations for healthy student behaviors: FSU is building expectations for students to improve their resiliency, to increase their engagement in campus recreation and fitness and to reduce their risk-taking behaviors with drugs and alcohol.
- Create pathways for health interventions: A key part of the Healthy Campus Initiative is recognizing students with mental, physical and financial health concerns and creating a matrix of services that emphasize early intervention and appropriate referral and care.

## J. Finance and Business

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

Mr. Clark provided an update on Finance & Administration which included campus projects.

### Student Union Funding

- Original Phase I Project Estimate: \$50 million
  - Used cash reserves that had been set aside for several years from Capital Improvement Trust Fund (“CITF”) and Student Facilities Use Fees
- New Consolidated Student Union Renovation and Replacement Total Project Cost: \$128 million
  - Consolidated multi-phase projects over 10+ years to reduce construction and planning costs and create a cohesive project in the center of campus
- As a reminder, the Funding plan utilizes existing cash reserves from the original Phase I plan, optimizes additional reserves tied to outstanding debt, and funds the remainder of project from two internal loans payable from future CITF and Student Facilities Use fees that are currently being set aside for the Union funding
  - \$20M loan from FSU Foundation
  - \$45M loan from FSU internal bank

### Plan of Finance

Funding Source	Amount	Description
Capital Improvement Trust Fund Fee	\$33 Million	Fees are collected by FSU and remitted to BOG. BOG allocates funding back to FSU from appropriations after paying system-wide debt
Student Facilities Use Fee Reserves	\$15 Million	Fees are for the use of FSU facilities and equipment
Student Health & Wellness Fee Reserves	\$15 Million	FSU will reallocate reserves for Union funding
FSU Internal Bank Loan	\$45 Million	10-year internal loan payable from future CITF and Student Facility Use annual fees
FSU Foundation Loan	\$20 Million	10-year internal loan payable from future CITF and Student Facility Use annual fees
Total:	\$128 Million	New Student Union Total Project Cost

### Summary

- Student Union funding plan optimizes available reserves, outstanding debt and internal loan capacity to fund the entire \$128 million project in one phase
- Student Union reserves are not utilized for construction
- All other FSU operational funding budgets are not impacted by the financing plan, i.e. Wellness, Health, Union operations
- An Internal Loan structure is the only way to finance the project in one-phase given the available revenues to secure debt under Florida Statutes

- The Board of Governors staff confirmed the financing plan and the ability to utilize an internal loan for this project payable from future allocations of CITF revenues (dependent on the Legislature)
- FSU counsel has reviewed the fees being utilized for the funding and internal loan pay-back
- Bond counsel has reviewed and approved of the plan of finance in accordance with Florida Statutes

**Action Item**

1. Requesting Approval of the Resolution for Executing Student Union Financing with FSU Foundation

*Trustee Alvarez moved to approve the Resolution for Executing Student Union Financing with FSU Foundation. Trustee Ballard seconded the motion and was approved unanimously.*

Mr. Clark provided a look at the new campus map that was launched January 2019. The URL is [campus.map.fsu.edu](http://campus.map.fsu.edu). This is a new, interactive map to better serve the FSU community.

Mr. Clark provided updates regarding campus construction projects including the Earth, Ocean & Atmospheric Science Building, renovations to the Technology Services Building, Center for Advanced Power Systems Improvements (CAPS), College of Medicine Interdisciplinary Health Clinic, and the Don Veller Seminole Golf Course.

Mr. Clark provided the comparison of the administrative cost per student amongst other Florida public universities.

**K. General Counsel**

*Ms. Carolyn Egan, General Counsel*

Ms. Egan updated the trustees on current claims data (auto, general liability, and employment) handled by the general counsel. She will have a comparison of claims data to other public universities for the June meeting.

She briefed the trustees on the new Title IX regulation and how it will affect the university. Student Affairs, General Counsel and Title IX office have filtered through the proposed regulation.

**VII. CHAIR ED BURR**

Chair Burr recognized and thanked Trustees Todd Adams and Stacey Pierre for their time on the FSU Board of Trustees.

**VIII. ADJOURNMENT**

Chair Burr adjourned the meeting at 12:05 pm.