FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
WEDNESDAY, JUNE 22, 2022
12:30 PM
AGENDA
REVISED 6/21/2022

The Agenda will be followed in subsequent order and items may be heard earlier than the scheduled time.

I. CALL TO ORDER AND WELCOME
   Mr. Peter Collins, Chair

II. APPROVAL OF MINUTES (ACTION)
   - February 8, 2022, Meeting Minutes
   - April 26, 2022, Meeting Minutes

III. PUBLIC COMMENTS

IV. PRESIDENT’S REPORT
    Dr. Richard McCullough, President

V. CONSENT ITEMS
   A. Requesting Approval of 2023-24 Academic Calendar
   B. Requesting Approval to Implement Ph.D. in Nursing
   C. Requesting Approval to Amend University Regulation FSU 3.005 Academic Honor Policy (Regulation)
   D. Requesting Approval of FSU Regulation 2.027
   E. Requesting Approval of Seminole Boosters Request for Approval of External Audit Contract Extension
   F. Requesting Approval to issue tax-exempt debt in the amount not to exceed $66.5M to fund a portion of the Student Union Project
   G. Requesting Approval of Regulation Amendment FSU-2.009, Parking and Traffic
   H. Requesting Approval of Nominations to FSU Alumni Association
   I. Requesting Approval of Nominations to FSU Foundation
   J. Requesting Approval of Nominations to Seminole Boosters
   K. Requesting Approval of Nominations to FSU Real Estate Foundation
   L. Requesting Approval of Nominations to FSU Student Investment Fund
M. Requesting Approval of Nominations to Ringling Museum
N. Requesting Approval of Amendments to DSO Bylaws: FSU Alumni Association
O. Requesting Approval of Amendments to DSO Bylaws: FSU Foundation
P. Requesting Approval of the Board of Trustees Advancement Committee Charter

VI. NEW BUSINESS AND UPDATES

A. Academic Affairs Committee
   Trustee Vivian de las Cuevas-Diaz, Chair
   Dr. James Clark, Provost

   **Action Item**
   1. Requesting Approval to Rescind Termination of the Master's in Nursing

B. Student Affairs Committee
   Trustee Drew Weatherford, Chair
   Dr. Amy Hecht, Vice President for Student Affairs

C. Athletics
   Mr. Michael Alford, Vice President, and Athletics Director

D. Legislative Affairs
   Mr. Clay Ingram, Chief Legislative Affairs Officer

E. Audit and Compliance Committee
   Trustee Max Alvarez, Chair
   Mr. Undra Baldwin, Chief Audit Officer
   Ms. Robyn Blank, Chief Compliance and Ethics Officer

F. Finance and Business Committee
   Trustee Jim Henderson, Chair
   Mr. Kyle Clark, Vice President for Finance & Administration

   **Action Items**
   1. Approve the University's fiscal year 2022-2023 operating budget of $2,242,950,757 which includes $293,579,238 for the Annual Capital Outlay Budget.
   2. Approve the University's fiscal year 2022-2023 Florida Medical Practice Plan operating budget of $14,161,537.
   3. Approve the University's fiscal year 2022-2023 Direct Support Organizations operating budgets totaling $109,766,275.
   4. Grant approval for the President to make subsequent changes to the budgets outlined in motions 1, 2, and 3, as needed during the fiscal year, within available resources and fund balances, and consistent with applicable laws and regulations.
   5. Continue the existing Tuition and Fee Regulation at current rates for fiscal year 2022-2023 and approve an amendment of the current regulation to that effect.
   6. Requesting approval of the FY 2023-2024 Capital Improvement Plan.
   7. Requesting Approval of the resolution for executing Legacy Hall financing with FSU Foundation.
G. **University Advancement Committee**  
*Dr. Michael Hartline, Interim Vice President for University Advancement*

**Action Item**  
1. Requesting Approval of the Dr. Persis E. Rockwood School of Marketing Naming

H. **Faculty Senate Steering Committee**  
*Mrs. Bridgett Birmingham, Vice-Chair*

I. **Student Government Association**  
*Trustee Nimna Gabadage, President of Student Government Association*

J. **Research Committee**  
*Trustee Jorge Gonzalez, Chair  
Kerry Peluso, Associate Vice President for Research Administration and Finance*

K. **Governance Committee**  
*Trustee Bob Sasser, Vice-Chair  
Ms. Carolyn Egan, Vice President of Legal Affairs and General Counsel*

**VII. CHAIR'S REPORT**  
*Mr. Peter Collins, Chair*

**VIII. OPEN FORUM FOR BOARD OF TRUSTEES**  
*Mr. Peter Collins, Chair*

**IX. ADJOURNMENT**
MEETING MINUTES

February 8, 2022
Attendees: Max Alvarez, Kathryn Ballard, Peter Collins, Eric Chicken, Vivian de las Cuevas-Diaz, Jorge Gonzalez, Craig Mateer, Deborah Sargeant, Bob Sasser, John Thiel and Drew Weatherford

Attended Via Zoom: Jim Henderson and Bob Sasser

I. CALL TO ORDER AND WELCOME
   Mr. Peter Collins, Chair

   Chair Collins called the meeting to order at 12:30 PM. Lynna Sands conducted the roll call and confirmed a quorum.

II. APPROVAL OF MINUTES (ACTION)
   - November 12, 2021, Board of Trustees Meeting Minutes

   Trustee de las Cuevas-Diaz moved to approve the November 12, 2021, Board Meeting Minutes. Trustee Thiel seconded the motion and was approved unanimously.

III. PUBLIC COMMENTS

   There were no public comments.

   Chair Collins read the Ethics Conduct Policy.

IV. PRESIDENT’S REPORT
   Dr. Richard McCullough, President

   President McCullough began his report by sharing about his trip to the Panama City Beach campus.

   President McCullough presented his goals to market Florida State University and all its accomplishments. He stated several milestones the university has accomplished and spoke about programs that make the university unique.

   President McCullough spoke about his first State of the University Address, where he talked about his top ten goals.
President McCullough announced the transition to making Chief of Staff Marissa Langston as the single point of contact for the Board of Trustees.

President McCullough shared the various Vice President, Officer, and Dean positions that are open and updated those in attendance on the progress of filling those positions.

President McCullough welcomed the new Florida Board of Governors Chair, Brian Lamb.

President McCullough gave an update on the Sandals building.

Following President McCullough’s report, Chairman Collins opened the floor to questions and expressed the Board’s commitment to his agenda.

V. SPECIAL PRESENTATION FROM BOARD
Mr. Peter Collins, Chair

Mr. David Coburn, Vice President for Athletics, was presented with a Resolution and gift for his dedication and time with Florida State University

VI. CONSENT ITEMS
A. Requesting Approval to explore MS in Physical Environmental Science
B. Requesting Approval to explore MS in Climate Solutions
C. Requesting Approval to explore Ph.D. in Nursing
D. Requesting Approval to terminate the MS in Nurse Anesthesia
E. Requesting Approval to amend FSU Regulation 2.023 Public Records, Uniform Charge Procedure
F. Requesting Approval of University Advancement Gift Acceptance Policy Update
G. Requesting Approval FSU College of Law Naming – FSU Center for Law and Business
H. Requesting Approval for Board of Trustees Policy 1-5: Governing Board Control
I. Requesting Approval for Board of Trustees Policy 1-7: Board/Administration Distinction
J. Requesting Approval for Board of Trustee Policy 1-8: Board Self Evaluation
K. Requesting Approval for 2022-2023 Budget Projections for Auxiliaries with Outstanding Revenue Bonds
L. Requesting Approval of Regulations Amendment FSU-2.02422 – Special Fines, Fees and Penalties
M. Requesting Approval of Audit Report AR 22-04 – Performance Based Funding Metrics Data Integrity Audit and Date Integrity Certification
N. Requesting Approval of Audit Report AR 22-05 – Preeminence Research University Metrics Data Integrity Audit and Date Integrity Certification
O. Requesting Approval to FSU Regulation 2.027 – Fraud Prevention, Detections, Reporting and Investigations

Trustee Alvarez moved to approve Consent Items A-O. Trustee Thiel seconded the motion and was approved unanimously.
VII. NEW BUSINESS AND UPDATES

A. Audit and Compliance Committee
   Mr. Max Alvarez, Chair
   Dr. Sam McCall, Chief Audit Officer
   Ms. Robyn Blank, Chief Compliance Officer

   Trustee Mateer updated the Board on the interview progress for the position of Chief Audit Officer.

   Trustee Mateer briefed the Board on the Committee meeting. He mentioned the update on the new Ethics and Conflict of Interest project. Additionally, the Chief Audit Executive provided an update on both the internal and external audits, and Trustee Mateer stated it is worth a review.

   Trustee Henderson shared more information on the audit that was conducted.

   Ms. Blank, Chief Compliance Officer, spoke about CAMS (Conflict Administration and Management System) profiles and the progress on the merge.

B. Finance and Business Committee
   Mr. Jim Henderson, Chair
   Mr. Kyle Clark, Vice President for Finance & Administration

   Action Items
   1. Requesting Approval for FSU Research Foundation $45M Interdisciplinary Research and Commercialization Building (IRCB) Financing

      Trustee Weatherford moved to approve the FSU Research Foundation’s $45M Interdisciplinary Research and Commercialization Building Financing. Trustee de las Cuevas-Diaz seconded the motion and was approved unanimously.

   Vice President Clark provided the Board with several Finance and Administration updates.

   President McCullough provided a comment on Legacy Hall and spoke about the fundraising for the construction of a new business school building to start in September.

C. Student Affairs Committee
   Mr. John Thiel, Chair
   Dr. Amy Hecht, Vice President for Student Affairs

   Trustee Thiel, Chair of the Student Affairs Committee, provided a report on the January 19, 2022, Student Affairs Committee Meeting. He stated that this year had the largest fraternity recruitment. He also mentioned statistics on
first year students and engagement with fitness centers. Additionally, he shared updates on the FSU Circus, the student body president, the Career Center, and student housing.

Chairman Collins made a strong suggestion that additional student on-campus housing is a goal that needs to be fulfilled to allow FSU to grow. He stated that freshman, especially, need to have the opportunity to have on-campus experiences.

President McCullough agreed with Chair Collins on the benefits of on-campus housing and mentioned that it is a big-ticket item, but growing housing options is a goal. Trustee Henderson also agreed on the benefits and noted that housing is a revenue generator. Trustee Vivian de las Cuevas Diaz agreed on the benefits of on-campus housing, as well.

Vice President Hecht noted that housing is a recruitment tool and reaffirmed the benefits of the on-campus housing experience. She noted there is opportunity to be innovative with housing by integrating academics and engagement into the new housing that is built.

President McCullough also noted the success of Seminole Futures Career Day.

D. Athletics
Mr. Michael Alford, Vice President and Director of Athletics

Mr. Alford, Vice President and Director of Athletics introduced guest speaker Jenna Johnson, an FSU athlete and scholar.

Ms. Johnson shared her background, FSU's beach volleyball team, her position as President of the Student Athlete Committee, and her major.

Mr. Alford reported the departments’ success in academics and graduation rates, as well as their fundraising success. He also updated the Board on some facility projects and their progression, such as the football locker room, the recruiting pad for basketball, video screens for the softball team, and Doak Campbell Stadium.

Chair Collins mentioned how important it is for student athletes to understand their NIL contracts and suggested the FSU Law School aiding in counseling for the students.

E. Academic Affairs
Ms. Vivian de las Cuevas Diaz, Chair
Dr. Jim Clark, Provost

Trustee de las Cuevas Diaz, Chair of Academic Affairs Committee, reported on the approvals the committee made regarding the exploration and creation of three academic degree programs. The MS in physical and Environmental Science, the MS in Climate Solutions, and the PHD in Nursing were discussed.
She also advised the Board of the permanent approval of the uniform charge procedure.

Also discussed in the committee meeting was student recruiting and retention, and steps that need to be taken to keep in-state students in Florida’s state university systems.

Chairman Collins noted his amazement in the tests scores, demographics, and rankings that have been changing and growing in recent years.

Provost Jim Clark thanked all those who have helped him achieve his goals and everything it took to obtain his position as Provost. He shared his background as Dean in the College of Social Work at Florida State University and his 21 years at the University of Kentucky. He also shared an admissions update, noting a record of over 70,000 freshman applicants and 11,870 fall graduate applicants for the 2022-2023 school year.

Also discussed in the meeting was the importance of focusing on online education. The opportunity to innovate and use new online technology is what creates a special experience for students. We have many students and faculty earning grants, scholarships, awards, and national recognition. In addition, we also have made a partnership with Danfoss Turbocor and FAMU-FSU College of Engineering.

Trustee de las Cuevas-Diaz introduced the Dean of the College of Law, O’Hara O’Connor.

Dean Erin O’Hara O’Connor provided a summary of the newly introduced Juris Master’s Degree and its concentrations, which focuses on areas where compliance/legal risk management education was needed most. This program has exceeded the student enrollment targets. She also noted that practicing lawyers, and sometimes whole practicing groups, are the educators in this program.

Dean O’Hara O’Connor introduced the Stoops Center for Law and Business, resulting from a one-million-dollar gift. The goal for this center centers around advancing FSU’s reputation in the areas of Law and Business. She spoke about some of the next steps into these advancements, including some events occurring in the next few months that will help achieve this.

F. University Advancement Committee

Mr. Craig Mateer, Chair
Mr. Andy Jhanji, Interim Vice President for University Advancement

Vice President Alford stated they have selected three firms to work on a comprehensive fundraising review for the Boosters.

Mr. Andy Jhanji, Interim Vice President for University Advancement, shared
important data points. Fundraising is three million dollars above last year and the trend line is rising.

G. Legislative Update  
*Mr. Clay Ingram, Chief Legislative Affairs Officer*

Mr. Clay Ingram, Chief Legislative Affairs Officer, shared that the budget proposals are out from the House and Senate. He also mentioned the FSU evening event, where student government opens FSU Day festivities and recognition of champions who work in the Capitol to make sure FSU is on the top of the mind to legislators.

Mr. Ingram updated the Board on the growing of the Government Relations Team and recognized those who will be joining.

Chair Collins noted the tentative schedule for FSU Day at the Capitol festivities and the meetings that members of the Board will be attending.

Trustee Thiel asked if it was normal for the legislature to allocate zero to preeminence funding in the process. Mr. Ingram responded by informing that it has been the typical practice.

H. Faculty Senate Steering Committee  
*Dr. Erin Ryan, Vice Chair*

Trustee Chicken, President of Faculty Senate, updated the Board in place of Trustee Ryan. Trustee Chicken informed the Board that the senate has met three times since the November meeting and has approved a new three-year pilot program called Engage 100. They also established a permanent sustainability committee. In addition, the liberal studies requirements have changed, and the current GRE admissions waivers have been approved.

Trustee Thiel asked for clarification on what aspect the sustainability committee is aiming to achieve and if it includes a risk assessment. Trustee Chicken clarified that it covers climate, renewable energy, conservation, water, and building safety. He also stated that it includes faculty who are interested in doing research to promote the ideas that FSU can incorporate, such as the solar farm. Trustee Thiel stated that risk needs to be assessed.

I. Student Government Association  
*Ms. Colbi Thykadavil, Student Body Vice President*

Ms. Colbi Thykadavil, the Student Body Vice President, informed the Board on several internal updates. She served as a student representative on the Chief of Police search committee and gave an update on the search. Also, CHAW (Center for Health Advocacy & Wellness) has developed a new event named Relationships Declassified. She announced several agency updates, and that the SGA spring election will be taking place February 23rd. Lastly, she announced updates on Golden Week which starts following the President’s
inauguration.

J. Research Committee  
*Mr. Jorge Gonzalez, Chair*  
*Dr. Laurel Fulkerson, Interim Vice President for Research*

Mr. Jorge Gonzalez, Chair of the Research Committee, updated the Board on the committee’s meetings and presentations that have been receiving and reviewing. The Office of Commercialization gave a presentation relating to corporate partnerships and the research that involves the life science.

Dr. Laurel Fulkerson, Interim Vice President for Research, shared cumulative proposal amounts, proposal and awards count comparisons, external expenditures data, and the new Research Subcommittee Mission Statement.

President McCullough made a statement regarding external and internal reports and comparing them to UF.

Vice President Kyle Clark spoke at the stand, informing the Board that hundreds of people work on FSU’s finances throughout the year and how these people have not been coding to the allocated areas. However, Vice President Fulkerson and Vice President Clark are actively working towards finding ways to fix this issue. Vice President Clark confirmed the same report is given to the BOG and World Report.

K. Governance Committee  
*Mr. Bob Sasser, Chair*  
*Ms. Carolyn Egan, Vice President for Legal Affairs and General Counsel*

Mr. Bob Sasser, Chair of the Governance Committee, informed the Board on the most recent Governance Committee meeting. Some revisions were made regarding policies. The committee had a discussion on creating a governance template, to ensure that all information stays relevant as meetings progress.

Ms. Carolyn Egan, Vice President for Legal Affairs and General Counsel, gave a legal update regarding three remaining claims concerning breach of contract, unjust enrichment, and inverse condemnation.

VIII. CHAIR’S REPORT  
*Mr. Peter Collins, Chair*

Mr. Peter Collins, Chair of the Board of Trustees, gave updates on Seminole 100, the President’s Inauguration, the Board of Trustee’s retreat, the next virtual meeting, kickoff weekend, Board dinners and meetings. Trustee Collins recognized Mrs. Sands for her grace and her helping hand working for the Board for the last nineteen years.
IX. OPEN FORUM FOR BOARD OF TRUSTEES

X. ADJOURN

The meeting was adjourned at 4:32 pm.
FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES VIRTUAL MEETING

APRIL 26, 2022
4:30 – 5:00 PM

AGENDA

The Agenda will be followed in subsequent order and items may be heard earlier than the scheduled time.

Attendees: Max Alvarez, Kathryn Ballard, Peter Collins, Vivian de las Cuevas-Diaz, Nimna Gabadage, Jorge Gonzalez, Jim Henderson, Deborah Sargeant, Bob Sasser, John Thiel, and Drew Weatherford

I. CALL TO ORDER AND WELCOME
   Mr. Peter Collins, Chair

   Chair Collins called the meeting to order at 4:31 PM. Marissa Langston conducted the roll call and confirmed a quorum

II. PUBLIC COMMENTS

   No public comments were provided.

III. NEW BUSINESS AND UPDATES

   A. Requesting Approval for the 2022 Accountability Plan

      Trustee Thiel moved to approve 2022 Accountability Plan. Trustee Alvarez seconded the motion and was approved unanimously.

   B. Requesting Approval of the Florida State University Mission Statement

      Trustee Sargeant moved to approve Florida State University Mission Statement. Trustee Weatherford seconded the motion and was approved unanimously.

IV. OPEN FORUM FOR BOARD OF TRUSTEES
   Mr. Peter Collins, Chair

V. ADJOURNMENT

   The meeting was adjourned at 4:56 pm
CONSENT ITEM A
TO: President Richard D. McCullough
FROM: Provost James Clark
DATE: June 2, 2022
SUBJECT: 2023-24 Academic Calendar
Request for Approval

Board of Governors Regulation 8.001 requires each university to adopt an academic calendar. Each calendar must include the appropriate number of days of classroom instruction, the common entry periods, pre-established dates for issuing certificates, diplomas or degrees, and a summer program.

The University Calendar Committee met and approved a 2023-24 calendar which meets these requirements and also aligns with the academic calendars of both Florida A&M University and Tallahassee Community College. This request is to approve the attached academic calendar with the ability to adjust as appropriate for special programs or circumstances.
FLORIDA STATE UNIVERSITY
ACADEMIC CALENDAR,
2023-2024 APPROVED

Fall 2023

Beginning Date: August 28 Monday
Ending Date: December 15 Friday
Law Beginning Date: August 28 Monday
Law Ending Date: December 15 Friday
Medicine (NA)

Month
August—N/A
September—Labor Day—September 4
November—Holidays—November 11, 22-24
December—N/A

Total

Ten (10) working days between the end of Fall and start of Winter Break: Monday, Dec. 25 – Monday, Jan. 1

Spring 2024

Beginning Date: January 8 Monday
Ending Date: May 3 Friday
Law Begin. Date: January 8 Monday
Law Ending Date: May 3 Friday
Medicine (NA)

Month
January—MLK Day – January 15
February—N/A
March—Spring Break (TBD)
April—N/A

Five (5) working days between semesters
Summer 2024

Beginning Date: May 13  Monday
Ending Date: Aug. 2  Friday
Law Begin date: May 6  Monday
Law End date: August 2  Friday
Medicine (NA)

Month

May — Memorial Day – May 27
June — N/A
July — Independence Day, July 4
August — N/A

Summer Sessions

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<th>End Date</th>
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<td>May 13</td>
<td>August 2</td>
</tr>
<tr>
<td>6 Week (A)</td>
<td>May 13</td>
<td>June 21</td>
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<tr>
<td>6 Week (B)</td>
<td>June 24</td>
<td>August 2</td>
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<tr>
<td>8 Week (F)</td>
<td>May 13</td>
<td>July 5*</td>
</tr>
<tr>
<td>8 Week (Law)</td>
<td>May 6</td>
<td>June 28</td>
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*Session would end on Wednesday, July 3rd if July 5th is deemed an administrative holiday.

Calendar adjustments include, counting .5 instructional days for Saturdays, counting Homecoming a .5 instructional day, and canceling classes Wednesday before Thanksgiving.
CONSENT ITEM B
TO: President Richard McCullough
FROM: Provost James Clark
DATE: May 16, 2022
SUBJECT: Proposal to Implement Ph.D. in Nursing
Request to Recommend Approval to Board of Governors

The proposed Ph.D. in Nursing will prepare nurse scholars and teachers who will contribute significant new knowledge to the science of nursing, especially addressing the factors influencing the health of diverse populations. The new program will also help meet the urgent demand for Ph.D.-prepared faculty in the Nursing field and will eventually impact the critical shortage of bachelor’s-level R.Ns trained in Florida and across the U.S.

The College of Nursing has acquired the leadership and the resources to offer a Ph.D. program and is supported in this effort by upper-level administration as well as by colleagues across the State University System. Its core Nursing courses will be taught by existing CON faculty, and it has collaborated with the College of Education to offer online research methods and statistics courses. The innovative curriculum will be offered entirely in a synchronous online format, with careful attention to meeting the Graduate Policy Committee’s requirements for scholarly engagement. This will make it possible to recruit R.Ns who are committed to clinical agencies beyond the Tallahassee area yet are able to attend the periodic campus-based meetings.

Graduates from nursing Ph.D. programs in tenure-track faculty positions made a median salary of $87,772 (as of 2017), with a range between $70,717 and $128,853, according to the American Association of Colleges of Nursing. The degree will be classified as a Board of Governors Program of Strategic Emphasis in the HEALTH category.

Note that Board’s approval to explore the degree does not obligate the University to provide any specific additional resources requested; requests will be reviewed as part of the annual allocation of resources.
REQUEST TO OFFER A NEW DEGREE PROGRAM
In Accordance with BOG Regulation 8.011
(Please do not revise this proposal format without prior approval from Board staff)

Florida State University
Institution Submitting Proposal

College of Nursing
Name of College(s) or School(s)

Nursing
Academic Specialty or Field

51.3808
Proposed CIP Code (2020 CIP)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met prior to the initiation of the program.

Date Approved by the University Board of Trustees

President’s Signature Date

Provost’s Signature Date

PROJECTED ENROLLMENTS AND PROGRAM COSTS

Provide headcount (HC) and full-time equivalent (FTE) student estimates for Years 1 through 5. HC and FTE estimates should be identical to those in Appendix A – Table 1. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Appendix A – Table 3A or 3B. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 by dividing total E&G by FTE.

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<th>Implementation Timeframe</th>
<th>HC</th>
<th>FTE</th>
<th>E&amp;G Cost per FTE</th>
<th>E&amp;G Funds</th>
<th>Contract &amp; Grants Funds</th>
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<td>6</td>
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<td>$76,535</td>
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Additional Required Signatures

I confirm that I have reviewed and approved Need and Demand Section III.F. of this proposal.

____________________________    ___________________________
Signature of Equal Opportunity Officer          Date

I confirm that I have reviewed and approved Non-Faculty Resources Section VIII.A. and VIII.B. of this proposal.

____________________________    ___________________________
Signature of Library Dean/Director          Date
Introduction

I. Program Description and Relationship to System-Level Goals

A. Describe within a few paragraphs the proposed program under consideration, and its overall purpose, including:
   - degree level(s)
   - majors, concentrations, tracks, specializations, or areas of emphasis
   - total number of credit hours
   - possible career outcomes for each major (provide additional details on meeting workforce need in Section III)

The proposed program is a Ph.D. in Nursing. The program will include a single major area of study-Nursing Science. The emphasis of the program is on health disparities and health equity for a range of populations. We have a particular focus on rural populations given our location in the State of Florida. The program includes a total of 78 credit hours of study for nurses entering with baccalaureate degrees, and 68 credit hours for nurses who hold a Master’s Degree in Nursing (M.S.N.) or a Doctor of Nursing Practice (D.N.P.) degree. The goal of the Ph.D. in Nursing program is to prepare nurse scholars and academic faculty who will contribute significant new knowledge to nursing science. This knowledge will improve our understanding, generate theory, and lay the foundation for culturally sensitive interventions to address a broad range of phenomena that influence the health of diverse populations. Graduates will be prepared to contribute to nursing science, address health disparities, and assume leadership positions in practice, education, and research. The program is vital to the workforce needs of Florida, as the COVID-19 pandemic has emphasized the potential adverse effects of the nursing shortage on the health of Floridians. Ensuring an adequate supply of Ph.D. prepared nurses is essential to maintaining the nursing workforce in our state.

B. If the proposed program qualifies as a Program of Strategic Emphasis, as described in the Florida Board of Governors 2025 System Strategic Plan, please indicate the category.
   - Critical Workforce
     ☐ Education
     ☑ Health
     ☐ Gap Analysis
   - Economic Development
     ☐ Global Competitiveness
     ☐ Science, Technology, Engineering, and Math (STEM)

☐ Does not qualify as a Program of Strategic Emphasis.
II. Strategic Plan Alignment, Projected Benefits, and Institutional Mission and Strength

A. Describe how the proposed program directly or indirectly supports the following:

- System strategic planning goals (see link to the 2025 System Strategic Plan on the New Program Proposals & Resources webpage)
- the institution's mission
- the institution's strategic plan

- The proposed Ph.D. addresses the following system strategic planning goals in Nursing: Support institutions in their efforts to achieve state, national, and/or international preeminence in critical academic, research, and public service programs. The Ph.D. in Nursing is of strategic relevance given current workforce shortages in the health sector following the COVID-19 Pandemic. As a pre-eminent University and the sole College of Nursing at a major University without a Ph.D. program, it is essential that FSU, a preeminent University, initiate this program.
- Strengthen quality and reputation of scholarship, research, and innovation. The FSU College of Nursing has undergone an unprecedented increase in active faculty researchers, research infrastructure, and funded research. To maintain this infrastructure, researchers within the College of Nursing seek a Ph.D. program to increase the research productivity of our labs and our eligibility for various funding sources.
- Increase the number of degrees awarded within programs of strategic emphasis. Healthcare is an important strategic area for the State of Florida. The Ph.D. in Nursing creates additional nurse faculty, which will, in turn, facilitate growth in the nursing workforce.
- Increase community and business workforce. The nursing faculty shortage accounts for a considerable proportion of the nursing shortage. The proposed Ph.D. will contribute directly to expansion in the nursing workforce.

*The mission of the Florida State University is to preserve, expand and disseminate knowledge in the sciences, technology, arts, humanities, and professions while embracing a philosophy of learning strongly rooted in the traditions of the liberal arts. The University is dedicated to excellence in teaching, research, creative endeavors, and service. The University strives to instill the strength, skill, and character essential for lifelong learning, personal responsibility, and sustained achievement within a community that fosters free inquiry and embraces diversity.*

The proposed program directly addresses research by bolstering current research programs in the College of Nursing and training new nurse scientists for entry to practice in academia.

The FSU Strategic Plan, Goal II, sets goals for academic and research excellence. The establishment of the proposed Ph.D. directly contributes to these forms of excellence. Goal VI reflects on the need for excellence and reputation. The proposed program contributes significantly to academic and research excellence by allowing the FSU College of Nursing to join their peer institutions as Ph.D. level institutions. This is essential, as FSU is the only remaining major College of Nursing in the State that lacks a Ph.D. in Nursing.
B. Describe how the proposed program specifically relates to existing institutional strengths. This can include:

- existing related academic programs
- existing programs of strategic emphasis
- institutes and centers
- other strengths of the institution

The Florida State University is classified as a Doctoral University-Highest Research Activity (R1) by the Carnegie Classification of Institutions of Higher Education. Additionally, the University is classified as a Preeminent Institution by the State of Florida. As the only institution of this size and stature in the state without a Ph.D. in Nursing, the current program allows us to bring our College of Nursing into parity with our colleague institutions.

The Ph.D. in nursing will fill an important gap in our current programs. The FSU College of Nursing currently has a D.N.P program, which prepares nurses for advanced practice in clinical settings. According to the American Association of Colleges of Nursing (AACN), "The D.N.P.is a terminal degree in nursing practice and offers an alternative to research-focused doctoral programs for nurses; D.N.P.-prepared nurses are well-equipped to fully implement the science developed by nurse researchers prepared in Ph.D. research-focused nursing doctorates." It does not prepare to generate original research-based evidence. The Ph.D. program focuses on original theoretically based research that forms the basis for the clinically relevant projects instituted by D.N.P. prepared nurses. Currently, we lack the sort of collaboration that the profession seeks between Ph.D. and D.N.P. students and faculty.

The current Interim Vice President for Research and our new President have emphasized the strategic necessity of increasing our healthcare-related research portfolio. The College of Nursing is contributing to this in increasingly significant ways. While our new Dean has attracted high-profile NIH-funded researchers, we require a Ph.D. program to allow these scholars to fully develop their labs and continue to improve the College's contributions to this important strategic goal.

The College of Nursing has two current research centers, both of which are heavily funded by N.I.H. *The Center for Population Sciences for Health Equity* is led by Dr. Frankie Wong, a researcher with a portfolio including more than 14 million dollars in N.I.H. funding. While the center currently incorporates Ph.D. students from other disciplines, it is essential for its future that we can continue to grow the center portfolio. The center's mission is to lead and implement community-engaged, scientific, operational research and practice using principles and tools of population sciences that promote health equity among marginalized, underserved, and vulnerable populations both nationally and internationally. The Ph.D. in Nursing will support this mission. The College's newly approved center is the Brain Science and Symptom Management Center. This center is led by Dr. Hyochol “Brian” Ahn, a researcher with a current N.I.H. portfolio which includes more than 2 million dollars in funding. The Center's primary focus is on symptom management using non-invasive central nervous system modalities. Many of the studies within this Center integrate rural populations as a primary study group.
C. Provide the date the pre-proposal was presented to the Council of Academic Vice Presidents Academic Program Coordination (CAVP ACG). Specify whether any concerns were raised, and, if so, provide a narrative explaining how each concern has been or will be addressed.

The Council of Academic Vice Presidents Academic Program Coordination (CAVP ACG) discussed the proposal in February of 2017. There were no concerns expressed in our initial approval. We initially went on to gain internal approval to explore; however, we could not move forward with the final proposal due to a lack of adequate resources (mostly funded researchers, which our new Dean, Jing Wang, has addressed. We gained the second internal approval to explore in January 2022 due to the long hiatus in our program development.

D. In the table below, provide a detailed overview and narrative of the institutional planning and approval process leading up to the submission of this proposal to the Board office. Include a chronology of all activities, providing the names and positions of both university personnel and external individuals who participated in these activities.

• If the proposed program is a bachelor's level, provide the date the program was entered into the APPRiSe system, and, if applicable, provide narrative responding to any comments received from APPRiSe.
• If the proposed program is a doctoral-level program, provide the date(s) of the external consultant's review in the planning table. Include the external consultant's report and the institution's responses to the report as Appendix B.

Planning Process
<table>
<thead>
<tr>
<th>Date</th>
<th>Participants</th>
<th>Planning Activity Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 June 2015</td>
<td>J. Whyte, J. McFetridge-Durdle, J. Buchanan</td>
<td>Initial meeting to discuss the process.</td>
</tr>
<tr>
<td>1 August 2016</td>
<td>J. Whyte, J. Lowe, E. Cormier, L. Graven, L. Abbott,</td>
<td>Initial Ph.D. committee meeting to establish a workplan for the CAVP document compilation.</td>
</tr>
<tr>
<td>10 February 2017</td>
<td>N/A</td>
<td>CAVP document approved.</td>
</tr>
<tr>
<td>4 January 2017</td>
<td>J. Whyte, J. Lowe, E. Cormier, L. Graven, L. Abbott,</td>
<td>Meeting to review and approve initial sections of the Explore Document.</td>
</tr>
<tr>
<td>22 February 2017</td>
<td>N/A</td>
<td>Explore document approved (this was our first explore process—we repeated this in 2022).</td>
</tr>
<tr>
<td>22 March 2017</td>
<td>N/A</td>
<td>First B.O.T. approval to explore</td>
</tr>
<tr>
<td>20 April 2018</td>
<td>J. Whyte, JF. Wong, Lowe, E. Cormier, L. Graven, L. Abbott</td>
<td>Meeting to plan development of the full application.</td>
</tr>
<tr>
<td>13 January 2020</td>
<td>J. Whyte, J. Buchanan</td>
<td>Review of extant resources in the College of Nursing with the purpose of our application moving forward. The consensus was that our current faculty resources were insufficient.</td>
</tr>
<tr>
<td>January 2020-</td>
<td>J. Whyte</td>
<td>The proposal is delayed during hiring the new Dean of the College, Jing Wang.</td>
</tr>
<tr>
<td>August 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 August 2021</td>
<td>J. Whyte, J. Wang</td>
<td>Dean Wang orders the resumption of activities directed towards gaining the Ph.D. program. She does this simultaneously while gaining resources as a component of her taking the Deanship.</td>
</tr>
<tr>
<td>22 September 2021</td>
<td>J. Whyte, H., Ahn and, J. Buchanan</td>
<td>Update regarding restarting the effort to gain a Ph.D. in Nursing</td>
</tr>
<tr>
<td>Date</td>
<td>Participants</td>
<td>Description</td>
</tr>
<tr>
<td>--------------------</td>
<td>-------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>18 November 2021</td>
<td>J. Whyte, F. Wong, L. Graven, G., Schluck, E. Millender</td>
<td>Development of the new Proposal to Explore application. It was determined that this would be required due to the many delays in establishing the program.</td>
</tr>
<tr>
<td>20 January 2022</td>
<td>n/a</td>
<td>The second Explore Application is approved.</td>
</tr>
<tr>
<td>28 January 2022</td>
<td>J. Whyte, F. Wong, L. Graven, G., Schluck, H. Miao, E. Millender</td>
<td>Meeting to establish the parameters of the full application. Meeting included that the chair would write the full draft and gain input digitally along the way.</td>
</tr>
<tr>
<td>17 March 2022</td>
<td>J. Whyte, J. Wang, Sandi Dunbar.</td>
<td>Meeting with consultant Sandi Dunbar of Emory University Nursing.</td>
</tr>
<tr>
<td>23 March 2022</td>
<td>J. Whyte, CON Curriculum Committee members.</td>
<td>College of Nursing Graduate Curriculum committee review. Passed 7-0 in favor of approval.</td>
</tr>
<tr>
<td>28 March 2022</td>
<td>J. Wang, J. Whyte, GPC members and staff.</td>
<td>Graduate Policy Committee consideration. Passed unanimously.</td>
</tr>
</tbody>
</table>
Events Leading to Implementation

<table>
<thead>
<tr>
<th>Date</th>
<th>Implementation Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 June 2022</td>
<td>Board of Trustees Meeting for consideration of approval of the application.</td>
</tr>
<tr>
<td>1 July 2022</td>
<td>Complete drafts of the syllabi for all required and elective courses are provided to the full Ph.D. committee for consideration by the group. (Note that all the statistics courses in the required coursework and electives are already offered by the College of Education).</td>
</tr>
<tr>
<td>15 July 2022</td>
<td>Application is due to the Board of Governors Office.</td>
</tr>
<tr>
<td>1 August 2022</td>
<td>Final review and edit of the syllabi by the committee chair prior to approval by the College of Nursing Curriculum committee.</td>
</tr>
<tr>
<td>1 August 2022</td>
<td>Deadline for draft copy of Ph.D. program student handbook due from committee members.</td>
</tr>
<tr>
<td>10 August 2022</td>
<td>Edits and adjustments are completed per feedback from the College Curriculum Committee.</td>
</tr>
<tr>
<td>15 August 2022</td>
<td>Syllabi are forwarded to the University Curriculum Committee for approval, followed by the assignment of course numbers.</td>
</tr>
<tr>
<td>30 August 2022</td>
<td>Deadline for edits to the draft copy of Ph.D. program student handbook due from committee members.</td>
</tr>
<tr>
<td>15 September 2022</td>
<td>Committee approval of the Ph.D. program student handbook due from committee members.</td>
</tr>
<tr>
<td>9-10 November 2022</td>
<td>Board of Governors Consider the application for approval.</td>
</tr>
<tr>
<td>15 November 2022</td>
<td>Initiation of program marketing.</td>
</tr>
<tr>
<td>2 January 2023</td>
<td>The application window opens for initial cohort.</td>
</tr>
<tr>
<td>1 March 2023</td>
<td>The application window for initial class cohort.</td>
</tr>
<tr>
<td>10 March 2023</td>
<td>Interviews with Ph.D. faculty and potential Major Professors begin.</td>
</tr>
<tr>
<td>3 April 2023</td>
<td>Final meeting for Ph.D. selection including offers for admission and alternates. Offers will be forwarded by the College of Nursing Student Services Office.</td>
</tr>
<tr>
<td>August 2023</td>
<td>Classes for initial cohort begin</td>
</tr>
</tbody>
</table>
Institutional and State Level Accountability

III. Need and Demand

A. Describe the workforce need for the proposed program. The response should, at a minimum, include the following:

- current state workforce data as provided by Florida’s Department of Economic Opportunity
- current national workforce data as provided by the U.S. Department of Labor’s Bureau of Labor Statistics
- requests for the proposed program from agencies or industries in your service area
- any specific needs for research and service that the program would fulfill

According to the U.S. Bureau of Labor Statistics, Registered Nurses (RNs) are one of the fastest growing groups of health professionals, with projected growth of 7 percent from 2019 to 2029. The Florida Department of Economic Opportunity reports a similar increase in jobs for Nurse Educators of 7.32% by 2023, with a 22.6% increase in positions by 2029. The Florida Department of Economic Opportunity also forecasts a 3.37% increase in RN positions during the same time-period, with a 12.3% increase in RN positions by 2029. More nursing faculty will be needed to educate new nurses to keep up with this growth. However, according to survey data from the American Association of Colleges of Nursing (AACN), the U.S. is facing a persistent nursing faculty shortage. Data collected from the 2020 AACN Faculty Vacancy Survey revealed approximately 1,492 vacant positions in 2020. While the national vacancy rate has decreased slightly from 2016 to 2020, the vacancy rate in the southern region of the U.S has remained relatively stagnant (https://www.aacnnursing.org/News-Information/Research-Data-Center/Ph.D.).

Although the national faculty vacancy rate has declined slightly, a looming faculty shortage persists. The 2020 AACN Annual Survey revealed that nursing schools rejected 66,274 nursing applications for entry into a generic baccalaureate program. Nursing programs in western and southern states have the highest rejection rates for these qualified applications. The top reason for not offering admission to all applicants was insufficient clinical sites (n=254). However, in 2020, almost half of generic baccalaureate nursing programs reported rejecting qualified applications due to an insufficient number of faculty. Of these programs, about 56% report being unable to hire additional faculty due to a lack of qualified faculty availability. This nursing faculty shortage continues to be a top concern, as it contributes to the loss of qualified nursing talent (https://www.aacnnursing.org/News-Information/Research-Data-Center/Ph.D.).

According to AACN’s report on 2019-2020 Enrollment and Graduations in Baccalaureate and Graduate Programs in Nursing, U.S. nursing schools turned away 80,407 qualified applications from baccalaureate and graduate nursing programs in 2019 due to an insufficient number of faculty, clinical sites, classroom space, clinical preceptors, and budget constraints. Most nursing schools responding to the survey
pointed to faculty shortages as a top reason for not accepting all qualified applicants into their programs (https://www.aacnnursing.org/Store/Product-Search).

According to a Special Survey on Vacant Faculty Positions released by AACN in October 2019, 1,637 faculty vacancies were identified in a survey of 892 nursing schools with baccalaureate and/or graduate programs across the country (87.5% response rate). Besides the vacancies, schools cited the need to create 134 faculty positions to accommodate student demand. The data show a national nurse faculty vacancy rate of 7.2%. Most of the vacancies (89.7%) were faculty positions requiring or preferring a doctoral degree. All told, 25% of institutions reported that qualified applicants for faculty positions are unavailable in their geographic area. While 56% of nursing schools reported a lack of qualified applicants with doctoral degrees, another 20% reported a shortage of faculty with doctoral degrees capable of entering a research career. This statistic reveals the professional differentiation between Doctor of Nursing Practice (D.N.P.) prepared nurses (practice-based doctorate for nurses) and Ph.D. prepared nurses (nurse scientists who will enter tenure track positions at research universities) (https://www.aacnnursing.org/portals/42/news/surveys-data/vacancy18.pdf).

B. Provide and describe data that support student demand for the proposed program. Include questions asked, results, and other communications with prospective students.

A needs assessment was performed using contact information from the Florida Board of Nursing database. This assessment was focused on Advanced Practice Nurses due to the currency of this database. All told, we received 1039 responses from e-mails forwarded to 24,600 nurses across the state. The geographic distribution of responses is reflected in Table-1.

Table-1 Geographic distribution of responses.

<table>
<thead>
<tr>
<th>Geographical Region</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Florida</td>
<td>450</td>
</tr>
<tr>
<td>Central Florida</td>
<td>300</td>
</tr>
<tr>
<td>Northwest Florida</td>
<td>150</td>
</tr>
<tr>
<td>Southeast Florida</td>
<td>100</td>
</tr>
<tr>
<td>Current Florida resident</td>
<td>50</td>
</tr>
<tr>
<td>Outside Florida</td>
<td>40</td>
</tr>
</tbody>
</table>

The educational level of respondents is listed in Table-2. Many responses reflect the Master of Science in Nursing as the highest level of education achieved.

Table-2 Educational distribution of respondents
Level of Education | Percentage | Count
---|---|---
M.S.N. | 76.91% | 799
D.N.P. | 18.86% | 196
Ph.D. | 4.23% | 44
Total | 100% | 1039

Respondents were asked regarding their intention to seek a Ph.D. in Nursing. A total of 16.02% stated that they would seek a Ph.D. in the near future, while 13.5% reported a desire to seek a Ph.D. in the distant future. When considering nurses who cited an intention to seek a Ph.D. in Nursing, 30.27% stated that they would consider the Florida State University Ph.D. in Nursing program, while 41.44% stated that they might consider the program. In total, 28.29% stated that they would not consider FSU.

Table-3 reflects the regional distribution of the sample, coupled with the number of people who would consider the Ph.D. in Nursing at the Florida State University.

Table-3 Nurses who would consider FSU by region

<table>
<thead>
<tr>
<th>Region</th>
<th>Regional Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Florida</td>
<td>99</td>
</tr>
<tr>
<td>Central Florida</td>
<td>68</td>
</tr>
<tr>
<td>Northeast Florida</td>
<td>55</td>
</tr>
<tr>
<td>Northwest Florida</td>
<td>82</td>
</tr>
<tr>
<td>I currently live outside of Florida</td>
<td>0</td>
</tr>
<tr>
<td>Total Count</td>
<td>304</td>
</tr>
</tbody>
</table>

There is ample support for the program across the state, with a higher number of individuals expressing their support from Central to North Florida.

C. Complete Appendix A – Table 1 (1-A for undergraduate and 1-B for graduate) with projected student headcount (HC) and full-time equivalents (FTE).

- Undergraduate FTE must be calculated based on 30 credit hours per year
- Graduate FTE must be calculated based on 24 credit hours per year

In the space below, provide an explanation for the enrollment projections. If students within the institution are expected to change academic programs to enroll in the proposed program, describe the anticipated enrollment shifts and impact on enrollment in other programs.

The enrollment projections for the program (See Table-1B) reflect a conservative approach to enrollment based on our anticipated need and infrastructure. These include:
-Individuals drawn from agencies/industries in your service area (e.g., older returning students). We utilize this column to detail the enrollment of nurses currently working in industry. Hospitals uniformly provide educational support to these nurses attending school part time. This generally includes 2 courses per semester contingent upon course success. This proportion of our headcount reflects nurses returning to school from the healthcare system with both B.S.N. and M.S.N/D.N.P. degrees. We project 2 students annually from this group in years 1 through 5.

-Individuals who have recently graduated from preceding degree programs at this university. We will recruit heavily from our current B.S.N. and M.S.N/D.N.P. programs. Current projections yield a pool of 200 B.S.N. graduates and 40 D.N.P. graduates annually. We project 2 enrollments from this group during years 1 and 2 and 4 in years 3, 4 and 5.

-Individuals who graduated from preceding degree programs at other Florida public universities. We will recruit potential students from other Florida schools with B.S.N. and M.S.N/D.N.P. programs. This creates an important pool of students from institutions across the state with B.S.N. and M.S.N/D.N.P. programs. We project 2 students in years 1, 2 and 3, with expanding enrollment in years 4 and 5 (6).

D. Describe the anticipated benefit of the proposed program to the university, local community, and the state. Benefits of the program should be described both quantitatively and qualitatively.

Florida State University is one of the leading Universities in the country. Currently, FSU is ranked 19 among public Universities and 55 among all Universities. Additionally, FSU is considered a Preeminent University by the State of Florida. As one of the leading Universities in the State, it is essential that the College of Nursing establish a Ph.D. program to support the University’s growth in health disciplines. More specifically, FSU is increasingly becoming a leader in National Institutes of Health funding. The Nursing Ph.D. program will add to both the stature of the University, the College of Nursing, and our efforts to expand research funding at the National Institutes of Health level.

The benefit to the local community and state associated with this program is straightforward. The Florida Department of Economic Opportunity reports a similar increase in jobs for Nurse Educators of 7.32% by 2023, with a 22.6% increase in positions by 2029. The Florida Department of Economic Opportunity also forecasts a 3.37% increase in Registered Nurse positions during the same time-period, with a 12.3% increase in Registered Nurse positions by 2029. To maintain the level of healthcare currently offered in our local community, it is essential that these needs are addressed. The State of Florida has a significant population of older adults. Addressing the nursing shortage, which is forecast to increase significantly, is vital to ensure the health and safety of Floridians (https://floridajobs.org/).

E. If other public or private institutions in Florida have similar programs that exist at the four- or six-digit CIP Code or in other CIP Codes where 60 percent of the coursework is comparable, identify the institution(s) and geographic location(s). Summarize the outcome(s) of communication with appropriate personnel (e.g., department chairs, program coordinators, deans) at those institutions regarding the potential impact on their enrollment and
opportunities for possible collaboration in the areas of instruction and research.

The Ph.D. in Nursing CIP code is 51.3808. Currently, the following Universities in the State have programs falling under 51.3808. These are:

- The University of Florida
- The University of South Florida
- The University of Central Florida
- Florida Atlantic University
- Florida International University

Given the forecast shortages in both Registered Nurses and Nurse Educators previously described in this application, there are evident shortages that the proposed program will address. We forecast no changes in enrollment amongst other Universities offering 51.3808 across the state.

We have communicated with the above listed Colleges of Nursing, all of whom offer 51.3808. Leadership at each of the institutions was positive regarding our path forward. None of the institutions voiced concern that the FSU Ph.D. in Nursing would affect their enrollment. This is largely based on the ongoing shortages of Nursing Faculty who are Ph.D. prepared.

F. Describe the process for the recruitment and retention of a diverse student body in the proposed program. If the proposed program substantially duplicates a program at FAMU or FIU, provide a letter of support from the impacted institution(s) addressing how the program will impact the institution’s ability to attract students of races different from that which is predominant on the FAMU or FIU campus. The institution’s Equal Opportunity Officer shall review this Section of the proposal, sign, and date the additional signatures page to indicate that all requirements of this section have been completed.

The Florida Agricultural and Mechanical University is in Tallahassee. They offer no doctoral programs in nursing. Florida International University, located in South Florida, is an 8-hour drive from Tallahassee. We have included a letter from the Dean of the FIU College of Nursing documenting the possibility of enrollment effects associated with establishing the FSU Ph.D. in Nursing.

The FSU College of Nursing faculty has become increasingly diverse during recent times, as has our student body. We seek to include significant numbers of underrepresented persons in our Ph.D. program. Notably, realizing the benefits of diversity in the profession of nursing depends in part on the expansion of the traditional pool of applicants and the employment of faculty and staff by appropriately defining variables reflecting the value and diversity of the human experience. This reflects the need to consider a range of non-academic variables in selecting students for the program. The measures of an applicant’s readiness for nursing education and preparedness for practice should extend beyond reliance on specific quantitative data such as standardized test scores and grade point averages to include other valid and reliable measures of future success. Factors such as leadership skills, ability to overcome obstacles, strengths, communication and language skills, ability to gain
entrée into underserved communities, other transferable skills and abilities, and prior life experiences of individuals may be relevant when determining how the applicant might contribute to the profession and/or to the academic environment of a particular institution. We will heavily focus on the applicant’s potential for a productive career as a nurse scientist in a holistic manner.

IV. Curriculum

A. Describe all admission standards and all graduation requirements for the program. Hyperlinks to institutional websites may be used to supplement the information provided in this subsection; however, these links may not serve as a standalone response. For graduation requirements, please describe any additional requirements that do not appear in the program of study (e.g., milestones, academic engagement, publication requirements).

The admission standards for the program are as follows.

1) A Bachelor of Science degree in nursing with a minimum undergraduate GPA of 3.5.

2) M.S.N./D.N.P. with a minimum graduate GPA of 3.0. All transfer courses require a grade of B or greater. Students will complete, in collaboration with their Major Professor, a plan of study. As the Ph.D. in Nursing exceeds the 32-credit threshold, courses may be applied to the study plan as appropriate (e.g. courses are either duplicated in the required courses delineated in the curricular plan, or directly support the area of study selected for the Ph.D.). These courses may not have been used to meet the requirements for another FSU degree. Students must complete the majority of course work at FSU (51%). The Ph.D. committee will approve each student’s plan of study including transfer credit. Further, all changes to the study plan will be approved in a similar manner.

3) There will be no GRE/GMAT requirement. A GRE waiver application is pending with the Graduate School/GPC.

4) Eligibility for licensure in Florida. Unencumbered RN licensure prior to candidacy.

5) Evidence of writing skill based on the applicant’s admission essay reflecting on the student’s reasons for seeking a Ph.D. in Nursing and their associated aspirations related to contributions to nursing science.

6) Evidence of skill in oral communication based on interview by the potential Major Professor and Ph.D. committee.

7) Three professional letters of reference which reflect on the applicant’s potential for a career as a Nurse Scientist.

Admission and Progression Standards for International Students (F-1 Visa Holders)

While this is an on-line program, international students may enroll with the following additional requirements to meet the statutory requirements of their visa:
1) International students from non-English speaking countries require an Internet based Test of English as a Foreign Language (IBTOEFL): 100. Paper based TOEFL: 550. International English Language Testing (IELTS) with a score of 7 is acceptable as well.

2) While this is an on-line program, international students must meet the following face-to-face requirements for immigration purposes (F-1 Visa). For fall and spring semesters students must enroll in a minimum of 6 hours of face-to-face course work. There is no summer requirement. However, all students must enroll in a minimum of 2 credits during the final semester.

3) J-1 Visa holders are not eligible for on-line classes.

Initial Faculty contact and Selection of the Major Professor and Committee:

1) During the application process students will state their desired area of scientific inquiry. Accordingly, the Ph.D. Director, with assistance from the Ph.D. committee, will suggest potential Major Professors for the students based on the students' interests.

2) Potential students will be interviewed by a minimum of two Ph.D. faculty members who have been identified as potential Major Professors.

3) During the first year in the program students should consult with faculty members with Graduate Faculty Status whose area of expertise correspond with the student’s interests. In the interest of developing the new Ph.D. program, the members of the Ph.D. Program Committee will approve the first assignment of a student to a Major Professor. The primary consideration for this assignment is the faculty members history of service on at least one Ph.D. supervisory committee. Faculty with Graduate Faculty Status without this experience, will be required to participate in a committee through the preliminary exams prior to serving as a chair. These informal conversations are a chance for students to determine the fit of potential Major Professors. The Major Professor should be an expert in the area of inquiry, and should be skilled in mentoring PhD students. The Major Professor may be assigned without regard for profession. Conversely, this is also a chance for faculty members to judge the suitability of the students for their lab group. The roles of the Major Professor are as follows:

- Approves and regularly reviews the program of study.
- Prepares the student’s annual review.
- Serves as the chairperson of the advisory committee.
- Directs preparation for preliminary examinations.
- Guides the student in the development and design of the dissertation study.
- Advises the student in the development of the prospectus.

4) Following acceptance into the program, students may immediately designate the Major Professor (with the Professor’s consent). Students must designate a Major Professor during the first year of study to progress.

5) The Ph.D. supervisory committee for each student must include a minimum of four members. Each member of the committee must have graduate faculty status. One
committee member is the University Representative (outside member). The University Representative must hold graduate faculty status and be tenured. The University representative may come from any academic discipline, and when possible, should have a skill set that contributes to the area of scholarly inquiry. The committee should include, at minimum, 2 members who are nurses, to ensure adequate representation on the committee. The student will assemble the committee under the guidance of the Major Professor.

6)

The graduation requirements for the program are as follows:

1) Completion of course of study in 7 years from initial registration. (78 credits for B.S.N.-Ph.D., or 68 credits for M.S.N./D.N.P.-Ph.D.)

2) All degree requirements must be completed within 5 years of the student passing the preliminary examination.

3) Achieve satisfactory progress on the annual evaluation performed by the Major Professor. In cases where students fail to make progress, they will be evaluated by the Ph.D. Program Director and the Ph.D. Committee.

4) Attendance at three summer institutes (During the first, second and third summers in the program). This is a central component of academic engagement.

5) Attendance at a minimum of 80% of academic engagement related activities. This includes monthly seminars and Major Professor required activities (e.g. lab meetings).

6) Achieve a successful preliminary defense (Both oral and written).

7) Achieve a successful defense of the Dissertation Prospectus at the third summer intensive session.

8) All students must complete 24 hours minimum of registration in Ph.D. Dissertation preparation.

9) A dissertation must be completed on some topic connected with the major field of study. To be acceptable it must be an achievement in original research constituting a significant contribution to knowledge and represent a substantial scholarly effort on the part of the student. The manuscript must be prepared according to the style and form prescribed by the unit and must conform to the University requirements regarding format.

10) Achieve a successful defense of the Ph.D. Dissertation. The student must register for a minimum of 2 credit hours during the final semester in the program. A student who has completed the required coursework, passed the Preliminary Examination and submitted an Admission to Candidacy form to the Office of the Registrar, and continues to use campus facilities and/or receives faculty supervision, but has not been cleared by the Manuscript Clearance office shall include in the required full-time load a minimum of 2 credit hours of dissertation per semester, including summer term, until completion of the degree.
11) Students must meet all manuscript and online forms deadlines set by the Graduate School in the semester of graduation.

12) A student is not eligible for conferral of a degree unless the cumulative grade point average is at least 3.0 in formal graduate courses (5000-level or above).

B. Describe the specific expected student learning outcomes associated with the proposed program. If the proposed program is a baccalaureate degree, include a hyperlink to the published Academic Learning Compact and the document itself as Appendix C.

The learning outcomes will be measured by a variety of academic exercises including writing assignments, examinations, projects and the development of the prospectus and dissertation. The program learning outcomes are as follows:

**Research and Knowledge Development:**
- Integrate nursing and other healthcare theories into the student’s program of research.
- Conduct original research
- Critique and integrate different scientific perspectives in the conduct of original research
- Lead research teams and participate in team science in collaboration with other disciplines.

**Leadership**
- State the evolving roles and responsibilities of a nurse scholar
- Assume leadership in the conduct of culturally appropriate scholarship that integrates Social Determinants of Health.
- Lead in advancing the discipline through scholarly contributions and science
- Provide career and research mentorship to others

**Research Dissemination and Grantsmanship**
- Communicate research through publications and presentations for professional, interdisciplinary, and lay audiences

**Health Policy**
- Generate and disseminate knowledge and theory relevant to health policy
- State the influence of politics and policy on knowledge generation

**Values**
- Apply the history and philosophy of science during the development of research deliverables.
- Structure research deliverables that include the evolving nature of the nursing discipline
- Utilize professional and research ethics and judgment in the conduct of research
Scholarly Engagement

We are conscious of the need for intense scholarly engagement as required by the University. More importantly, we realize that interaction with faculty and students is a key component of the socialization of Nurse Scientists. Thus, our approach is heavily focused on fully engaging learners in this regard. Our plan for ensuring scholarly engagement includes:

1) Students will be required to attend a two-day, on-campus orientation at the beginning of the program. During this orientation students will be heavily oriented to the academic and research resources that they will access through throughout the program.

2) The Associate Dean for Research currently holds monthly research presentations designed to broaden faculty and graduate student knowledge of interdisciplinary research topics. The Ph.D. students will be required to attend these sessions.

3) The College of Nursing will facilitate student attendance at research conferences across the State and nationally. This will include conference attendance with the major professor.

4) Each student will work to select a Major Professor (with mutual approval). Following selection of a Major Professor, the students will be members of the Major Professor’s laboratory and/or research team. Major Professors will hold a minimum of one lab meeting per month to ensure scholarly engagement. This will facilitate the student’s engagement with their Major Professor’s work and will facilitate interactions and collaboration with their student colleagues. This experience, whether local or completed at a distance, will be negotiated with the Major Professor.

Summer Intensives:

Summer intensive sessions will be structured as follows. Each will span 5 days and will include extensive class work, presentations and opportunities for direct faculty and student contact.

1) Year-1: This session will center around the course entitled “Literature Synthesis for Nursing Science”. The goal will be that students will receive classroom sessions and direct interactions with faculty to facilitate their compilation of the beginning stages of the literature review that will eventually support the dissertation.

2) Year-2: This session will focus on the course entitled “Preliminary Exam Preparation”. During this intensive session students will receive classroom sessions and guided faculty support as they prepare for their preliminary examination.

3) Year-3: This session will be centered around a minimum of two dissertation hours. During this session, students will present their prospectus for the dissertation to their committee and student colleagues. This is meant to be a formal presentation
but will be attended by all of the students to build a sense of academic community and facilitate academic engagement.

Program Milestones for Academic Engagement:

a) Each student will develop a CV prior to their preliminary examinations. This document will be updated and provided to faculty prior to each step in the dissertation process.

b) Each student will complete Collaborative Institute Training Initiative (CITI) training prior to preliminary examinations. CITI training may have to be engaged earlier if students are working actively on projects as members of the academic community in the College.

c) Students will attend each of three summer intensive sessions.

d) Students will attend a minimum of one academic conference annually during coursework. The conference should focus on their area of scientific inquiry or general methodologic approaches to research. The Major Professor will approve these conferences.

e) Students will present the dissertation prospectus during the third summer. Students are encouraged to make at least one more academic or practice based research presentation prior to graduation.

f) Students are required to submit one paper for publication prior to graduation. The Major Professor will approve the journal and topic for the publication. The student may co-publish with the Major Professor to meet this requirement. Students are encouraged to seek publication in high-quality journals in nursing or related fields.

C. If the proposed program is an AS-to-BS capstone, provide evidence that it adheres to the guidelines approved by the Articulation Coordinating Committee for such programs, as outlined in State Board of Education Rule 6A-10.024. Additionally, please list the prerequisites, if any, and identify the specific AS degrees that may transfer into the proposed program.

☒ Not applicable to this program because it is not an AS-to-BS Capstone.

D. Describe the curricular framework for the proposed program, including the following information where applicable:

- total numbers of semester credit hours for the degree
- number of credit hours for each course
- required courses, restricted electives, and unrestricted electives
- a sequenced course of study for all majors, concentrations, tracks, or areas of emphasis

The goal of the Ph.D. in Nursing program is to prepare nurse scholars and academic faculty who will contribute significant new knowledge to nursing science. This knowledge will improve our understanding, generate theory, and lay the foundation for culturally sensitive interventions aimed at addressing a broad range of phenomena that influence the health of diverse populations. Graduates will be prepared to contribute to nursing science, address health disparities, and assume leadership positions in practice, education, and research. Graduates will be prepared to prepare and mentor the next generation of nurses and nurse scholars.
The Ph.D. in Nursing will require a minimum of 78 semester hours for B.S.N. prepared nurses and 68 semester hours for M.S.N/D.N.P. prepared nurses. There will be two entry points for the program: (a) Nurses who hold the Bachelor of Science in Nursing (B.S.N.); and (b) Nurses who hold the Master of Science in Nursing (M.S.N.) or the Doctor of Nursing Practice (D.N.P.). Students may transfer up to 49% of the required credits if they align with the Ph.D. course of study and have not been counted towards an FSU degree in the past. Transfer credits will be included in the course of study agreed upon by the major professor and committee. In the case that the student requires specialty training to support the dissertation, this may not be possible (for instance a statistics elective or DIS). The general structure of the curriculum is as follows:

a. The program is structured with a core of nursing science courses. These are nursing-specific courses that include content related to nursing science, health disparities, and the theoretical underpinnings of science.
b. Research methods and statistics courses. This will include courses with research-focused content, a broad introduction to research methods, and statistics courses.
c. The statistics core including elective statistics courses.
d. Electives to support the dissertation: The enclosed curricular guide includes those electives currently offered on-line. Electives will be offered within the College of Nursing and College of Education, in a synchronous on-line format, although students may elect to take courses that support their dissertation in other colleges at FSU. This may include in-person courses for students local to FSU or those who are willing to travel to meet course requirements. Elective courses should support the dissertation and will be contracted with the Ph.D. supervision committee. These include courses that support the topical area of study, additional statistical approaches unique to the dissertation, or courses on additional methodologies.
e. The program will require 24 dissertation hours.

Curricular Outline for B.S.N.-Ph.D. Students:

The curricular outline for students with an earned B.S.N. includes a total of 78 credit hours. The outline of the program is as follows.

<table>
<thead>
<tr>
<th>Nursing Science</th>
<th>Course Number</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBD</td>
<td>Philosophical Foundations, Theories, Models and Frameworks of Nursing Science</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>TBD</td>
<td>Special Populations Research /Social Determinants of Health</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>TBD</td>
<td>Literature Synthesis for Nursing Science</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>TBD</td>
<td>The Nurse Leader in Research and Health Policy</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>TBD</td>
<td>Grant Writing</td>
<td>3</td>
<td></td>
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### Research Methods

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBD</td>
<td>Responsible Conduct of Research</td>
<td>2</td>
</tr>
<tr>
<td>TBD</td>
<td>Quantitative Research Methods</td>
<td>3</td>
</tr>
<tr>
<td>TBD</td>
<td>Qualitative Research Methods</td>
<td>3</td>
</tr>
<tr>
<td>TBD</td>
<td>Mixed Research Methods</td>
<td>3</td>
</tr>
<tr>
<td>TBD</td>
<td>Nursing Research Practicum (Beginning in year 2. A total of 6 practicum hours are required prior to candidacy)</td>
<td>1-3 (6 total)</td>
</tr>
</tbody>
</table>

### Statistics

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDF 5400</td>
<td>Descriptive/Inferential Statistics Applications</td>
<td>4</td>
</tr>
<tr>
<td>EDF 5401</td>
<td>General Linear Models Applications</td>
<td>4</td>
</tr>
<tr>
<td>TBD</td>
<td>Statistics Elective</td>
<td>3</td>
</tr>
<tr>
<td>TBD</td>
<td>Statistics Elective</td>
<td>3</td>
</tr>
</tbody>
</table>

### Electives-Contracted with Advisor to Support Dissertation (9 credits required)

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Title</th>
<th>Credit Hours</th>
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<tbody>
<tr>
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<tr>
<td>TBD</td>
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</table>

### Candidacy and Dissertation

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBD</td>
<td>Dissertation Prospectus Intensive</td>
<td>1</td>
</tr>
<tr>
<td>TBD</td>
<td>Preliminary Exam Preparation (Written component)</td>
<td>1-3 (3 total)</td>
</tr>
<tr>
<td>TBD</td>
<td>Preliminary Exam (Oral component)</td>
<td>0</td>
</tr>
<tr>
<td>TBD</td>
<td>Dissertation Preparation</td>
<td>24</td>
</tr>
<tr>
<td>TBD</td>
<td>Dissertation Defense</td>
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### Total Program Credits: 78

### Proposed Electives

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Title</th>
<th>Credit Hours</th>
<th>Proposed Faculty Expert</th>
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</thead>
<tbody>
<tr>
<td>EDF 5432</td>
<td>Measurement Theory I</td>
<td>3</td>
<td>College of Education</td>
</tr>
<tr>
<td>EDF 5448</td>
<td>Scale and Instrument Development</td>
<td>3</td>
<td>College of Education</td>
</tr>
<tr>
<td>EDF 5484</td>
<td>Educational Data Analysis</td>
<td>3</td>
<td>College of Education</td>
</tr>
</tbody>
</table>
The program will focus on the recruitment of full-time B.S.N.-Ph.D. students due to the urgency of the nurse faculty and staff nursing shortage. The full-time course of study is presented below.

**Full Time-Sample Course of Study B.S.N.-Ph.D.**

**Year-1 fall (10 Credits)**

- Philosophical Foundations, Theories, Models and Frameworks of Nursing Science (3 Cr)
- EDF 5400 Descriptive/Inferential Statistics Applications (4Cr)
- The Nurse Leader in Research and Health Policy (3 Cr)

**Year-1 spring (9 Credits)**

- Quantitative Research Methods (3 Cr)
- Ethics and the Responsible Conduct of Research (3 Cr)
- Special Populations Research /Social Determinants of Health (3 Cr)

**Year-1 summer (10 Cr)**

- Qualitative Research Methods (3 Cr)
- EDF 5401 General Linear Models Applications (4 Cr)
- Literature Synthesis for Nursing Science (3Cr) (Summer Seminar Course)

**Year-2 fall (10-12 Credits)**

- Mixed Research Methods (3 Cr)
- Stats Elective (3 Cr)
- Grant Writing (3Cr)
o Nursing Research Practicum (1-3 Cr)

Year-2 spring (7-10 Cr)

o Stats Elective (3 Cr)
o Elective (3)
o Nursing Research Practicum (1-3 Cr)

Year-2 summer (8-11 Cr)

o Preliminary Exam Preparation (2 Cr) (Summer Seminar Course)
o Elective (3)
o Elective (3)
o Nursing Research Practicum (1-3 Cr)

Year-3 fall (2-6 Cr)

o Preliminary Exam Preparation (written) (1-3 Cr)
o Preliminary Exam (oral) (0 Cr)
o Dissertation Preparation (1-3 Credits)

Year-3 Summer (2-6 credits)

o Dissertation Prospectus Intensive (1 credit)
o Dissertation Preparation (x credits)

Dissertation Preparation (x Credits) (Note-student must enroll in 2 credits during the final semester of enrollment.

**Part Time-Sample Course of Study B.S.N.-Ph.D.**

Year-1 fall (7 Credits)

o Philosophical Foundations, Theories, Models and Frameworks of Nursing Science (3 Cr)
o EDF 5400 Descriptive/Inferential Statistics Applications (4 Cr)

Year-1 spring (6 Credits)

o Quantitative Research Methods (3 Cr)
o Special Populations Research /Social Determinants of Health (3 Cr)

Year-1 summer (7 Credits)

o Qualitative Research Methods (3 Cr)
o EDF 5401 General Linear Models Applications (4 Cr)

Year-2 fall (6 Credits)

o Mixed Research Methods (3 Cr)
o The Nurse Leader in Research and Health Policy (3 Cr)
Year-2 spring (5 Cr)
  o Stats Elective (3 Cr)
  o Ethics and the Responsible Conduct of Research (2 Cr)

Year-2 summer (6 Cr)
  o Literature Synthesis for Nursing Science (3 Cr) (Summer Seminar Course)
  o Stats Elective (3 Cr)

Year-3 fall (3-6 Cr)
  o Grant Writing (3 Cr)
  o Nursing Research Practicum (1-3 Cr)

Year-3 summer (6-9 Credits)
  o Preliminary Exam Preparation (2 Cr) (Summer Seminar Course)
  o Elective (3)
  o Nursing Research Practicum (1-3 Cr)

Year-4 fall (1-3 Credits)
  o Preliminary Exam Preparation (written) (1-3 Cr)
  o Preliminary Exam (oral) (0 Cr)

Year-4 Spring (3 Credits)
  o Elective (3)

Year-4 Summer (1 Credit)
  o Dissertation Prospectus Intensive (1 credit)
  o Dissertation Preparation (x credits)

Year-4 Summer through Graduation (Credits TBD)
  o Dissertation Preparation (x Credits) (Note: student must enroll in 2 credits during the final semester of enrollment.

**Curricular Outline for M.S.N./D.N.P.-Ph.D. Students:**

The curricular outline for students with an earned M.S.N./D.N.P. includes a total of 68 credit hours. The outline of the program is as follows.

**Nursing Science**

<table>
<thead>
<tr>
<th>Course Number</th>
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<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBD</td>
<td>Philosophical Foundations, Theories, Models and Frameworks of Nursing Science</td>
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<td>Course Number</td>
<td>Course Title</td>
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<tr>
<td>TBD</td>
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<td>3</td>
</tr>
<tr>
<td>TBD</td>
<td>Literature Synthesis for Nursing Science</td>
<td>3</td>
</tr>
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<td>TBD</td>
<td>Grant Writing</td>
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<tr>
<td>TBD</td>
<td>Qualitative Research Methods</td>
<td>3</td>
</tr>
<tr>
<td>TBD</td>
<td>Mixed Research Methods</td>
<td>3</td>
</tr>
<tr>
<td>TBD</td>
<td>Nursing Research Practicum (Beginning in year 2. A total of 3 practicum hours are required prior to candidacy)</td>
<td>1-3 (3 total)</td>
</tr>
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</table>

**Statistics**

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**Electives—Contracted with Advisor to Support Dissertation**

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<tbody>
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<td>TBD</td>
<td>3</td>
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**Candidacy and Dissertation**

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<tbody>
<tr>
<td>TBD</td>
<td>Dissertation Prospectus Intensive (1 credit)</td>
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</tr>
<tr>
<td>TBD</td>
<td>Preliminary Exam Preparation (Written component)</td>
<td>1-3 (3 total)</td>
</tr>
<tr>
<td>TBD</td>
<td>Preliminary Exam (Oral component)</td>
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<td>TBD</td>
<td>Dissertation Preparation</td>
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</tr>
<tr>
<td>TBD</td>
<td>Dissertation Defense</td>
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**Total Program Credits: 68**

**Proposed Electives**

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<td>College of Education</td>
</tr>
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</table>
The program will focus on the recruitment of full-time Ph.D. students due to the urgency of the nurse faculty and staff nursing shortage. The full-time course of study is presented below.

**Full Time-Sample Course of Study M.S.N./D.N.P.-Ph.D.**

**Year-1 fall (10 Credits)**

- Philosophical Foundations, Theories, Models and Frameworks of Nursing Science (3 Cr)
- EDF 5400 Descriptive/Inferential Statistics Applications (4Cr)
- Elective (3)

**Year-1 spring (9 Credits)**

- Quantitative Research Methods (3 Cr)
- Ethics and the Responsible Conduct of Research (3 Cr)
- Special Populations Research /Social Determinants of Health (3 Cr)

**Year-1 summer (10 Cr)**

- Qualitative Research Methods (3 Cr)
- EDF 5401 General Linear Models Applications (4 Cr)
- Literature Synthesis for Nursing Science (3Cr) (Summer Seminar Course)
Year-2 fall (6-9 Credits)
  - Mixed Research Methods (3 Cr)
  - Grant Writing (3Cr)
  - Nursing Research Practicum (1-3 Cr)

Year-2 spring (7-10 Cr)
  - Elective (3)
  - Nursing Research Practicum (1-3 Cr)

Year-2 summer (8-11 Cr)
  - Preliminary Exam Preparation (2 Cr) (Summer Seminar Course)
  - Elective (3)
  - Nursing Research Practicum (1-3 Cr)

Year-3 fall (2-6 Cr)
  - Preliminary Exam Preparation (written) (1-3Cr)
  - Preliminary Exam (oral) (0 Cr)
  - Dissertation Preparation (1-3 Credits)

Year-3 spring and summer through Graduation

Dissertation Preparation (x Credits) (Note-student must enroll in 2 credits during the final semester of enrollment.

Year-3 Summer (2-6 credits)
  - Dissertation Prospectus Intensive (1 credit)
  - Dissertation Preparation (x credits)

Dissertation Preparation (x Credits)

**Part Time-Sample Course of Study M.S.N./D.N.P.-Ph.D.**

Year-1 fall (7 Credits)
  - Philosophical Foundations, Theories, Models and Frameworks of Nursing Science (3 Cr)
  - EDF 5400 Descriptive/Inferential Statistics Applications (4Cr)

Year-1 spring (6 Credits)
  - Quantitative Research Methods (3 Cr)
  - Special Populations Research /Social Determinants of Health (3 Cr)

Year-1 summer (7 Credits)
  - Qualitative Research Methods (3 Cr)
  - EDF 5401 General Linear Models Applications (4 Cr)
Year-2 fall (6 Credits)
  o Mixed Research Methods (3 Cr)
  o Elective (3)

Year-2 spring (5 Cr)
  o Ethics and the Responsible Conduct of Research (2 Cr)
  o Elective (3)

Year-2 summer (6 Cr)
  o Literature Synthesis for Nursing Science (3Cr) (Summer Seminar Course)

Year-3 fall (3-6 Cr)
  o Grant Writing (3 Cr)
  o Nursing Research Practicum (1-3 Cr)

Year-3 summer (6-9 Credits)
  o Preliminary Exam Preparation (2 Cr) (Summer Seminar Course)

Year-4 fall (1-3 Credits)
  o Preliminary Exam Preparation (written) (1-3Cr)
  o Preliminary Exam (oral) (0 Cr)

Year-4 Spring (3 Credits)
  o Nursing Research Practicum (1-3 Cr)

Year-4 Summer (1 Credit)
  o Dissertation Prospectus Intensive (1 credit)
  o Dissertation Preparation (x credits)

Year-4 Summer through Graduation (Credits TBD)
  o Dissertation Preparation (x Credits) (Note-student must enroll in 2 credits during the final semester of enrollment.

Contents of the preliminary examination

1) Satisfactory completion of the Preliminary Examination shall be required for admission to candidacy for the doctoral degree.

2) The Preliminary Examination is designed to test scholarly competence and knowledge and to afford the examiners the basis for constructive recommendations concerning the student's subsequent formal or informal study. There are two components to the preliminary exam, including a standardized
written examination. A written and oral examination component that are prepared and graded by the student’s supervisory committee. This will include problem conceptualization, statistical analysis, and research methodology competencies.

3) Typically, the examining committee will be identical with the supervisory committee.

4) Before students begin the written or oral section of their preliminary exam, they must have all of the committee members sign the Committee Form, and it must be approved by the Ph.D. Program Director.

E. Provide a brief description for each course in the proposed curriculum.

| Nursing Science |
|-----------------|------------------|---------------------------------|
| **Course Number** | **Course Title**                  | **Course Description**                      |
| TBD             | Philosophical Foundations, Theories, Models and Frameworks of Nursing Science | This course focuses on the philosophical and theoretical bases underlying concepts and operations inherent to nursing. Synthesis of theories from behavioral, natural, social, and applied sciences is emphasized as it relates to nursing and practice. There is an investigation of the intersections between system science and organizational science. Nursing, ethical, and scientific theories are used to analyze clinical problems, illness prevention, and health promotion. |
| TBD             | Special Populations Research/Social Determinants of Health | Students will explore social, psychological, and cultural determinants of health behavior and consider their meaning for health professionals in rural and urban community settings during this course. The course addresses conditions and phenomena that affect people’s understanding, acceptance, and use of health information and, therefore, the design, implementation, and evaluation of health interventions. |
| TBD             | Literature Synthesis for Nursing Science | This course integrates the dynamic elements of clinical practice, theory, and research to prepare doctoral students to function effectively synthesizing and applying knowledge. This course provides guided direction to develop a synthesis of the literature used for dissertation development and grant application proposals. |
| TBD             | The Nurse Leader in Research and Health Policy | Focus on principles of leadership, change management, health care policy, and systems theory to improve health care outcomes within complex systems. The role of the nurse scientist in a variety of settings will be included. |
| TBD             | Grant Writing | This course explores the current innovation in nursing research, as well as other significant research and funding trends in nursing and health |
Care. Emphasis is placed on preparing a fundable
grant application for dissertation study. A variety
of pre-doctoral funding sources are explored.
NIH-NINR mechanisms are addressed.
Importance is also placed on developing a
fundable program of research and understanding
ethical issues related to research.

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Title</th>
<th>Course Description</th>
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<tbody>
<tr>
<td>TBD</td>
<td>Responsible Conduct of Research</td>
<td>Topics covered through the course include good practices and dilemmas/issues of data fabrication, data falsification, and plagiarism, confidentiality and data protection, responsible authorship, publication and mentorship practices, conflicts of interest, data management, and the use of human and animal subjects in research.</td>
</tr>
<tr>
<td>TBD</td>
<td>Quantitative Research Methods</td>
<td>Provides an overview of quantitative methods that researchers widely use. Students will have an opportunity to understand and apply sophisticated statistical techniques to formulate and test relevant research hypotheses; conduct rigorous data analysis; interpret results; report and present research findings; and evaluate existing quantitative research.</td>
</tr>
<tr>
<td>TBD</td>
<td>Qualitative Research Methods</td>
<td>The purpose of this course is to introduce doctoral students to the field of qualitative research and prepare them in the skills, techniques, and knowledge necessary to undertake independent research using this methodology.</td>
</tr>
<tr>
<td>TBD</td>
<td>Mixed Research Methods</td>
<td>This course is designed to introduce the benefits, and limitations, of mixed methods research and includes appropriate research problems for the application of a mixed methods approaches to research, designs for data collection, and integration within the broader field of basic and applied social science research.</td>
</tr>
<tr>
<td>TBD</td>
<td>Nursing Research Practicum (Beginning in year 2. A total of 6 practicum hours are required prior to candidacy)</td>
<td>The research practicum integrates the student into the research team in the faculty mentor’s lab. The primary purpose is to build skills in engaging in the research team to broaden the individual student’s skill set.</td>
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<tr>
<td>Course Number</td>
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<tr>
<td>EDF 5400</td>
<td>Descriptive/Inferential Statistics Applications</td>
<td>This course prepares students to read and write papers covering fundamental statistical analyses. Topics covered include descriptive statistics, basic plots and graphing, hypothesis testing, confidence intervals, correlational techniques, and introduction to the general linear model.</td>
</tr>
<tr>
<td>EDF 5401</td>
<td>General Linear Models Applications</td>
<td>In this course, general linear model applications including multiple regression, ANOVA, ANCOVA, aptitude-treatment-interaction analysis, and other techniques are introduced.</td>
</tr>
<tr>
<td>EDF 5402</td>
<td>Advanced Topics in ANOVA</td>
<td>This course explores multiway ANOVA, covariance, repeated measures designs, nested designs, and generalizability theory.</td>
</tr>
<tr>
<td>EDF 5406</td>
<td>Multivariate Analysis</td>
<td>This course examines the design and analysis of research studies with multiple independent and dependent variables, including path analysis, confirmatory factor analysis, and exploratory factor analysis.</td>
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**Candidacy and Dissertation**

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<tr>
<th>Course Number</th>
<th>Title</th>
<th>Course Description</th>
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<tbody>
<tr>
<td>TBD</td>
<td>Preliminary Exam Preparation (Written component)</td>
<td>Preparation includes literature review, reading and writing exercises in preparation for the preliminary examination, supervised by the Major Professor.</td>
</tr>
<tr>
<td>TBD</td>
<td>Preliminary Exam (Oral component)</td>
<td>The oral examination component of the preliminary exam; will follow the required written component.</td>
</tr>
<tr>
<td>TBD</td>
<td>Dissertation Preparation</td>
<td>Dissertation preparation is focused on the development, execution, evaluation, and write up of student’s dissertation project.</td>
</tr>
<tr>
<td>TBD</td>
<td>Dissertation Defense</td>
<td>The oral presentation and defense of student’s written manuscript.</td>
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**Proposed Electives**

<table>
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<tr>
<th>Course Number</th>
<th>Course Title</th>
<th>Course Description</th>
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<tbody>
<tr>
<td>EDF 5432</td>
<td>Measurement Theory I</td>
<td>This course introduces test theory, mathematical bases for operational procedures, and practical applications of theory.</td>
</tr>
<tr>
<td>EDF 5448</td>
<td>Scale and Instrument</td>
<td>This course provides the skills essential to conceptualizing, designing, producing,</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
<td>Description</td>
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<tr>
<td>EDF 7418</td>
<td>Multilevel Modeling</td>
<td>This course introduces multilevel models. Through this course, students learn about various multilevel or hierarchical models appropriate for a broad range of applications. Topics discussed within the context of each multilevel model include hypothesis testing, evaluation of model fit, and computer packages that can be used to estimate the various multilevel models.</td>
</tr>
<tr>
<td>EDF 5409</td>
<td>Causal Modeling (SEM)</td>
<td>This course considers causal modeling techniques, including structural equation modeling, longitudinal growth modeling, multiple-sample structural equation modeling, and assumptions underlying causal modeling.</td>
</tr>
<tr>
<td>TBD</td>
<td>Measurement in Health Research (to include hospital and community-based interventions)</td>
<td>This course will assist the student to design, implement, and analyze health outcomes studies, using outcomes research data for clinical decision making, health care planning, and technology development, and understand the statistical methods used in this research.</td>
</tr>
<tr>
<td>TBD</td>
<td>Introduction to Data Science</td>
<td>The course addresses the key knowledge domains in data science, including data development and management, machine learning and natural language processing, statistical analysis, data visualization, and inference. The course includes case studies that require students to work on real-life data science problems.</td>
</tr>
<tr>
<td>TBD</td>
<td>Intervention development and analysis</td>
<td>This course focuses on analyzing the relationship between intervention theory and the development of intervention protocols. In-depth exploration of selected programs of research will be used to generate and evaluate theories and intervention protocols. Methodological and practical issues in the design and implementation of theory-based intervention studies will be examined.</td>
</tr>
<tr>
<td>TBD</td>
<td>Directed Independent Study (with approval of chair to support)</td>
<td>This course is designed to allow for independent study under the direction of a content area expert to support the dissertation of the individual student. This course is appropriate when new skills not delineated in other courses are required.</td>
</tr>
</tbody>
</table>
F. For degree programs in medicine, nursing, and/or allied health sciences, please identify the courses that contain the competencies necessary to meet the requirements identified in Section 1004.08, Florida Statutes. For teacher preparation programs, identify the courses that contain the competencies necessary to meet the requirements outlined in Section 1004.04, Florida Statutes.

☐ Not applicable to this program because the program is not a medicine, nursing, allied health sciences, or teacher preparation program.

The proposed degree is a Ph.D. in Nursing. Thus, it is a degree for persons who have already completed the basic requirements for nursing licensure in the State of Florida (Section 1004.08, Florida Statutes). However, the course of study includes instruction that reflects on patient safety and patient safety improvement. Materials shall include, but need not be limited to, effective communication and teamwork; epidemiology of patient injuries and medical errors; medical injuries; vigilance, attention, and fatigue; checklists and inspections; automation, technological, and computer support; psychological factors in human error; and reporting systems. The following courses include this content at the Ph.D. level:

1) The Nurse Leader in Research and Health Policy
2) Quantitative Research Methods
3) Qualitative Research Methods
4) Mixed Research Methods
5) Nursing Research Practicum

G. Describe any potential impact on related academic programs or departments, such as an increased need for general education or common prerequisite courses or increased need for required or elective courses outside of the proposed academic program. If the proposed program is a collaborative effort between multiple academic departments, colleges, or schools within the institution, provide letters of support or MOUs from each department, college, or school in Appendix D.

The Ph.D. in Nursing program will have one major area of collaboration with other departments. The College of Education offers an Ed.D. program in an on-line format and includes a variety of statistics courses outlined in the preceding sections. Because of the proposed enrollment in the Ph.D. in Nursing, our students will gain their statistics core courses and electives from the College of Education. As education and nursing are applied disciplines, this is academically appropriate and offers an element of economy to the creation of this new program. A letter confirming the participation of the College of Education is contained in this document.

H. Identify any established or planned educational sites where the program will be offered or administered. If the proposed program will only be offered or administered at a site(s) other than the main campus, provide a rationale.
The program will be offered on-line with required campus-based sessions that incorporate scholarly engagement. Thus, program coordination and all in-person activities will occur at the Tallahassee campus of the Florida State University.

I. Describe the anticipated mode of delivery for the proposed program (e.g., face-to-face, distance learning, hybrid). If the mode(s) of delivery will require specialized services or additional financial support, please describe the projected costs below and discuss how they are reflected in Appendix A – Table 3A or 3B.

We propose to offer the program using distance education modalities using on-line synchronous learning. Nursing is a practice-based profession. The nursing shortage has heavily taxed the profession. Distance education will be used to maximize our recruitment of nurses who have committed to clinical agencies to the degree that they cannot relocate to Tallahassee. By focusing on on-line synchronous learning, and using a very focused approach to scholarly engagement, we aim to produce well-trained nurse scientists with experiences and training that closely mirror that received by traditional Ph.D. students. We have developed summer intensives to increase opportunities for engagement with a broader group of faculty scholars on the FSU campus and among the student cohorts.

J. Provide a narrative addressing the feasibility of delivering the proposed program through collaboration with other institutions, both public and private. Cite any specific queries made of other institutions with respect to shared courses, distance/distributed learning technologies, and joint-use facilities for research or internships.

Currently, FSU College of Nursing is the only major College of Nursing in the State of Florida without a Ph.D. program in Nursing (University of Florida, University of South Florida, University of Central Florida, Florida International University and Florida Atlantic University all have programs). The addition of a Ph.D. in Nursing at FSU is especially important given that we are a major university in North Central Florida. Additionally, we serve the entire State as a pre-eminent University.

While we seek to establish an independent Ph.D. in Nursing program, we have current collaborations across the state with other Ph.D. programs. This collaboration is an important component of our approach to academic engagement. The FSU College of Nursing currently hosts monthly presentations held via video-conferencing technology from scientists across the state and country. FSU College of Nursing cooperates with partner institutions across the state to offer access to these sessions. These presentations currently focus on our tenure-track faculty. The Ph.D. program will include these scientific sessions as a component of our academic engagement and as a requirement for students to attend 80% of these across the program.

K. Describe any currently available sites for internship and/or practicum experiences. Describe any plans to seek additional sites in Years 1 through 5.

☒ Not applicable to this program because the program does not require internships or practicums.
V. Program Quality Indicators - Reviews and Accreditation

A. List all accreditation agencies and learned societies that would be concerned with the proposed program. If the institution intends to seek specialized accreditation for the proposed program, as described in Board of Governors Regulation 3.006, provide a timeline for seeking specialized accreditation. If specialized accreditation will not be sought, please provide an explanation.

The FSU College of Nursing is fully accredited by the American Association of Colleges of Nursing (AACN). AACN offers accreditation for both undergraduate and graduate courses of study. Currently, the College’s Bachelor of Science in Nursing program and the Doctor of Nursing Practice are accredited.

However, the proposed Ph.D. in Nursing has no bearing on these accreditations and the AACN does not accredit Ph.D. programs. Thus, there will be no accreditation requirement for the proposed program. As per BOG regulation 3.006, the College of Nursing will not seek specialized accreditation for the Ph.D. program.

B. Identify all internal or external academic program reviews and/or accreditation visits for any degree programs related to the proposed program at the institution, including but not limited to programs within academic unit(s) associated with the proposed degree program. List all recommendations emanating from the reviews and summarize the institution's progress in implementing those recommendations.

There are no current or pending accreditation reviews related to the B.S.N. and D.N.P. programs within the College of Nursing. During our most recent accreditation cycle, C.C.N.E. had no findings or instruction related to these programs. Currently, C.C.N.E. does not accredit Ph.D. in Nursing programs.

During our most recent Quality Enhancement Review (Q.E.R.) there were no significant findings related to the B.S.N. and D.N.P. programs. The visitors stressed the practice-based nature of the D.N.P. and noted the absence of a research doctorate in the College.

C. For all degree programs, discuss how employer-driven or industry-driven competencies were identified and incorporated into the curriculum. Additionally, indicate whether an industry or employer advisory council exists to provide input for curriculum development, student assessment, and academic-force alignment. If an advisory council is not already in place, describe any plans to develop one or other plans to ensure academic-workforce alignment.

The proposed Ph.D. program is designed primarily to train nurse scientists for practice in academia and industry. The majority of Nursing Ph.D. graduates go on to practice in academia. Our current program was developed using a committee of stakeholders to guide the development of the program in a way that addresses workforce needs. This committee, following the institution of the program, will continue to guide the delivery of the program and the integration of industry and employer standards to ensure that our graduates are well received by academia and industry. The stakeholders include clinical partners across the State of Florida, which are comprised of health systems, hospitals and public health entities. Following the institution of the program, we will integrate a
member of industry onto our advisory council to assist us in gaining their real-time reflections regarding the program as it evolves.

The learning outcomes for the program were developed consistent with the American Association of Colleges of Nursing (AACN). AACN is the key organization in establishing standards of practice for academia. The learning outcomes for the program are as follows are designed to ensure that we address industry standards in training our graduates.

**Research and Knowledge Development:**

- Integrate nursing and other healthcare theories into the student’s program of research.
- Conduct original research
- Critique and integrate different scientific perspectives in the conduct of original research
- Lead research teams and participate in team science in collaboration with other disciplines.

**Leadership**

- State the evolving roles and responsibilities of a nurse scholar
- Assume leadership in the conduct of culturally appropriate scholarship that integrates Social Determinants of Health.
- Lead in advancing the discipline through scholarly contributions and science
- Provide career and research mentorship to others

**Research Dissemination and Grantsmanship**

- Communicate research through publications and presentations for professional, interdisciplinary, and lay audiences

**Health Policy**

- Generate and disseminate knowledge and theory relevant to health policy
- State the influence of politics and policy on knowledge generation

**Values**

- Apply the history and philosophy of science during the development of research deliverables.
- Structure research deliverables that include the evolving nature of the nursing discipline
- Utilize professional and research ethics and judgment in the conduct of research
VI. Faculty Participation

A. Use Appendix A – Table 2 to identify existing and anticipated full-time faculty who will participate in the proposed program through Year 5, excluding visiting or adjunct faculty. Include the following information for each faculty member or position in Appendix A – Table 2:

- the faculty code associated with the source of funding for the position
- faculty member’s name
- highest degree held
- academic discipline or specialization
- anticipated participation start date in the proposed program
- contract status (e.g., tenure, tenure-earning, or multi-year annual [MYA])
- contract length in months
- percent of annual effort that will support the proposed program (e.g., instruction, advising, supervising)

This information should be summarized below in narrative form. Additionally, please provide the curriculum vitae (CV) for each identified faculty member in Appendix E.

Appendix A-Table 2 details the faculty involved in the proposed program. Please note that all of the faculty necessary for the program are currently serving and E&G funded lines at the College of Nursing and College of Education (College of Education will offer the statistics core). Thus, program funding comes primarily from redistribution of E&G funding, rather than a requirement for new funds or lines. To be clear, no new lines are requested in association with the program. All told the data presented in the table reflects adequate faculty resources to deliver the program.

B. Provide specific evidence demonstrating that the academic unit(s) associated with the proposed program have been productive in teaching, research, and service. Such evidence may include trends over time for average course load, FTE productivity, student HC in major or service courses, degrees granted, external funding attracted, and other qualitative indicators of excellence (e.g., thesis, dissertation, or research supervision).

The following statistics reflect current programmatic and faculty productivity in the College. Additionally, we have recently expanded enrollment to the B.S.N. and D.N.P. programs. These expansions will be reflected in future productivity since they have only recently occurred.

B.S.N. Program

Student Head Count 2019-186; 2020-177; 2021; 216
B.S.N. Degrees Granted 2019-77; 2020-76; 2021;81
B.S.N. Program NCLEX Pass Rate. 2019-94.74 %; 2020-90.48 %; 2021; 92.23 %

D.N.P. Program
D.N.P. Degrees Granted 2019-24; 2020-22; 2021; 19
FNP Program Board Pass Rate. 2019-88.5%; 2020-96.2%; 2021-100%

**Faculty Productivity**

Average Course Load (Tenure Track) (%). 2019-39%; 2020-31%; 2021; 37%
Average Research Assignment (Tenure Track) (%). 2019-58%; 2020-47%; 2021-52%
Total External Funding for College. 2019-$1,401,064; 2020-$2,691,816; 2021-$2,986,828

Number of Fellows of the American Academy of Nursing. 2019-3; 2020-2; 2021; 5
Number of Fellows of the American Heart Association. 2019-0; 2020-1; 2021-1
Number of Fellows of the National Academies of Practice. 2019-1; 2020-1; 2021-1

The faculty who will participate in teaching and advising the new Ph.D. students are pursuing the following research agendas:

- **Jing Wang** - Dr. Wang is the current Dean and Full Professor within the College. Her research expertise is as follows: Digital health, aging, clinical trials, lifestyle intervention, precision health, health equity, multiple chronic conditions.

- **Hyochol ‘Brian’ Ahn** - Dr. Ahn is the current Associate Dean for Research and Full Professor. His research expertise includes: Pain, Dementia, Psychosocial Symptoms, Nonpharmacological Intervention, Brain Stimulation, Brain Imaging, Health disparities. Dr. Ahn leads the newly approved Brain Science and Symptom Management Center.

- **Frankie Wong** - Ph.D. (Social Psychology). Dr. Wong is the Director of the Center for Population Sciences and Health Equity and a Full Professor. His research expertise includes: HIV Disease Progression and Management, Migration and Health, Mental and Sexual Health among Sexual minorities, Substance Misuse, Integration of innovative behavioral/social science and clinical methodologies for studying the above topics.

- **James Whyte IV** - Dr. Whyte is the chair of the Ph.D. committee and a Full Professor. His research expertise includes the following: HIV/AIDS in African and African American populations, HIV related stigma in healthcare settings, and the cognitive performance of nurses.

- **Hongyu Miao** - Dr. Miao is currently a Full Professor. His research expertise includes: Ph.D. Engineering Statistical learning, network analysis, time series, and big complex data with applications in digital health, clinical trials, systems biology, infectious diseases, and neural development and disorders.

- **Eugenia Millender** - Dr. Millender is the Associate Director for the Center for Population Sciences and Health Equity and is an Associate Professor. Her
research expertise includes the following: Stress, Trauma, Mood disorder, epigenetics, health disparities, socio-cultural determinants of health and the Intersectionality of ethnicity, race, gender, and mental disparities.

- Lucinda Graven Dr Graven is an Associate Professor. Her research expertise includes the following: Cardiovascular and Chronic Disease, Heart Failure, Self-Management, Coping, Problem-Solving, Psychosocial Outcomes, Health Disparities (rural).

- Sabrina Dickey Dr. Dickey is an Associate Professor. Her research expertise includes the following: Cancer screening and quality of life among minorities, Cancer and health communication, Intersectionality of SDOH and cancer screening, Vaccine hesitancy intervention, College student health, Health disparities.

- Eileen Cormier Dr Cormier is an Associate Professor. Her research expertise includes the following: Psychiatric care with a focus on attention related disorders.

- Hye Jin Park Dr Park is an Associate Professor. Her research expertise includes the following: mHealth, VR application, eHealth literacy, data mining, text mining, vulnerable and underserved population, dementia, online information seeking behaviors.

- So Hyun Park Dr. Park’s research expertise includes the following: Childhood Obesity, Early Childhood, Family-centered Intervention, Healthy Lifestyle Behavior Promotion, Weight Management, Community-based Participatory Research, Health Disparities.

- Geraldine Martorella Dr Martorella is an Associate Professor. Her research expertise includes the following: Pain, psychosocial risk factors, non-pharmacological intervention, mindfulness, CBT, CAM, self-management.

- Tingting Liu Dr Liu is an Associate Professor. Her research expertise includes the following: Nursing Ph.D. Genomics/epigenetics into studying how exercise may improve cognition among people with type 2 diabetes.

- Laurie Abbott Dr. Abbott’s research expertise includes the following: Rural Health, Cardiovascular, Health Promotion, Chronic Disease Risk Reduction, Public Health, Nonpharmacological Intervention, and Health Disparities.

- Susan Porterfield. Dr Porterfield’s research expertise includes the following: HPV transmission in vulnerable populations and collateral violence in nursing.

- Jessica Bahorski Dr. Bahorski’s research expertise includes the following: Children, infant feeding practices, infant growth, breastfeeding, eating behaviors (in infants and young children), health disparities in maternal-child health, and childhood obesity prevention.

- Mandy Bamber Dr. Bamber’s research expertise includes the following: Mindfulness meditation, self-care measures, caregivers, children with special
healthcare needs, caregiving effects on immunity and inflammation, and the use of technology to implement self-care measures.

- Mia Newlin-Bradner Dr Newlin-Bradner’s research expertise includes the following: The role of activity in the prevention and management of chronic disease, with a specific emphasis on women with heart failure with preserved ejection fraction.

VII. Budget

A. Use Appendix A – Table 3A or 3B to provide projected costs and associated funding sources for Year 1 and Year 5 of program operation. In narrative form, describe all projected costs and funding sources for the proposed program(s). Data for Year 1 and Year 5 should reflect snapshots in time rather than cumulative costs.

Table-3A details expenditures associated with the program.

The majority of expenditures for the program are tied to E&G funds (Acct. # 140002 110) due to the pre-existing expansion in existing lines. No new lines are being requested for the program.

The reallocated base for year-1 includes $310,182 in faculty salaries and benefits. Additionally, it includes $6,267 in A&P and USPS funds, along with $5,000 in programmatic expenses. The total allocation for this column is $321,449 for year 1.

Additional funds for year one are delineated under Contracts and Grants ($60,000). This includes solely graduate student support that come from S.R.A.D. funds (acct. # 140000 550 000818) based on the enclosed agreement with the Office of the Provost at FSU (See Appendix J).

Year -1 funding totals including E&G and contract and grants funds include $381,449.

The continuing base (E&G) funding includes $523,536 in E&G funds. Additionally 5th year funding includes $12,534 in A&P and USPS funds, along with $5,000 in programmatic expenses. The total allocation for this column is $541,070 for year 5.

Additional funds for year one are delineated under Contracts and Grants ($240,000). This includes solely graduate student support that come from S.R.A.D. funds (acct. # 140000 550 000818).

Year -5 funding totals including E&G and contract and grants funds include $781,070.

The funding levels when balanced against Student FTE are as follows. For year-1 4.2 FTE for a total cost per FTE of $76,535, For year-5 24.2 FTE for a total cost per FTE of $22,358.
B. Use Appendix A – Table 4 to show how existing Education & General (E&G) funds will be reallocated to support the proposed program in Year 1. Describe each funding source identified in Appendix A – Table 4, and provide a justification below for the reallocation of resources. Describe the impact the reallocation of financial resources will have on existing programs, including any possible financial impact of a shift in faculty effort, reallocation of instructional resources, greater use of adjunct faculty and teaching assistants, and explain what steps will be taken to mitigate such impacts.

In the previous item we described the expansion in faculty lines (and thus E&G funding) that has occurred recently. The reallocation of E&G funds to the current program came at a time when we hired faculty specifically to expand our research infrastructure and to contribute to the Ph.D. program. This included the addition of several N.I.H. funded researchers who will teach solely in the Ph.D. program. Functionally, this reallocation of resources will have no impact on the other programs (B.S.N. and D.N.P.).

Currently, our Doctor of Nursing (D.N.P.) Practice program functions using a separate pool of faculty who are not researchers (Specialized/Teaching faculty). These faculty are primarily Nurse Practitioners teaching within their areas of specialty.

Within the B.S.N. program there is some crossover with faculty who teach across programs. Towards this end, we are currently recruiting multiple Specialized/Teaching track faculty members who will teach exclusively in the B.S.N. program. There is sufficient space in the current assignment of responsibilities of the listed faculty to facilitate Ph.D. level courses and the associated committee work.

C. If the institution intends to operate the program through continuing education, seek approval for market tuition rate, or establish a differentiated graduate-level tuition, as described in Board of Governors Regulation 8.002, provide a rationale and a timeline for seeking Board of Governors’ approval.

☒ Not applicable to this program because the program will not operate through continuing education, seek approval for market tuition rate, or establish a differentiated graduate-level tuition

D. Provide the expected resident and non-resident tuition rate for the proposed program for both resident and non-resident students. The tuition rates should be reported on a per credit hour basis, unless the institution has received approval for a different tuition structure. If the proposed program will operate as a continuing education program per Board of Governors Regulation 8.002, please describe how the tuition amount was calculated and how it is reflected in Appendix A – Table 3B.

Current tuition rates for the program reflect standard graduate FSU tuition rates. As this is a distance education program, current rates are $444.26 for in-state students, and $1,075.66 for out-of-state students. There will be no continuing education component.

E. Describe external resources, both financial and in-kind support, that are available to support the proposed program, and explain how this amount is reflected in Appendix A – Table 3A or 3B.
Currently there are no external funding sources associated with the program. The program is funded solely through E&G re-allocation.
VIII. Non-Faculty Resources

A. Describe library resources currently available to implement and/or sustain the proposed program through Year 5 below, including but not limited to the following:
   - the total number of volumes and serials available in the discipline and related disciplines
   - all major journals that are available to the university’s students
   The Library Director must sign the additional signatures page to indicate that they have review Sections VIII.A. and VIII.B.

The Florida State University Libraries maintain an extensive holding or materials pertinent to nursing and healthcare. Kelly Grove, the College of Nursing Librarian, assembles these resources to demonstrate the existing library infrastructure.

- 251 journals that have been deemed nursing and medically focused journals. An additional appendix includes a listing of the Nursing journals held by FSU libraries.
- 10,602 journals that are Health & Biological Sciences focused (this includes the 251 nursing journals). Journals are primarily on-line with some older print journals.
- 64 medical and nursing discipline-heavy databases
- The library has 712 databases over all (including the 64 nursing)
  - The excel sheet General Databases is a list of 50 general science related databases that may or may not have articles and information relevant to nursing.

B. Discuss any additional library resources that are needed to implement and/or sustain the program through Year 5. Describe how those costs are reflected in Appendix A – Table 3A or 3B.

☒ Not applicable to this program because no additional library resources are needed to implement or sustain the proposed program.

C. Describe any specialized equipment and space currently available to implement and/or sustain the proposed program through Year 5.

We request no additional space or equipment.

D. Describe any additional specialized equipment or space that will be needed to implement and/or sustain the proposed program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space in Appendix A – Table 3A or 3B. Costs for new construction should be provided in response to Section X.E. below.

☒ Not applicable to this program because no new I&R costs are needed to implement or sustain the program through Year 5

E. If a new capital expenditure for instructional or research space is required, indicate where this item appears on the university’s fixed capital outlay priority list. Appendix A – Table 3A or 3B includes only I&R costs. If non-I&R costs, such as indirect costs affecting libraries and student services, are
expected to increase as a result of the program, describe and estimate those expenses in narrative form below. It is expected that high enrollment programs, in particular, would necessitate increased costs in non-I&R activities.

☒ Not applicable to this program because no new capital expenditures are needed to implement or sustain the program through Year 5.

F. Describe any additional special categories of resources needed to operate the proposed program through Year 5, such as access to proprietary research facilities, specialized services, or extended travel, and explain how those projected costs of special resources are reflected in Appendix A – Table 3A or 3B.

☒ Not applicable to this program because no additional special categories of resources are needed to implement or sustain the program through Year 5.

G. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5, and explain how those are reflected in Appendix A – Table 3A or 3B.

☐ Not applicable to this program because no fellowships, scholarships and/or graduate assistantships will be allocated to the proposed program through Year 5.

Funds in the amount of $1,200,000 ($30,000 per GA x 10 GA’s). The Provost will be funding those 10 Ph.D. stipends, 2 per year, beginning with year 1 and continuing to year 5 that will total 10 Ph.D. students

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IX. Required Appendices

The appendices listed in tables 1 & 2 below are required for all proposed degree programs except where specifically noted. Institutions should check the appropriate box to indicate if a particular appendix is included to ensure all program-specific requirements are met. Institutions may provide additional appendices to supplement the information provided in the proposal and list them in Table 4 below.
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### Appendix A

#### Table-1B Grad Student Enrollment

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<th>Year 1 FTE</th>
<th>Year 2 HC</th>
<th>Year 2 FTE</th>
<th>Year 3 HC</th>
<th>Year 3 FTE</th>
<th>Year 4 HC</th>
<th>Year 4 FTE</th>
<th>Year 5 HC</th>
<th>Year 5 FTE</th>
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| Total Person-Years (PY) | 1.89 | 3.19 |

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Overall Totals for | 1.89 | 3.19 |
Table-3A  E&G Budget

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<th>Salaries &amp; Benefits (ASP or GIP)</th>
<th>Other (Including non-recurring &amp; Miscellaneous)</th>
<th>Programmatic: Expenses***</th>
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* Dependent on budget in column 4
* **Includes recurring and non-recurring:** "inherent growth," "new recurring" (Year 4 and forward) into Year 5

Faculty and Staff Summary

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Calculated Cost per Shaded FTE: $494,270

Annual Shaded FTE: 4.2

FSU Cost per FTE: $505,357/24.2

Revised 12-8-21
Table 4 Reallocation

<table>
<thead>
<tr>
<th>Program and/or E&amp;G account from which current funds will be reallocated during Year 1</th>
<th>Base before reallocation</th>
<th>Amount to be reallocated</th>
<th>Base after reallocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>140002 110 E &amp; G General Fund</td>
<td>4,783,256</td>
<td>321,449</td>
<td>$4,461,807</td>
</tr>
<tr>
<td></td>
<td>0</td>
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<tr>
<td>Totals</td>
<td>$4,783,256</td>
<td>$321,449</td>
<td>$4,461,807</td>
</tr>
</tbody>
</table>

*If not reallocating E&G funds, please submit a zeroed Table 4*
Appendix B

Consultant’s Report from Sandi Dunbar, Ph.D., FAAN, The Nell Hodgson Woodruff School of Nursing at Emory University.

March 22, 2022

Jing Wang, PhD, MPH, RN, FAAN
Dean and Professor
College of Nursing
Florida State University
Vivian Duxbury Hall
98 Varsity Way
Tallahassee, FL 32306-4310

Re: External Review of Florida State University PhD in Nursing Proposal

Dear Dean Wang:

Thank you for the opportunity to serve as an external reviewer and provide input for the Florida State University College of Nursing’s PhD in Nursing application. I have been a tenured Full Professor at Emory University Nell Hodgson Woodruff School of Nursing since 1988 and served as the Senior Associate Dean for 12 years until December 2021. I have also served as the Director of the Graduate Program with responsibility for the PhD in Nursing program and Director of a T32 Training grant to prepare pre and post-doctoral trainees. Thus, I have significant experience leading doctoral education and mentoring PhD students within an NIH-funded research program.

After an extensive review of the document, I commend you for a comprehensive PhD in Nursing program proposal. You have stellar faculty who are leading researchers in the field of health equity, digital health, brain science and symptom management. They are experienced researchers in nursing and healthcare, who had experience mentoring PhD students toward a successful transition into nurse scholar and faculty roles. The curriculum design reflects best practices in nursing PhD programs in the U.S. Due to the nationwide shortage of nurses and nurse faculty, your program will play a significant role in joining other schools of nursing at R1 universities like Florida State University in advancing nursing science and preparing the next generation of nurse scholars.

I also offer the following recommendations, and I am happy to see you have addressed them in your revised proposal:

1. Additional admissions criteria should be included to reflect requirements of an RN licensure or eligibility for such and TOEFL requirement for international students.

2. Include a better delineation of the admissions essay.
3. Include a requirement for 3 letters of reference for admission.

4. The original course of study included 4 required stats courses. This should be changed to include 2 required courses (8 credits) and 1-2 additional stats electives (6 credits).

5. The “Ethical Conduct of Research” course should be moved to earlier in the course of study.

6. The program learning outcomes involving dissemination should be changed to include Research Dissemination and Grantsmanship.

7. Clarify the program requirements for academic engagement.

8. The curricular framework should be changed to include “Graduates will be prepared to prepare and mentor the next generation of nurses and nurse scholars.”

9. Clarify section J which reflects on collaborations with other institutions.

I recognize the urgent need for a PhD in Nursing program, and fully support your proposed PhD program at the FSU College of Nursing. I am confident your program will prepare graduates to mentor the next generation of nurses and nurse scholars.

If I can be of further assistance or provide you with any additional information, please do not hesitate to contact me. I wish you the greatest of success in moving this forward.

Sincerely,

Sandra B. Dunbar, PhD, RN, FAAN, FAHA, FPCNA
Charles Howard Candler Professor
Emory University Nell Hodgson Woodruff School of Nursing
sbdunba@emory.edu
Appendix C

Not required.
Appendix D

Letter of Support from the FSU College of Education.

This letter is to support the PhD program in Nursing in the College of Nursing with regard to offering online courses in quantitative research methods.

The Measurement & Statistics (M&S) program is housed in the Department of Educational Psychology & Learning Systems (EPLS) in the College of Education. The M&S program prepares leaders in educational research to serve in various professional positions related to collecting, analyzing, and interpreting data. The M&S program also serves Florida State University by teaching a series of graduate statistics and measurement courses for students from various disciplines including Nursing.

The proposed PhD program in Nursing includes the following four required statistics courses and five electives offered by M&S program in EPLS.

Required:
- EDF 5400  Descriptive/Inferential Statistics Applications
- EDF 5401  General Linear Models Applications
- EDF 5402  Advanced Topics in ANOVA
- EDF 5406  Multivariate Analysis

Electives:
- EDF 5432  Measurement Theory I
- EDF 5448  Scale and Instrument Development
- EDF 5484  Educational Data Analysis
- EDF 7418  Multilevel Modeling
- EDF 5409  Causal Modeling (SEM)

These required courses are regularly offered and have been delivered in both online and in-person modes. The online version of the five electives is currently under development and is forthcoming (Spring 2023-Spring 2024). The proposed timeline for these courses (e.g., EDF5400 in Year-1 Fall, EDF5402 in Year-1 Spring, EDF5401 in Year-1 Summer, and EDF5406 in Year-2 Fall) matches the current 3-year EPLS course plan. EPLS and M&S will coordinate with College of Nursing regarding course scheduling and provide spaces for students to take these courses in the semester when they are offered.

Yanyun Yang, Ph.D.
Program Coordinator, Measurement & Statistics

Alysia Roehrig, Ph.D.
Associate Chair, Department of Educational Psychology & Learning Systems
Appendix E

Faculty Curriculum Vitae

Contained in separate PDF document
<table>
<thead>
<tr>
<th>Appendix</th>
<th>Appendix Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Letter from FIU Dean</td>
<td>This letter confirms a lack of recruitment overlap between the Colleges.</td>
</tr>
<tr>
<td>J</td>
<td>Letter documenting funding commitment from the Office of the Provost for Graduate Stipends.</td>
<td>This letter details financial support for stipends for 10 Ph.D. students.</td>
</tr>
<tr>
<td>K</td>
<td>FSU Libraries Nursing Journal Holdings</td>
<td>A full list of journals held by the FSU libraries.</td>
</tr>
</tbody>
</table>
Appendix I

Letter from the Dean of the FIU College of Nursing

March 24, 2021

Dear Board of Governors,

As the Dean of the Nicole Wertheim College of Nursing & Health Sciences at Florida International University, I am writing to provide my support of Florida State University (FSU) College of Nursing’s application of the PhD program in Nursing. FSU’s College of Nursing topical areas of study are different from that of our Ph.D. Program. There is no duplication. I do not see their program will in anyway hamper our ability to attract students to our PhD in Nursing program.

Florida State University, located in North Central Florida, has its unique strength in nursing research in the area of health equity, brain science and symptom management, digital health, precision health, and caregiver health. I am in support of this application.

Sincere regards,

Ora Strickland, PhD, DSc (Hon), RN, FAAN
Dean and Professor
Nicole Wertheim College of Nursing and Health Sciences
Florida International University

cc
Dr. Susan Himburg, Associate VP for Academic Affairs
Dr. Tami Thomas, Associate Dean of Research and Director of Ph.D. Program
Dr. Yhovana Gordon, Associate Dean of Academic Affairs
Appendix J

Letter documenting funding commitment from the Office of the Provost for Graduate Stipends.

March 23, 2022

MEMORANDUM

TO: Jing Wang
FROM: James Clark
SUBJECT: PhD program support

Funds in the amount of $1,200,000 ($30,000 per GA x 10 GAs x 4 years) are committed to the College of Nursing in support of the proposed PhD program. Following this initial investment, it is expected that the salary saving from recurring E&G faculty paid on external research grants will be converted to E&G GFS for GA stipends.

This agreement is to be reviewed after the second and fourth year of implementation to assess the future support for the PhD program.

<table>
<thead>
<tr>
<th>SRAD</th>
<th>Nursing</th>
<th>Provost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,200,000</td>
<td>($1,200,000)</td>
</tr>
</tbody>
</table>

The SRAD funds for each graduate assistant are to be released on a pro rata basis when Susan Alexander receives each signed offer letter. If you have questions, please contact Paul Harlacher at 644-0170.

212 Westcott Building, Florida State University, Tallahassee, Florida 32306-1310
Telephone: 850.644.1816  Fax: 850.644.0172  http://provost.fsu.edu
Appendix K

Nursing Journal Holdings-FSU Libraries

The FSU libraries have licenses for the following nursing journals:

AAACN viewpoint.
AACN advanced critical care (Online)
ABNF journal (Online)
Accident & emergency nursing (Online)
Advances in Nursing Science
Advances in nursing science (Online)
Africa journal of nursing and midwifery.
The Alaska nurse.
American journal of nursing
(Microfiche, UMI)
American nurse (Online)
American nurse today.
Annual review of nursing education.
Aquichan.
Arizona nurse.
Arkansas nursing news.
Australian journal of advanced nursing
(Online)
The Australian nurses' journal.
The Australian nursing journal : ANJ.
Australian nursing & midwifery journal.
BMC nursing.
British journal of community nursing
(Online)
British journal of healthcare assistants.
British journal of nursing (Mark Allen
Publishing : Online)
The Canadian journal of nursing
research = Revue canadienne de
recherche en sciences infirmières.
The Canadian nurse.
Central European journal of nursing
and midwifery.
Chart.
Ciência & saúde.
CIN plus (Online)
The clinical advisor : for nurse
practitioners.
Clinical excellence for nurse practitioners: the international journal of NPACE.
Clinical nursing research (Online)
CNA training advisor.
Complementary therapies in clinical practice (Online)
Computers in nursing.
Computers, informatics, nursing (Online)
Contemporary nurse: a journal for the Australian nursing profession.
Creative nursing.
Critical care alert.
Critical care nurse.
Critical care research and practice.
Cultura de los cuidados (Online)
Curationis.
Dean's notes (Online)
Dynamics (Pembroke, Ont.)
Evidence-based nursing (Online)
The Florida Nurse.
Georgia nursing.
Global qualitative nursing research.
The Glowing lamp.
Hand in hand
Hawaii nurse (Honolulu, Hawaii: 1994)
Health manpower: registered nurses.
Main-d'oeuvre sanitaire: infirmières autorisées.
Health promotion practice (Online)
HeilberufeSCIENCE.
Hemşirelikte araştırma geliştirme dergisi.
Holistic nursing practice (Online)
Home healthcare nurse (Online)
Image (Indianapolis, Ind.)
Image--the journal of nursing scholarship.
Intensive and critical care nursing (Online)
Interaction (Independence, Ohio)
International journal for human caring.
International journal of Africa nursing sciences.
International journal of caring sciences.
International journal of evidence-based healthcare (Online)
International journal of nursing education scholarship.
International journal of nursing knowledge.
International journal of nursing practice (Online)
International journal of nursing sciences.
International journal of nursing studies (Online)
International journal of nursing terminologies and classifications (Online)
International journal of palliative nursing (Online)
International nursing review (London, England : Online)
International practice development journal.
Investigación en enfermería.
Investigación y educación en enfermería : revista de la Facultad de Enfermería, Universidad de Antioquia.
ISNA bulletin : an official publication of the Indiana State Nurses’ Association.
ISRN nursing.
Japan journal of nursing science :
JJNS.
JBI reports (Online)
JONA’S healthcare law, ethics, and regulation.
Journal for nurse practitioners (Online)
Journal for nurses in staff development.
Journal of advanced nursing (Online)
Journal of caring sciences.
Journal of Christian nursing : a quarterly publication of Nurses Christian Fellowship.
Journal of clinical nursing (Online)
Journal of community health nursing (Online)
Journal of community nursing.
The journal of continuing education in nursing.
Journal of cultural diversity (Online)
Journal of diabetes nursing.
Journal of emergency nursing.
Journal of family nursing
Journal of holistic nursing (Online)
Journal of hospice and palliative nursing : JHPN.
Journal of integrative nursing.
The Journal of nursing administration.
Journal of nursing and healthcare of chronic illness.
Journal of nursing care quality (Online)
Journal of nursing education (Online)
Journal of nursing management (Online)
Journal of nursing measurement (Online)
Journal of nursing scholarship : an official publication of Sigma Theta Tau International Honor Society of Nursing
Journal of nursing staff development : JNSD.
The Journal of practical nursing : JPN.
Journal of professional nursing (Online)
Journal of research in nursing.
Journal of Specialized Nursing Care.
Journal of the American Academy of Nurse Practitioners (Online)
Journal of the American Association of Nurse Practitioners.
Journal of the National Black Nurses' Association : JNBNA.
Journal of theory construction & testing.
Journal of transcultural nursing (Online)
Journal of trauma nursing.
JoVE science education. Clinical skills.
Nursing skills
Kansas nurse (Online)
Kentucky nurse (Online)
The lamp.
Manual of nursing diagnosis
The Maryland nurse.
The Massachusetts nurse.
Men in nursing (Online)
Michigan nurse.
Middle East journal of nursing.
Minority nurse newsletter (Online)
Mississippi RN (Online)
The Missouri nurse.
MNA accent.
N & HC perspectives on community: official publication of the National League for Nursing.
Nebraska nurse.
Nephrology nursing journal (Online)
Nevada RNformation (Online)
New Jersey nurse (Online)
New Mexico nurse (Online)
Nordic journal of nursing research: [premium database title].
NT research.
Nuritinga: electronic journal of nursing
Nurse author & editor (Online)
Nurse education in practice.
Nurse education today (Online)
Nurse educator.
The Nurse practitioner.
Nurse practitioners' prescribing reference.
Nurse researcher (Online)
Nursing.
Nursing administration quarterly (Online)
Nursing and health care perspectives.
Nursing and health care perspectives (Online)
Nursing (Auckland, N.Z.)
Nursing BC (Online)
Nursing clinics of North America.
Nursing digest.
Nursing economic$.  
Nursing economic$. 
Nursing education perspectives.
Nursing ethics (Online)
Nursing forum (Online)
Nursing & health care: official publication of the National League for Nursing.
Nursing & health sciences (Online)
Nursing in Canada
Nursing in critical care (Online)
Nursing inquiry (Online)
Nursing journal
Nursing law’s Regan report.
Nursing made incredibly easy! (Online)
Nursing management (Harrow, London, England)
Nursing management (Online)
Nursing New Zealand (Wellington, N.Z. : 1995)
Nursing news (Online)
Nursing open.
Nursing outlook.
Nursing philosophy (Online)
Nursing praxis in New Zealand inc. (Online)
Nursing reports (Pavia, Italy)
Nursing research.
Nursing Research and Practice.
Nursing & residential care (Online)
Nursing science quarterly (Online)
Nursing standard (Royal College of Nursing (Great Britain) : 1987)
Nursing success today.
Ohio nurses' review (Online)
The Oklahoma nurse.
Online journal of issues in nursing.
The open nursing journal.
Oregon nurse (Online)
Outcomes management (Online)
Outlook (Pembroke, Ont. : Online)
Pacific Rim international journal of nursing research.
Patient care management.
Pelican news.
The Pennsylvania nurse.
Pielegniarstwo XXI Wieku.
Policy, politics & nursing practice  
(Online)  
Practice nurse.  
Practice nursing.  
The prairie rose.  
Primarily nursing (Online)  
ProCare.  
Proceeding of the ... annual convention.  
The Public health nurse.  
Public health nursing.  
Public health nursing (Boston, Mass. : Online)  
Puls Uczelni.  
The Queensland nurse.  
Referência (Coimbra, Portugal)  
Reflections on nursing leadership.  
The Regan report on nursing law.  
The Registered nurse population.  
Rehabilitation nursing (Online)  
Research and theory for nursing practice.  
Research in nursing & health.  
Revista baiana de enfermagem  
Revista cubana de enfermeria (Online)  
Revista eletrônica de enfermagem : órgão da Faculdade de Enfermagem da Universidade Federal de Goiás.  
Revolution (Staten Island, N.Y.)  
RN.  
SAGE open nursing.  
Scandinavian journal of caring sciences (Online)  
Singapore nursing journal.  
South Dakota nurse (Online)  
Southern online journal of nursing research.  
SRNA newsbulletin (Online)  
St. Vincent's nursing monograph ... : selected works.  
Supervisor nurse.
Total number of nurses employed for public health work in the United States, in the territories of Hawaii and Alaska, and in Puerto Rico and the Virgin Islands ...

The trained nurse and hospital review.

Vård i Norden (Online)

Vermont registered nurse (Online)

Visions (New York, N.Y.)


West Virginia nurse : the official publication of the West Virginia Nurses Association, Inc.

Western journal of nursing research (Online)

Whitireia nursing & health journal.

Whitireia nursing journal.

Who's who in American nursing.

Worldviews on evidence-based nursing (Online)

The yearbook of modern nursing.
CONSENT ITEM C
TO: President Richard McCullough
FROM: Provost James Clark
DATE: June 2, 2022
SUBJECT: Amend University Regulation FSU 3.005 Academic Honor Policy (Regulation) Request for Approval

The purpose of the proposed amendment is to update the Academic Honor Policy Regulation to comply with current practice and law. The Faculty Senate and the Student Senate have approved the proposed changes. The changes will be publicly noticed on the University Website prior to presentation to the Florida State University Board of Trustees for approval as required by Board of Governors procedure.

The significant changes to the Regulation are as follows:

- Defines the scope of the policy
- Clarifies that “Typical Examples” of violations are not all-inclusive
- Former “Attempting” violation is now integrated into the remaining seven stand-alone violations/charges
- “Administrative Case Resolutions” are now codified as possible pathways for resolving allegations
- Includes process for alleged students to report potential panelist bias before their hearings
- Clarifies that discovery of alleged violations results in students being unable to withdraw from, drop, or change the grading basis of the course
- Emphasizes that students should check their FSU emails for policy-related correspondence
- Defines “Egregious” allegations for both undergraduate and graduate students
- Revises resolution pathways’ nomenclature/titles for easier comprehension
- Removes “Dismissal” as a potential sanction
- Adds a “Records” section
- New “Records” section outlines a process for potential early expungement of records for single-offense students
- Appeals Committee is abolished and replaced by a single faculty Appellate Officer for appellate case reviews
FSU-3.005 Academic Honor Policy. (Regulation)

(1) Introduction

The statement on Values and Moral Standards says: “The moral norm which guides conduct and informs policy at The Florida State University is responsible freedom. Freedom is an important experience which the University, one of the freest of institutions, provides for all of its citizens—faculty, students, administrators, and staff. Freedom is responsibly exercised when it is directed by ethical standards.”

The statement also addresses academic integrity: “The University aspires to excellence in its core activities of teaching, research, creative expression, and public service and is committed to the integrity of the academic process. The [Academic Honor Policy] is a specific manifestation of this commitment. Truthfulness in one’s claims and representations and honesty in one’s activities are essential in life and vocation, and the realization of truthfulness and honesty is an intrinsic part of the educational process.” (Values and moral standards at FSU retrieved from the current General Bulletin located at http://registrar.fsu.edu/.)

Guided by these principles, this Academic Honor Policy outlines the University’s expectations for all students’ academic work on each campus and all virtual platforms, the procedures for resolving alleged violations of those expectations, and the rights and responsibilities of students and faculty throughout the process. This policy is educational in nature and strives to provide students due process at every level. Please refer to memos outlining necessary procedural modifications of the process for the Panama City and Republic of Panama campuses. The Academic Honor Policy Committee may take direct jurisdiction of a case under extraordinary circumstances when it is determined by a majority vote of the committee that taking direct jurisdiction is appropriate.

If a student observes a violation of the Academic Honor Policy, they should report the incident to the instructor of the course. Allegations that come to the instructor’s attention after the semester has ended should be communicated to the Office of the Vice President for Faculty Development and Advancement (FDA) for guidance. The scope of the Academic Honor
Policy applies to any student enrolled in any credit-bearing course or program. This includes students completing coursework to satisfy “Incomplete” grades and candidates for the degree completing their dissertations. False, fraudulent, or incomplete information and/or statements by an applicant related to admission or residency are addressed by the University Admissions Committee, not by the Academic Honor Policy.

Students in the College of Law and the College of Medicine are governed by the academic integrity policies and procedures of their respective colleges, which are subject to approval by the Academic Honor Policy Committee.

(2) FSU ACADEMIC HONOR PLEDGE

I affirm my commitment to the concept of responsible freedom. I will be honest and truthful and will strive for personal and institutional integrity at the Florida State University. I will abide by the Academic Honor Policy at all times.

(3) ACADEMIC HONOR VIOLATIONS

Note: Instructors are responsible for following and reinforcing the importance of the Academic Honor Policy in their courses and for clarifying in writing their expectations regarding collaboration and multiple submission of academic work.

(a) Examples have been provided for the purpose of illustration and are not intended to be all-inclusive. All charges include attempting to commit the alleged violation. Failed violation attempts will be construed as similar to completed violations in determining charges and sanctions.

Typical Examples Include: Using another’s work from print, web, or other sources without acknowledging the source; quoting from a source without citation; using facts, figures, graphs, charts, or information without acknowledgement of the source; utilizing ghostwriting or pay-for-paper services; submitting another’s work through online thesaurus software.

2. CHEATING. IMPROPER ACCESS TO OR USE OF ANY INFORMATION OR MATERIAL THAT IS NOT SPECIFICALLY CONDONED BY THE INSTRUCTOR FOR USE IN THE ACADEMIC
EXERCISE.

Typical Examples Include: Copying from another student's work or receiving unauthorized assistance during a quiz, test, or examination; using books, notes, or other devices (e.g., calculators, cell phones, or computers) when these are not authorized; procuring without authorization a copy of or information about an examination before the scheduled exercise; unauthorized collaboration on exams. This includes unauthorized actions taken on any social media platform.

3. UNAUTHORIZED GROUP WORK. UNAUTHORIZED COLLABORATING WITH OTHERS.

Typical Examples Include: Working with another person or persons on any activity that is intended to be individual work, where such collaboration has not been specifically authorized by the instructor. This includes unauthorized actions taken on any social media platform.

4. FABRICATION, FALSIFICATION, AND MISREPRESENTATION. UNAUTHORIZED ALTERING OR INVENTING OF ANY INFORMATION OR CITATION THAT AFFECTS GRADES GIVEN FOR ACADEMIC WORK OR ATTENDANCE.

Typical Examples Include: Inventing or counterfeiting data or information; falsely citing the source of information; altering the record of or reporting false information about practicum or clinical experiences; altering grade reports or other academic records; submitting a false excuse for a class absence or tardiness in a scheduled academic exercise; lying to an instructor to increase a grade.

5. MULTIPLE SUBMISSION. SUBMITTING THE SAME ACADEMIC WORK (INCLUDING ORAL PRESENTATIONS) FOR CREDIT MORE THAN ONCE WITHOUT INSTRUCTOR PERMISSION. It is each instructor’s responsibility to make expectations regarding whether students may incorporate existing work into new assignments clear to the student in writing.

Typical Examples Include: Submitting the same paper for credit in two courses without instructor permission; making minor revisions in a credited paper or report (including oral presentations) and submitting it again as if it were new work.

6. ABUSE OF ACADEMIC MATERIALS. INTENTIONALLY DAMAGING, DESTROYING, STEALING, OR MAKING INACCESSIBLE LIBRARY OR OTHER ACADEMIC RESOURCE MATERIAL.
Typical Examples Include: Stealing or destroying library or reference materials needed for common academic purposes; hiding resource materials so others may not use them; destroying computer programs or files needed in academic work; stealing, altering, or intentionally damaging another student’s notes or laboratory experiments. *(This refers only to abuse as related to an academic issue.)*

7. COMPLICITY IN ACADEMIC DISHONESTY. INTENTIONALLY HELPING ANOTHER TO COMMIT AN ACT OF ACADEMIC DISHONESTY.

Typical Examples Include: Knowingly allowing another to copy from one's paper during an examination or test; distributing test questions or substantive information about the material to be tested before a scheduled exercise; deliberately furnishing false information.

(4) STUDENT RIGHTS

Students have the following due process rights, which may have an impact on the appellate process:

1. To be informed of all alleged violation(s) and to be given access to all relevant materials pertaining to the case.
2. To receive an impartial hearing or a meeting with an administrator in a timely manner (as appropriate) where the student will be given a full opportunity to present information pertaining to the case.

Students are also accorded the following prerogatives:

1. When possible and appropriate, to discuss the allegations with the instructor.
2. Privacy, confidentiality, and personal security.
3. To be assisted by a support person who may accompany the student throughout the process but may not speak on the student’s behalf; a witness may not serve as a support person.
4. To choose not to answer any question that they do not wish to answer.
5. To dispute the sanctions of a Student & Instructor resolution and to appeal both the decision and sanctions of an Academic Honor Policy hearing or an Administrative Case Resolution.
6. To have an opportunity to provide information in writing to the FDA administrator,
prior to a hearing, if they have reason to believe any panel member would not be able to review the case objectively without bias or prejudice.

The student should continue in the course in question during the entire process. Once an alleged violation of the Academic Honor Policy is discovered, or when a student has been found “responsible” for an Academic Honor Policy violation, they are not permitted to withdraw or drop the course or request that the grading basis be changed to a “Satisfactory/Unsatisfactory” grade if the course is letter-graded.

Students who provide false information when requesting to drop a course may be subject to allegations of Student Conduct Code violations. Should no final determination be made in an Academic Honor Policy case before the end of the term, the grade of “Incomplete” will be assigned until a decision is made.

Students who need assistance should seek guidance from a list of volunteers who have been trained in the Academic Honor Policy, which can found on this website: https://fda.fsu.edu/academic-resources/academic-integrity-and-grievances/academic-honor-policy.

(5) STUDENT RESPONSIBILITIES

Students should read the Academic Honor Policy and follow each of its requirements, seek clarification from the instructor as needed, and participate actively and appropriately in the resolution of any Academic Honor Policy allegations. All email messages related to cases are sent to official FSU email accounts, which students are required to check and respond to regularly, as stated in the General Bulletin. Students are also expected to communicate respectfully with instructors, fellow students, and staff members throughout the process.

(6) DEFINING EGREGIOUS ALLEGATIONS

The decision regarding whether an allegation is egregious is made by an FDA administrator and the instructor. Allegations of academic dishonesty involving egregious allegations will be referred to a formal hearing. The following list of egregious allegation examples is provided for illustrative purposes, but is not all-inclusive:

(a) Coercing current classmates or former course enrollees to provide exam questions and/or answers.
(b) Stealing or disseminating exam questions and/or answers from an instructor.
    (c) Operating an ongoing, organized scheme to help others violate the Academic Honor Policy in some manner.
    (d) Using analog or technological methods to alter grades for oneself or others.
    (e) Violating the Academic Honor Policy while fulfilling one’s graduate program milestones.

(7) PROCEDURES FOR RESOLVING CASES-FIRST OFFENSE THAT IS NOT CONSIDERED AN EGREGIOUS VIOLATION

(a) Student and Instructor Resolution. When an instructor believes that a student has violated the Academic Honor Policy in one of the instructor’s classes, the instructor must first contact the FDA Office to discover whether the student has a prior record of academic dishonesty and thus whether proceeding with a Student & Instructor Resolution is appropriate. The instructor must also inform the department chair or dean. (Teaching assistants must seek guidance from their supervising faculty member and adjunct instructors must seek guidance from their department chair.) However, faculty members or others who do not have administrative authority to enforce the Academic Honor Policy should not be informed of the allegation, unless they have established a legitimate need to know. If pursuing a Student & Instructor Resolution determined to be possible, the instructor shall share and discuss the evidence of academic dishonesty with the student in as private and confidential a setting as possible and explore the possibility of a resolution. Instructors are responsible for outlining all resolution options available to the student. After this discussion, the instructor may drop the charge if it appears to be unsubstantiated, which does not create a record or

The student may accept responsibility for the violation and accept the academic sanction proposed by the instructor. If a Student & Instructor Resolution is agreed to, the matter goes no further and the process is concluded. The signed Student & Instructor Resolution Form becomes a confidential student record of academic dishonesty that is subject to the conditions described in the Records section. Any grade imposed as the result of an academic sanction will remain on the student’s transcript indefinitely. Students will
(b) Disputing the Sanctions. The student may accept responsibility for the alleged violation, but contest the proposed academic sanction. In this circumstance, the instructor must submit the Disputing the Sanction form along with supporting documentation to the FDA Office. The student’s written statement must demonstrate specific reasons why the student believes that the proposed sanction is extraordinarily disproportionate to the offense committed for any modification of the sanction to be considered. An FDA administrator (or designee) will review the submitted written documentation to determine whether the proposed sanction should be imposed. The Vice President (or designee) may affirm or lessen the severity of the instructor’s proposed sanction as determined to be appropriate in the circumstances. The decision that results from this review is final.

(c) Administrative Case Resolution. For cases in which the student denies responsibility and after receiving a Hearing Referral, the Office of Faculty Development and Advancement (FDA) administrator will assess the case to determine whether it could be suitable for Administrative Case Resolution rather than the hearing process. Such cases will be straightforward cases that do not require extensive additional information, explanation, or evidence beyond what is contained in the charge letter and documentation provided by the instructor. These cases would also not reasonably result in serious sanctions, such as suspension or expulsion, if the student were to be found responsible. If the FDA administrator determines that the case is eligible for Administrative Case Resolution, the administrator will ask the instructor if they have any objection to the case being resolved by the student meeting with an academic administrator from FDA in lieu of a hearing. If the instructor does not object, the student will have the option to meet with an FDA administrator to discuss the case and attempt to resolve it. If it is possible to resolve in this manner, the administrator will determine whether to find the student “responsible” or “not responsible” for the allegation(s) based on a preponderance of evidence standard, as well as what sanctions to impose, if appropriate. In certain cases when a second allegation against a student meets the criteria above, especially if the student admits responsibility for the alleged violation, an
Administrative Case Resolution may be appropriate. A finding of “responsible” creates a formal record that is subject to the conditions described in the Records section. Any grade imposed as the result of an academic sanction will remain on the student’s transcript indefinitely and will not be eligible for a course drop, withdrawal, or modification of grading basis, including changing the grading basis to “Satisfactory/Unsatisfactory.”

(d) Hearing at Student’s Request.

The student may deny responsibility for the alleged violation, making a hearing the appropriate resolution procedure. In this circumstance, the instructor submits the “Academic Honor Policy Hearing Referral” form along with supporting documentation to FDA in preparation for an Academic Honor Policy Hearing. Refer to the section entitled Hearing Process.

(8) PROCEDURES FOR RESOLVING CASE SECOND OFFENSE (OR FIRST OFFENSE CONSIDERED EGREGIOUS)

(a) General Conditions Requiring a Hearing

The student may deny responsibility. In this circumstance, the instructor submits the “Academic Honor Policy Hearing Referral” form along with supporting documentation to FDA in preparation for an Academic Honor Policy Hearing.

If the student is found to have a prior record of academic dishonesty the student is a graduate student who allegedly violated the Policy in any culminating milestone of their degree program, or the egregious nature of the allegations merits a formal hearing, the instructor must refer the matter to for an Academic Honor Policy Hearing by submitting the “Academic Honor Policy Hearing Referral” form and appropriate documentation to FDA.

(b) Allegations involving Graduate Student Culminating Milestones

All alleged violations of academic dishonesty involving a graduate student engaged in any phase of the preliminary or comprehensive examination, thesis, or dissertation are treated as egregious and are resolved through the Academic Honor Policy Hearing process, in which the major professor will serve as the “instructor” under the hearing procedures. The Vice President for Faculty Development and Advancement, the student’s academic
dean, (as well as the Vice President for Research in cases involving grant-funded research), and the Dean of the Graduate School or designee, should be informed as soon as possible of all such allegations. The decision regarding whether to submit a hearing referral will be made by a committee consisting of the department chair and two faculty members appointed by the academic dean, one of whom should be the student’s committee member serving as the University (outside) representative if one has been identified, excluding the major professor. In rendering its charging decision, this committee should review all available information and consult with the major professor and the academic dean.

(c) Hearing Process.

For cases that were not or could not resolved by one of the other alternatives outlined above, the hearing process will be conducted. The student will be provided notice of the charge(s) in advance of the hearing and, at the hearing, will have the opportunity to provide information, to present documentation, to respond to the evidence presented, and/or to provide witnesses to testify.

Specifically, the student is issued a letter detailing the charges within 20 class days of the receipt of the referral, and the schedule for the hearing will be set as soon as possible and within 120 days from the date of the letter. These timelines may be modified in unusual circumstances. Unless all parties agree, the hearing will not be held any sooner than 10 class days from the student’s receipt of the charge letter.

A panel consisting of four members shall hear the case. The panel shall include: One faculty member appointed by the dean from the unit in which the academic work is conducted; one faculty member, who is not from the academic unit, appointed by the Office of the Vice President for Faculty Development and Advancement; and two students. An FDA Administrator manages the logistics of the hearing process.

The hearing will be conducted in a non-adversarial manner with a clear focus on finding the facts within the academic context of the academic work. The student is presumed innocent going into the proceeding. After hearing all available and relevant information from the student, instructor, and any witnesses, the panel deliberates and determines whether or not to find the student “responsible” for the alleged violation.
using the “preponderance of the evidence” standard. If the student is found “responsible” for the violation, the panel is informed about any prior record of Academic Honor Policy violations and determines sanctioning. The range of sanctions available in the hearing process is broader than in a Student & Instructor Resolution or in an Administrative Case Resolution. In the case of a tie vote amongst the panelists, the student will be found “not responsible” for the allegations.

In cases where a Student & Instructor Resolution is appropriately proposed (i.e., the student has no prior record) and the student denies responsibility of the alleged violation, an Academic Honor Policy Hearing is convened. If the student is found “responsible” in these cases, the panel should uphold the faculty member’s proposed a sanction unless there is clear justification for imposing a sanction different than what was proposed during the Student & Instructor Resolution process. The rationale for modifying those sanctions should be written in the decision letter.

If the student is found responsible after a hearing, the hearing panel will issue a decision letter, which will address each charge, outline the basis for the finding of “responsible” or “not responsible,” and explain the sanctions determined to be appropriate. The facilitator of the Academic Honor Policy hearing panel will report the decision to the student, the instructor, the instructor’s academic unit, the supervising faculty member of a teaching assistant or an adjunct instructor, the student’s dean, the Office of Student Conduct and Community Standards and the Registrar, if appropriate. If the student is found “responsible” at a an Academic Honor Policy Hearing, the outcome will be recorded by FDA and becomes a confidential student record of an Academic Honor Policy violation that is subject to the conditions described in Records section. Any grade imposed as the result of an academic sanction will remain on the student’s transcript indefinitely and will not be subject to course drop, withdrawal, or grade change, including changing the grading basis to “Satisfactory/Unsatisfactory.”

(9) SANCTIONS

(a) Student & Instructor Resolution and Administrative Case Resolution Sanctions

The following sanctions are available in the Student & Instructor Resolution and
Administrative Case Resolution procedures and may be imposed singly or in combination. The instructor should consider the seriousness of the violation, the student’s circumstances, potential opportunities for learning, and consistency with past sanctions in determining a proposed sanction.

1. Additional academic work, including re-doing the assignment
2. A reduced grade (including “0” or “F”) for the assignment
3. A reduced grade (including “F”) for the course
4. Educational activities. Examples include, but are not limited to, referrals to improve future educational outcomes, tutoring regarding proper citation practices, development of an academic plan with the assistance of the Academic Center for Excellence, participation in ethics workshops, interviews with appropriate faculty or administrators, or writing educational or reflective essays. Fees may be charged to cover the cost of educational activities.

5. Restitution, letter of accountability, or other restorative acts.
6. Disciplinary Probation – a period of time during which any further violation of the Academic Honor Policy puts the student’s status with the University in jeopardy. If the student is found “responsible” for another violation during the period of Disciplinary
Probation, serious consideration will be given to imposing a sanction of Suspension, Dismissal, or Expulsion. Restrictions that may be placed on the student’s activities during this time period include but are not limited to: participating in student activities; representing the University on athletic teams or in other leadership positions; and participating in practice for athletic or other competitions.

7. Suspension – Separation from the University for a specified period, not to exceed two years.

8. Expulsion – Separation from the University without the possibility of readmission. Expulsion is noted on the student transcript.

9. Witholding of diplomas, transcripts, or other records for a specified period of time.

10. Suspension of degree, in cases where an offense is discovered after the degree is posted.

11. Revocation of degree, in cases where an offense is discovered after the degree is posted.

(Note that Dismissal has been deleted.)

(11) RECORDS

An Academic Honor Policy record results from a finding of “responsible” within all resolution routes described in this Policy.

Records are kept in a confidential database and will be removed five years from the final decision in the case, except in instances described below. Students who have a single violation on their record and are within one year from graduating (determined and verified by official program-mapping documentation) may petition the FDA Office to request that their Academic Honor Policy record be removed from the confidential database. Requests may be sent to FDA-Faculty@fsu.edu, outlining what they have learned from their experience with the Academic Honor Policy. Requests to remove records of single violations early are not automatically approved. On the initial referral form submitted to the FDA Office (i.e., the Student–Instructor Agreement, Disputing the Sanction form, or Hearing Referral), the instructor may indicate whether they are supportive of the student being eligible for early record expungement—if the student does not incur a subsequent AHP offense. This written
input from the instructor of record will be the primary consideration taken into account when the FDA Office determines whether a student’s record will be expunged early. Records pertaining to egregious cases (see Pages 3-4) will not be removed at the student’s request and will stay remain on file for five years. Records involving expulsion will be retained permanently. Records are maintained in a manner consistent with University record retention policy and in compliance with Florida Public Records Law.

(12) APPEALS

Decisions of the Academic Honor Policy Hearing Panel may be appealed to the Academic Honor Policy Faculty Appellate Officer. The Appellate Officer will be appointed annually by the President may be removed at the discretion of the President. On appeal, the burden of proof shifts to the student to prove that an error has occurred. The only recognized grounds for appeal are:

1. Due process errors involving violations of a student’s rights that substantially affected the outcome of the initial hearing.

2. Demonstrated prejudice against the charged student by any panel member. Such prejudice must be evidenced by a conflict of interest, bias, pressure, or influence that precluded a fair and impartial hearing.

3. A sanction that is extraordinarily disproportionate to the offense committed.

4. The preponderance of the evidence presented at the hearing does not support a finding of “responsible.”

All appeals will be limited to a review of the record of the initial hearing and appeal documentation submitted by the student. The student will not be invited to appear before the Appellate Officer.

(a) Procedures. The procedures followed during the appeals process are:

1. The student must file a written letter of appeal to the Office of the Vice President for Faculty Development and Advancement, in care of an FDA Administrator, within 10 class days after being notified of the Academic Honor Policy Hearing Panel decision. This letter should outline the grounds for the appeal (see 1-4 above) and should provide all supporting facts and relevant documentation that the student
wishes to be considered by the Appellate Officer.

2. The AHP Faculty Appellate Officer will review all material related to the case, including the student’s letter of appeal and supporting documentation and will recommend a final decision to the Provost. The Appellate Officer may also gather any additional information deemed necessary to make a determination in the case. The instructor is not typically involved in the appellate process.

3. The Faculty Appellate Officer may affirm, reduce, or reverse the initial panel decision, or they may order a new hearing to be held. This decision becomes final agency action issued via the Agency Clerk if and when it is approved by the Provost (or designee.) In cases where the Appellate Officer upholds a finding of “responsible,” the decision becomes a confidential student record of academic dishonesty as described in the Records section.

4. Appellate decisions are communicated in writing to the student, the instructor, the instructor’s academic unit, the supervising faculty member of a teaching assistant or an adjunct instructor, the Office of the Vice President for Faculty Development and Advancement, the student’s academic dean, the Office of Student Conduct and Community Standards, and the Registrar, if necessary, within 30 class days of the appellate decision.

(13) ACADEMIC HONOR POLICY COMMITTEE

An Academic Honor Policy Committee shall be appointed by the University President. The Committee will include three faculty members, selected from a list of six names provided by the Faculty Senate Steering Committee; and three students, selected from a list of six names provided by the Student Senate. The Vice President for Faculty Development and Advancement or designee and the Director of the Office of Student Conduct and Community Standards—or designee shall serve ex officio. Faculty members will serve three-year staggered terms, and students will serve one-year terms. The committee will meet at least once a semester during the academic year. It will monitor the operation and effectiveness of the Academic Honor Policy, work with the Faculty Senate and the Student Senate to educate all members of the community regarding academic integrity, and make recommendations
(14) AMENDMENT PROCEDURES

Amendments to the Academic Honor Policy may be initiated by the Academic Honor Policy Committee, the Faculty Senate, the Student Senate, the Office of Faculty Development and Advancement, or the Provost. Amendments to the policy must be approved by the Faculty Senate, the Student Senate, and the Board of Trustees, as appropriate.

Authority BOG Regulation 1.001(3)(j), (4)(a)10.; Related Laws 1002.22, 1006.52, 1006.62 FS.; History– Formerly 6C2--3.05, New 9-30-75, Amended 1-26-87, 11-25-87, 8-3-05. 6-25-2010, 6-12-2014, amended and converted from Regulation by reference 2-13-2020
CONSENT ITEM D
MEMORANDUM

TO: President Richard McCullough

FROM: Undra Baldwin, Chief Audit Officer

Date: June 8, 2022

SUBJECT: Agenda Item for the June 22, 2022, BOT Meeting:

Proposed Revisions to FSU Regulation 2.027 – Fraud Prevention, Detection, Reporting and Investigation

Request for Approval to be placed on the BOT Consent Agenda

Please find enclosed a request from the Chief Audit Officer and the BOT Audit and Compliance Committee for approval of the proposed revisions to FSU Regulation 2.027 – Fraud Prevention, Detection, Reporting and Investigation. I respectfully request this item to be included on the BOT Consent Agenda for the June 22, 2022, BOT meeting.

Thank you

Attachment
Summary of Changes to FSU Regulation 2.027

1. On page 3 and 4 of the regulation, paragraph (11) as noticed states in the last sentence “Such allegations will be handled in the same manner as provided for in (11) (a) and (b) above.” It was changed to read “Such allegations will be handled in the same manner as provided for in (10) (a) and (b) above.” The change is to paragraph 10 rather than paragraph 11. This was our error from an earlier version.

2. On page 5 of the regulation, paragraph (13) was added. This was noted by the BOG staff and makes the regulation consistent with BOT Regulation 3.003.

3. On page 5 of the regulation, we changed the word “Revised” to “Amended” to be consistent with what was publicly noticed.

“Authority: Art. IX, Section 7, Fla. Const., BOG Regulation 3.003, 1.001(6), BOG Regulation Procedure July 21, 2005. History: New 11-12-2021; Amended _________.”
FSU-2.027 Fraud Prevention, Detection, Reporting, and Investigation

(1) Intent. Florida State University is committed to the establishment of an environment and culture that promotes honest and accountable actions and the elimination of fraudulent activities in all areas of administration and operation. Further, the University reaffirms its longstanding duty and responsibility to aggressively combat and respond to fraudulent activity.

(2) Purpose. An antifraud framework is established for the prevention, detection, reporting, and investigation of alleged fraudulent activities affecting the University. This framework provides a definition of fraud, a university-wide statement and response to attempted and committed fraudulent acts, applicability of the framework to the University community, responsibility for designing, implementing, and overseeing the framework, processes for reporting alleged fraud, responsibility for investigating alleged fraud and reporting investigation conclusions, protections to persons reporting suspected fraud, actions to be taken when alleged fraud is identified or substantiated, and a requirement for annual evaluation and reporting to the Board of Trustees on the status of the framework.

(3) Definition of fraud. An intentional misrepresentation or concealment of a material fact for the purpose of obtaining a benefit that would not otherwise be received, or inducement of another to act upon the intentional misrepresentation or concealment to his or her detriment. Fraud can be committed through many methods, including mail, wire, telephone, and the internet. Fraudulent acts may include, but are not limited to:

a. Benefitting from the use or misappropriation of University funds, securities, property, supplies, or other assets;

b. Receiving reimbursement as a result of falsification of time sheets, travel claims, and other expenses;

c. Benefitting from the use of sponsored research personnel, property, labs, and other resources to develop software and other products and then selling the products through one’s own private company;

d. Receiving a benefit as a result of participating in the falsification of a record or document or an application for employment, admission, a student loan,
scholarship, or grant; and

e. Diversion or use of University people, time, money, or other assets for private use.

(4) University-wide statement and response to attempted and committed fraudulent acts. The University will establish and maintain strong internal controls to provide reasonable assurance that fraudulent acts committed against the University will be discovered. Further, the University affirms a “zero-tolerance” for persons determined to have committed a fraudulent act resulting in the loss or misuse of University resources. In support of this statement, the University will fully assist and cooperate in all applicable investigative processes and legal proceedings associated with alleged fraudulent activities.

(5) Applicability of the antifraud framework to the University community. Each employee, volunteer, board member, student, and vendor contracting or doing business with the University is responsible for compliance with this regulation. Such compliance requires an awareness of fraud prevention and detection activities, timely reporting of suspected fraudulent activity, and cooperating with investigative agencies by providing information and such other assistance as requested.

(6) Responsibility for designing, implementing, and overseeing the antifraud framework and strategies. The University Vice President for Finance and Administration shall be responsible for designing and overseeing the antifraud framework and strategies. The Vice President for Finance and Administration shall develop polices for the prevention, detection, reporting and investigation of suspected fraudulent activity. Prevention and detection policies shall include the development and adoption of strong internal controls. Administrators, deans, directors, and department heads are responsible for implementing and monitoring the antifraud framework and for making recommendations to the Vice President for Finance and Administration to further strengthen controls. Committees may be established as needed to assist in policy development, to communicate the antifraud framework, and to periodically report on progress or impediments to implementation.

(7) Processes for reporting alleged fraud. Suspected fraudulent activity should be reported to the Office of Inspector General Services (OIGS) which has primary responsibility for
conducting fraud investigations. The OIGS should be notified directly, by mail or e-mail, through the OIGS website, or through the University fraud hotline. The OIGS will notify the Florida State University Police Department if reported fraudulent activity is indicative of a crime. The University Police Department and the OIGS will work together to coordinate efforts with external law enforcement and prosecutorial agencies as appropriate. Even in those cases where fraud is not substantiated, the OIGS may continue to investigate to determine whether administrative violations have occurred which warrant further University action.

(8) Protections afforded persons reporting suspected fraud. Faculty, staff, students, and others reporting suspected fraud in good faith will be provided maximum protections in accordance with applicable law, regulation, and policy.

(9) Actions to be taken when alleged fraud is identified or substantiated. University actions in response to identified or substantiated fraud may include appropriate disciplinary action, recovery of assets/losses, referral to law enforcement/prosecuting agencies, and/or review and remediation of internal control deficiencies and policies. Credible allegations that pose significant financial or reputational risk to the University shall be reported to senior management, the Board of Trustees, or the Board of Governors, as considered appropriate. Documents collected during the course of an investigation identified as confidential pursuant to law shall remain confidential. Other documents collected that do not have confidentiality protections in law shall remain confidential until such time as the final investigative report is issued.

(10) Any significant and credible allegation(s) of fraud, waste, mismanagement, misconduct, and other abuses made against the university president or a university board of trustees member shall be timely reported to the Board of Governors (BOG), through the BOG Office of Inspector General and Director of Compliance (OIGC). Such allegations will be handled as follows:

a. The chair of the university board of trustees (or chair of the board of trustees’ committee responsible for handling audit matters if the allegations involve the board chair), in consultation with the chair of the Board of Governors, shall review the matter
and may ask the OIGC to conduct a preliminary inquiry, in accordance with section 10.2.a. of the OIGC charter. If it is determined that an investigation is warranted, it shall take one of the following forms:

1. The board of trustees will hire an independent outside firm to conduct the investigation with OIGC guidance and monitoring; or

2. The OIGC will perform the investigation.

(b) At the conclusion of such investigation, the report shall be submitted to the subject, who shall have twenty (20) working days from the date of the report to submit a written response. The subject’s response and the investigator’s rebuttal to the response, if any, shall be included in the final report presented to the chair of the board of trustees and the Board of Governors’ Audit and Compliance Committee. In the event the board of trustees chair is the subject, the report shall be submitted to the chair of the board of trustees audit and compliance committee and to the Board of Governors Audit and Compliance Committee.

(11) Any significant and credible allegation(s) of fraud, waste, mismanagement, misconduct, and other abuses made against the university chief audit executive or chief compliance officer shall be timely reported to the board of trustees and Board of Governors through the BOG OIGC. Such allegations will be handled in the same manner as provided for in (10) (a) and (b) above.

(12) Periodic evaluation and reporting to the Board of Trustees on the antifraud framework. At least annually, the OIGS shall perform an evaluation of the antifraud framework and make recommendations, as needed, to improve the framework. The Chief Audit Officer shall discuss conclusions and recommendations with the Vice President of Finance and Administration and shall present evaluation results to the President and Board of Trustees.
(13) This regulation shall be reviewed at least every five (5) years for currency and consistency with applicable Board of Governors and university regulations.

Authority: Art. IX, Section 7, Fla. Const., BOG Regulation 3.003, 1.001(6), BOG Regulation Procedure July 21, 2005. History: New 11-12-2021; Amended____________.
CONSENT ITEM E
MEMORANDUM

TO: President Richard McCullough

FROM: Undra Baldwin, Chief Audit Officer

Date: June 8, 2022

SUBJECT: Agenda Item for the June 22, 2022, BOT Meeting:

The Florida State University Seminole Booster’s request for approval to enter into a five-year audit contract extension, with a rotation in lead audit partner for RSM US LLP.

Request for Approval to be placed on the BOT Consent Agenda

Please find enclosed the Florida State University Seminole Booster’s request for approval for the above firm to enter into a five-year audit contract extension, with a rotation in lead audit partner for RSM US LLP. I respectfully request this item to be included on the BOT Consent Agenda for the June 22, 2022, BOT meeting.

Thank you

Attachment
MEMORANDUM

TO: Sam McCall, Chief Audit Officer

FROM: Michael Williams, Associate Vice President for Finance & Administration

DATE: March 22, 2022

SUBJECT: Request for Approval
Seminole Boosters Contract Extension with RSM

The Seminole Boosters are recommending a five-year contract extension with a rotation in lead audit partner for RSM, which was approved by their Board. Per regulation FSU-2.025 Direct Support Organizations, the contract extension must be approved by the Florida State University President and then forwarded to the University Board of Trustees for review and final approval. If approved, the fees for the next five years are provided below:

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Please accept this email as the Seminole Boosters’ formal request for Board of Trustees approval during their next meeting.
CONSENT ITEM F
MEMORANDUM

TO: President Richard McCullough
FROM: Kyle Clark, Vice President for Finance & Administration
DATE: June 22, 2022
SUBJECT: Request for Approval
Issue Tax-Exempt Debt in the Amount Not to Exceed $66.5M to Fund a Portion of the Student Union Project

In compliance with the Board of Governors Debt Management Guidelines, the attached Resolution requests the Florida State University Board of Trustees to authorize issuance of tax-exempt bonds in an amount not to exceed $66,500,000 through the State of Florida Division of Bond Finance. The proceeds will be used to reimburse the University’s outstanding loans on the Student Union Facility Project.

Please accept this memo as our formal request for the Florida State University Board of Trustees to consider this matter and provide final approval during the upcoming board meetings scheduled on June 22, 2022.

KC/rg

Attachments
A RESOLUTION REQUESTING THE ISSUANCE OF BONDS TO FINANCE A PORTION OF THE COST OF CONSTRUCTION OF A STUDENT UNION FACILITY ON THE TALLAHASSEE CAMPUS OF THE FLORIDA STATE UNIVERSITY, PROVIDING AN EFFECTIVE DATE.

BE IT RESOLVED BY THE BOARD OF TRUSTEES:

SECTION 1. Pursuant to Section 1010.62, Florida Statutes, the Board of Trustees (the “Board of Trustees”) of the Florida State University (the “University”) hereby requests the Board of Governors of the State University System of Florida (the “Board of Governors”) to request the Division of Bond Finance of the State Board of Administration of Florida (the “Division”) to issue bonds in an amount not exceeding $66,500,000 (the “Bonds”) for the purpose of:

(i) financing, through reimbursement, a portion of the costs of construction of a new student union facility (the “Project”) on the Tallahassee campus of the University,

(ii) funding a debt service reserve fund, if necessary, and

(iii) paying certain costs associated with issuing the Bonds.

SECTION 2. The Project will consist of an approximately 148,266 net square foot facility including a ballroom, meeting rooms, lounges, offices, student activity venues, dining venues, bookstore, and support/storage space. The Project is reflected on the approved master plan for the University and is consistent with the mission and strategic plan of the University because it will provide necessary space to meet the demands of the student body population, which has grown significantly since the initial construction of buildings within the Oglesby Union Complex in 1952. Construction of the Project began in July 2017 and is expected to be completed by August 2022. Proceeds of the Bonds will not be sufficient to pay for the costs of construction of the Project without the use of additional funds. Additional necessary funding has been obtained from available University reserves, including the Capital Improvement Fee, the Student Facility Use Fee, the Health Fee, and Educational & General funds. Legislative approval of the Project has been obtained pursuant to Section 1010.62, Florida Statutes. No proceeds of the Bonds will be used to finance operating expenses of the University.

In accordance with its Reimbursement Resolution previously adopted on June 8, 2018, the Board of Trustees intends to be reimbursed from proceeds of the Bonds for capital expenditures paid by the Board of Trustees for the purpose of acquiring, constructing, equipping, and installing the Project. The Board of Trustees previously used legally available funds to pay such costs.

SECTION 3. The Bonds are to be secured by the revenues derived from the Student Facility Use Fee (the “Fee”) assessed pursuant to Section 1009.24(14)(p), Florida Statutes (the “Pledged Revenues”). The Fee was established by the Board of Trustees at $20 per semester plus $2.00 per credit hour per student beginning in the fall semester 2008, and the rate of the Fee remains unchanged since its establishment. The University is legally authorized to secure the Bonds under Section 1010.62(2)(a), Florida Statutes, pursuant to the House Bill 5003, which
implements the Fiscal Year 2022-2023 General Appropriations Act, enacted during the 2022 legislative session, which authorized the use of revenues derived from the Fee to secure debt with annual debt service of up to $4 million to finance or refinance the Project. The University is committed to ensuring that sufficient Pledged Revenues will be generated to fulfill the University’s obligations with respect to the Bonds.

 SECTION 4. The Bonds will be sold through a competitive sale. The Bonds will mature not more than 30 years after issuance, including any extensions or renewals thereof. The Project has an estimated useful life of 50 years, which is beyond the anticipated final maturity of the Bonds. The Bonds will bear interest at a fixed interest rate.

 SECTION 5. The Board of Trustees will comply, and will require the University to comply, with all requirements of federal and state law relating to the Bonds, including but not limited to, laws relating to maintaining any exemption from taxation of interest payments on the Bonds and continuing secondary market disclosure of information regarding the Bonds, if necessary. The University will promptly notify the Division of any information required to be disclosed pursuant to the Continuing Disclosure Agreement for the Bonds and will respond to requests for information from the Division in a timely manner.

 SECTION 6. The University will comply with the Debt Management Guidelines adopted by the Board of Governors on April 27, 2006, as subsequently amended, and the debt management policy of the University.

 SECTION 7. The University President, the University Vice President and Chief Financial Officer, and other authorized representatives of the University and the Board of Trustees are hereby authorized to take all actions and steps, to execute all instruments, documents, and contracts, and to take all other actions as they may deem necessary or desirable, in connection with the execution, sale and delivery of the Bonds.

 SECTION 8. The Board of Trustees hereby declares that the Bonds shall have a first lien on the Pledged Revenues and such lien shall be senior in priority to the lien on the Pledged Revenues created by the internal loan between the University and the University’s Division of Student Affairs dated September 22, 2020 (the “Internal Loan”). The Internal Loan is junior and subordinate to the Bonds as to lien on and source and security for payment from such Pledged Revenues.

 SECTION 9. In making the determination to finance the Project, the Board of Trustees has reviewed the information described in Appendix A, attached hereto.

 SECTION 10. This resolution shall take effect immediately upon its adoption.

 Adopted this ________ day of ______________, 2022.
Appendix A

The following documents have been reviewed by the Board of Trustees prior to the execution of this Resolution:

a. the project program, feasibility study, or consultant report;

b. a draw schedule for the Project;

c. sources and uses of funds for the Project;

d. an estimated debt service schedule;

e. a description of the security supporting repayment and the lien position the debt will have on that security; and

f. a five-year history and a five-year projection of the Pledged Revenues and the debt service coverage.
STUDENT UNION
PROJECT SUMMARY

Project Overview:
Florida State University (the “University”) is requesting approval from the Board of Trustees (the “Board”) to issue tax-exempt bonds in an amount not to exceed $66.5M (the “Debt”) and use the proceeds to reimburse a portion of the cost incurred by the University from internally financing the construction of a new student union (the “Union”) and to request the Division of Bond Finance (the “DBF”) to issue the Debt.

In 2018, the University’s Board of Trustees (the “BOT”) adopted a resolution authorizing capital expenditures aggregating approximately $128M to finance the Union with the expectation of subsequently executing a refinancing to reimburse the University for a portion of the original expenditures. The Union is approximately 148,266 ft, and the total project cost is estimated to be $143.8M.

The Debt will be secured by a first lien pledge of the Student Facilities Use Fee (the “Fee”), the leveraging of which was made possible via specific Legislative authorization in the 2022 General Appropriations Act Implementing Bill.

Project Site and Progress:
The Union is consistent with the campus master plan and is located in the same area as the original Oglesby student union on the University’s Tallahassee campus. Demolition of the original Oglesby student union began in June 2018, and construction of the Union is expected to be completed by August 2022.

The original Oglesby student union opened in 1952 when enrollment at the University was less than 5,000 students. More recently, in light of its age, it was in need of significant renovations and was inadequate to accommodate the University’s current needs. The new Union will better serve the University’s 40,000+ student body and 740+ student organizations, providing a central focal point for the campus, bringing together all members of the University’s diverse community of students, faculty, staff, alumni, and guests, while providing capacity for numerous educationally purposeful activities (outside of the classroom) as well as functional space for the University.

Projected Cost and Original Funding:
Total project cost of approximately $143.8M is comprised of $128.3M in construction costs and $15.5M in project-related expenses such as professional fees, moveable furnishings, and telecommunications. As of April 1, 2022, $109.3M has been expended on the project, with the remaining $34.5M to be outlaid between now and August 2022.
The project’s construction has been funded internally from various sources, including student fees, E&G operating and carryforward funds, as well as two loans, one from the University and the other from the Florida State University Foundation (the “Foundation”), as shown below.

### Project Funding Sources

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Improvement Fee</td>
<td>$34,694,108</td>
</tr>
<tr>
<td>Student Facilities Use Fee</td>
<td>16,427,972</td>
</tr>
<tr>
<td>Health Fee</td>
<td>15,630,400</td>
</tr>
<tr>
<td>E&amp;G Operating</td>
<td>10,012,512</td>
</tr>
<tr>
<td>E&amp;G Carryforward</td>
<td>1,807,077</td>
</tr>
<tr>
<td>Foundation Loan</td>
<td>19,223,376</td>
</tr>
<tr>
<td>University Loan</td>
<td>45,700,000</td>
</tr>
<tr>
<td>Earnings on Loan Proceeds</td>
<td>340,074</td>
</tr>
<tr>
<td><strong>Total Funding</strong></td>
<td><strong>$143,835,519</strong></td>
</tr>
</tbody>
</table>

The Foundation Loan ($19.2M) was issued by the Foundation on December 1, 2019, currently bearing a fixed interest rate of 4% (the rate resets in 2-3 years) and maturing in 2030. The University Loan ($45.7M) was granted on September 22, 2020, bearing a fixed interest rate of 1.3% and maturing in 2035.

E&G funding consists of $10M from the University’s Fiscal Year 2019 and 2020 operating budgets and $1.8M in carryforward. Since construction began, the University has kept Board of Governors staff apprised on the use of E&G funds on the project. The varied uses are outlined below:

### Use of E&G Funding

<table>
<thead>
<tr>
<th>Approved E&amp;G Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utility Infrastructure</td>
<td>$1,660,663</td>
</tr>
<tr>
<td>Fire Alarm Upgrades</td>
<td>19,775</td>
</tr>
<tr>
<td>Landscape/Irrigation</td>
<td>425,000</td>
</tr>
<tr>
<td>Renovation of Adjacent Buildings</td>
<td>2,128,000</td>
</tr>
<tr>
<td>Natural Gas Emergency Generator</td>
<td>1,075,000</td>
</tr>
<tr>
<td>FF&amp;E</td>
<td>5,000,000</td>
</tr>
<tr>
<td>Build Out of Crenshaw</td>
<td>315,563</td>
</tr>
<tr>
<td>Bowling Equipment</td>
<td>380,261</td>
</tr>
<tr>
<td>Demolition of Davis Building</td>
<td>815,327</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$11,819,589</strong></td>
</tr>
</tbody>
</table>

FSU BOARD OF TRUSTEES - PAGE 122
Refinancing

The Project:

The University is requesting to issue Debt to refinance internal loans effectively allowing the University to repay all or a portion of the internal University Loan and the Foundation Loan. The University anticipates that priority will be given to repaying the University Loan. Depending on the amount of proceeds generated from the issuance of the Debt, the Foundation Loan may not be repaid in full.

The University has worked closely with DBF throughout the process to ensure that the best course of action is taken in issuing the Debt to maximize the benefit to the University. While the University wishes to maintain flexibility regarding the date of issuance and other technical features, some parameters have been set. The Debt will be issued at a fixed rate, the term is anticipated to be 20 years (not to exceed 30), and annual debt service will be level.

The principal amount of the Debt expected to be issued is approximately $46.8M. This estimate assumes a rate of 4% and annual debt service of $3.44M. The amount of debt is subject to change due to the prevailing interest rate environment at the time the Debt is priced/sold. As interest rate volatility continues, the debt issued may be reduced or increased to keep the annual debt service at or below $3.44M while maximizing proceeds delivered to the University.

Pledged Revenues:

The Debt will be secured by the revenues derived from the mandatory Student Facilities Use Fee (the "Fee") authorized by Section 1009.24(14)(p) FS. The Fee is "related to the use, late return, and loss and damage of facilities and equipment." The Fee applies only to students on its main (Tallahassee) campus, and certain students, such as 3rd and 4th-year medical students, are not assessed the Fee. The University assesses the Fee at $2 per credit hour plus $20 per semester. The University wishes to maintain the current fee structure; however, the University’s BOT has the authority to increase the Fee in accordance with Board Regulation 7.003(18), if needed.

Pursuant to s. 1010.62, F.S., and the 2022 General Appropriations Act Implementing Bill, s. 13, House Bill 5003 (2022), the Fee may be pledged to the repayment of the Debt. The University received limited approval from the Legislature to leverage the Fee, as follows:

In order to implement Specific Appropriation 145 of the 2022-2023 General Appropriations Act, Florida State University is authorized under s. 1010.62(2)(a), Florida Statutes, to use revenues derived from the student facilities use fees authorized by s. 1009.24(14)(p), Florida Statutes, to pay and secure debt with annual debt service in an amount not to exceed $4 million to finance or refinance the university’s new student union project. This section expires July 1, 2023.
The Fee revenue is a function of total enrollment and credit hours. Due to this relationship, the revenue generated from the Fee is predictable and reliable. Historically, the Fee revenue has remained stable, increasing roughly 3% from $3.98M to $4.10M over the past 5 years. The University projects Fee collections to remain essentially flat through FY 2025-26.

**Debt Service Coverage:** The University wishes to maximize the amount of proceeds generated by the issuance of the Debt and has received Legislative authorization to use up to $4M in annual Fee revenue to service the Debt.

The State University System Debt Management Guidelines (Guidelines) require a minimum 1.20x debt service coverage (DSC) ratio for the requisite 5-years of projected revenues. Based on projected Fee revenue and an assumed interest rate of 4% and a 20-year final maturity, DBF could issue approximately $46.8M in Debt on behalf of the University to maintain a minimum DSC of 1.20x. If the debt is issued with a 30-year final maturity, the borrowing amount would increase to $59.5M based on the assumed 4% interest rate; however, the University is currently anticipating issuing with a 20-year final maturity. Ultimately, the Debt will be sized by DBF at pricing, based on prevailing market rates at that time, in an amount that complies with the Guidelines’ minimum 1.20x DSC ratio.

**Type of Sale:** The Debt will be issued through DBF. Based on an analysis of current market conditions and the proposed bond issuance, it was determined that a competitive sale would yield the best results in terms of Debt cost.

**Analysis and Recommendation:** The proposed financing complies with Florida Statutes governing the issuance of university debt and the State University System Debt Management Guidelines. University staff recommends authorization of the Debt. The Debt must be sized accordingly at the time of issuance, given the prevailing interest rate and term.
### Sources of Funds

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Basis for Amounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bond Par Amount</td>
<td>$46,785,000</td>
<td>Estimated Series 2022A Bond sale amount based on 20-year final maturity, 4% interest rate, and 1.20x debt service coverage ratio</td>
</tr>
<tr>
<td>University Equity Contribution</td>
<td>$98,127,556</td>
<td>Final equity contribution will be determined based on actual bond proceeds</td>
</tr>
</tbody>
</table>

**Total Sources of Funds**

$144,912,556

### Uses of Funds

<table>
<thead>
<tr>
<th>Use</th>
<th>Amount</th>
<th>Basis for Amounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Project Cost</td>
<td>$143,835,519</td>
<td>Planning, Design, Construction &amp; Equipment (Construction costs of $128.3 million plus other project costs of $15.5 million)</td>
</tr>
<tr>
<td>Costs of Issuance &amp; Underwriter's Discount</td>
<td>$1,077,037</td>
<td>Costs of Issuance is based on Division of Bond Finance estimates. Underwriter’s Discount estimated at 2% of par amount</td>
</tr>
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</table>

**Total Uses of Funds**

$144,912,556
## Estimated Debt Service Schedule

Assumes 20-year Final Maturity

<table>
<thead>
<tr>
<th>Payment Date</th>
<th>Principal</th>
<th>Interest¹</th>
<th>Total</th>
<th>Annual Total</th>
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<td>$ 935,700</td>
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<tr>
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<td>2,505,700</td>
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<td>904,300</td>
<td>-</td>
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<tr>
<td>7/1/2024</td>
<td>1,635,000</td>
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<td>2,539,300</td>
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<td>871,600</td>
<td>871,600</td>
<td>-</td>
</tr>
<tr>
<td>7/1/2025</td>
<td>1,700,000</td>
<td>871,600</td>
<td>2,571,600</td>
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<tr>
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<td>837,600</td>
<td>837,600</td>
<td>-</td>
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<tr>
<td>7/1/2026</td>
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<td>837,600</td>
<td>2,602,600</td>
<td>3,440,200</td>
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<td>-</td>
<td>802,300</td>
<td>802,300</td>
<td>-</td>
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<tr>
<td>7/1/2027</td>
<td>1,840,000</td>
<td>802,300</td>
<td>2,642,300</td>
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<td>765,500</td>
<td>-</td>
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<tr>
<td>7/1/2028</td>
<td>1,910,000</td>
<td>765,500</td>
<td>2,675,500</td>
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<td>603,200</td>
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<td>7/1/2032</td>
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<td>7/1/2035</td>
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<td>413,300</td>
<td>-</td>
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<td>7/1/2036</td>
<td>2,615,000</td>
<td>413,300</td>
<td>3,028,300</td>
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<td>1/1/2037</td>
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<td>361,000</td>
<td>361,000</td>
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<tr>
<td>7/1/2037</td>
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<td>306,600</td>
<td>-</td>
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<tr>
<td>7/1/2038</td>
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<td>3,136,600</td>
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<td>3,445,000</td>
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<td>7/1/2040</td>
<td>3,060,000</td>
<td>191,100</td>
<td>3,251,100</td>
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<tr>
<td>1/1/2041</td>
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<td>129,900</td>
<td>129,900</td>
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<td>7/1/2041</td>
<td>3,185,000</td>
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<td>3,314,900</td>
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<tr>
<td>1/1/2042</td>
<td>-</td>
<td>66,200</td>
<td>66,200</td>
<td>-</td>
</tr>
<tr>
<td>7/1/2042</td>
<td>3,310,000</td>
<td>66,200</td>
<td>3,376,200</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 46,785,000</strong></td>
<td><strong>$ 22,066,800</strong></td>
<td><strong>$ 68,851,800</strong></td>
<td><strong>$ 68,851,800</strong></td>
</tr>
</tbody>
</table>

¹ Interest estimated at 4.00%.
## Pledged Revenues

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Facilities Use Fee - Per Credit Hour</td>
<td>$1,893,680</td>
<td>$1,891,869</td>
<td>$1,955,006</td>
<td>$1,897,627</td>
<td>$1,962,230</td>
<td>$1,976,724</td>
<td>$1,975,000</td>
<td>$1,975,000</td>
<td>$1,975,000</td>
<td>$1,975,000</td>
</tr>
<tr>
<td>Student Facilities Use Fee - Per Semester</td>
<td>$2,136,329</td>
<td>$2,146,160</td>
<td>$2,200,893</td>
<td>$2,160,683</td>
<td>$2,180,196</td>
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<td>$2,210,000</td>
<td>$2,210,000</td>
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</tr>
<tr>
<td>Student Aid Discounts</td>
<td>$(40,129)</td>
<td>$(46,959)</td>
<td>$(45,367)</td>
<td>$(45,721)</td>
<td>$(42,166)</td>
<td>$(50,000)</td>
<td>$(50,000)</td>
<td>$(50,000)</td>
<td>$(50,000)</td>
<td>$(50,000)</td>
</tr>
<tr>
<td>Bad Debt Expense</td>
<td>$(8,809)</td>
<td>$(1,719)</td>
<td>$(601)</td>
<td>$(1,338)</td>
<td>$(881)</td>
<td>$(1,000)</td>
<td>$(1,000)</td>
<td>$(1,000)</td>
<td>$(1,000)</td>
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</tr>
<tr>
<td>Net Pledged Revenues</td>
<td>$3,981,071</td>
<td>$3,989,352</td>
<td>$4,111,133</td>
<td>$4,011,251</td>
<td>$4,097,378</td>
<td>$4,137,995</td>
<td>$4,134,000</td>
<td>$4,134,000</td>
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</tr>
</tbody>
</table>

## Debt Service

### Estimated Debt Service Coverage

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Estimated Annual Debt Service</td>
<td>$-</td>
<td>$-</td>
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<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
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</tr>
<tr>
<td>Estimated Maximum Annual Debt Service</td>
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<td>$-</td>
<td>$-</td>
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<td>$3,441,400</td>
<td>$3,443,600</td>
</tr>
<tr>
<td>Annual Debt Service Coverage</td>
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<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
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<td>1.20x</td>
<td>1.20x</td>
</tr>
<tr>
<td>Maximum Annual Debt Service Coverage</td>
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<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
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<td>n/a</td>
<td>1.20x</td>
<td>1.20x</td>
<td>1.20x</td>
</tr>
</tbody>
</table>

### Maximum Annual Debt Service Coverage

<table>
<thead>
<tr>
<th></th>
<th></th>
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<td>Estimated Maximum Annual Debt Service</td>
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<td>$3,441,400</td>
<td>$3,443,600</td>
</tr>
<tr>
<td>Annual Debt Service Coverage</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>1.20x</td>
<td>1.20x</td>
<td>1.20x</td>
</tr>
<tr>
<td>Maximum Annual Debt Service Coverage</td>
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### Annual Debt Service Coverage

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Description of the security supporting repayment and the lien position the debt will have on that security:

The proposed bonds will be secured by a first lien on the revenues derived from the student facility use fee (the “Fee”) authorized by Section 1009.24, Florida Statutes. The Fee is a mandatory student fee, assessed at $20 per semester plus $2 per credit hour. The University is legally authorized to pay and secure the Bonds pursuant to Section 1010.62(2)(a), Florida Statutes, and Section 13, House Bill 5003 (2022), which implements the General Appropriations Act for the 2022-2023 Fiscal Year (the “Implementing Bill”). The Implementing Bill authorizes the use of the revenues derived from the Fee to secure debt with annual debt service of up to $4 million to finance or refinance the University’s new Student Union Project. The Implementing Bill is subject to review and veto by the Governor; therefore, the attached resolution is contingent upon the Implementing Bill becoming law.

The University entered into an internal loan agreement with the University’s Division of Student Affairs dated September 22, 2020 (the “Internal Loan”), which is secured by the Fee and other revenue sources. However, the Internal Loan is junior and subordinate to the proposed bonds as to lien on and source and security for payment from the revenues derived from the Fee.

The University also executed a promissory note regarding a commitment to make payments to the Florida State University Foundation, Inc, dated December 1, 2019 (the “Foundation Loan”), and the Foundation Loan is secured by the Fee and other revenue sources. However, similar to the Internal Loan, the Foundation Loan is junior and subordinate to the proposed bonds as to lien on and source and security for payment from the revenues derived from the Fee.
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*Projected expenditures*
CONSENT ITEM G
MEMORANDUM

TO: President Richard McCullough

FROM: Kyle Clark, Vice President for Finance & Administration

DATE: June 22, 2022

SUBJECT: Request for Approval
Regulation Amendment FSU-2.009, Parking and Traffic

The proposed amendment would create a new voluntary parking category to designate the following underused parking spaces as student reserved:

- Level 1 Call St. Garage - 39 spaces (unused F/S spaces)
- Level 1 St Augustine Garage – 101 spaces (unused student, F/S and SV spaces)
- Pensacola Hourly Lot # 128 – 35 spaces (unused visitor/hourly spaces)
- Level 1 Pensacola Garage – 93 (unused F/S spaces).

Permits would be available for sale to park in such spaces on a voluntary basis. This optional enhanced parking opportunity would be available at the proposed rate of $325 for the academic year (Aug 15th thru April 30th) and $415 for the 12-month permit year (Aug 15 – Aug 14 following). The current regular student parking privileges (which are not separately charged) and current penalties would not be changed. As this is currently underused space, the general student parking availability should not be adversely affected.
The funds will be used to help offset operating expenses of parking including staffing, equipment, supplies, repair and maintenance.

I recommend approval of this motion.

KC

Attachments
FSU-2.009 Parking and Traffic Regulations.

1 General Information.

a) Applicability of Traffic Regulation. This regulation shall be applicable to all vehicles operated or parked on the Florida State University (FSU) campus at any time, including examination periods, semester breaks, and registration periods. The fines, penalties and other sanctions provided herein may be imposed against any person who shall cause, allow, permit or suffer any vehicle registered in any state or at the Office of Transportation and Parking Services in the name of, or operated by such person to be parked or operated in violation of any provision of this Regulation. It is the policy of FSU to enforce the provisions of this Regulation and seek to impose the fines, penalties or other sanctions provided herein:

1 In the case of a vehicle registered with the Office of Transportation and Parking Services, against the person in whose name such vehicle is so registered.

2 In the case of a vehicle not so registered, if it is determined that the operator at the time of the violation is affiliated with FSU and, in fact, should have registered the vehicle with the Office of Transportation and Parking Services, against the person affiliated with FSU.

3 In the case of a vehicle not so registered and whose operator at the time of the violation cannot be identified, against the title holder of said vehicle.

b) Applicability of Florida Statutes and Ordinances of the City of Tallahassee. All ordinances of the City of Tallahassee relating to traffic which are not in conflict or inconsistent with this Regulation shall extend and be applicable to the grounds of the University. A copy of said ordinances shall be available for inspection at the Office of Transportation and Parking Services. In addition, the provisions of Chapter 316, Florida Statutes, shall extend and be applicable to the grounds of the University.

c) Responsibility for Implementation. Unless otherwise noted, the Director of Transportation and Parking Services shall be responsible for the supervision and implementation of this Regulation. All requests for individual consideration with regard to the parking and traffic regulations contained in this Regulation must be directed to that person at the Office of Transportation and Parking Services.

d) Definitions. The following words and phrases, when used in this Regulation, shall have the meanings respectively ascribed to them in this section, except where the context otherwise requires:

1 Access Lane. Any area that is not designated as a parking space, and that provides an avenue for traffic flow and emergency vehicles.

2 Automobile. Any motor vehicle having three (3) or more wheels.

3 Back-in Parking. Parking a vehicle so that the front-end of the vehicle is pointing toward the drive aisle. It does not matter if the vehicle actually backed into the
parking space or drove through an adjacent space.

4 **Commuter Lot.** Designated lots/facilities that prohibit the parking of vehicles between the hours of midnight and 5:45 AM, except on Friday and Saturday evenings or as posted on the entrance of the lot.

5 **Commuter Student.** Any person not classified as faculty, administrative and professional personnel or University support personnel system staff that is enrolled and carrying 1 or more credit hours of undergraduate or graduate work at FSU that does not pay for on-campus housing and does not reside in an on-campus FSU residential hall.

6 **Designated Parking Space.** Areas governed by FSU parking Regulations with parking spaces delineated by red, white, yellow, green or blue striping, a parking meter, or other physical barriers to include, but not be limited to railroad ties and bumper blocks intended to delineate parking parameters.

7 **Director of Transportation and Parking Services.** An FSU employee who has been assigned the specific duties of supervising and managing the Office of Transportation and Parking Services.

8 **Employee.** Any employee of FSU including (but not limited to) executive staff, faculty, administrative and professional personnel, University support personnel system staff, and OPS staff.

9 **Employees of Recognized FSU Organizations or Contracted Services.** Personnel who work on campus, but who are not University employees (including, but not limited to: bookstore employees, beauticians, barbers, food service personnel, credit union employees, golf course employees, postal/shipping employees, staff of religious houses, event personnel, and employees of the Greek houses).

10 **Financial Aid Disbursement.** The period of time defined each semester by the Controller's Office for the disbursement of financial aid funds.

11 **Fire Lanes.** Those areas of campus that must be kept clear of all obstructions so as not to interfere with the movement of fire-fighting equipment and which are marked as fire lanes by signs and red painted curbing or fluorescent red and white painted areas, or both.

12 **Loading Dock.** Areas specifically designated for the sole purpose of loading or unloading materials or equipment at the delivery entrance or designated location to a building. Properly identified service vehicles, commercial vehicles, or vehicles properly displaying loading dock permits issued by the Office of Transportation and Parking Services are authorized to use loading docks. Loading docks are delineated by signs and/or pavement markings. Vehicles parked without proper authorization will be issued a citation and/or towed at owner’s expense.
13 **Loading Zones.** Areas specifically designated for the sole purpose of loading or unloading materials or equipment. Properly identified service vehicles, commercial vehicles, vehicles registered for valid FSU virtual permits, or vehicles properly displaying a valid loading zone parking credential issued by the Office of Transportation and Parking Services are authorized to use loading zones. Loading zones are delineated by signs and/or pavement markings. Use of these areas is limited to 20 minutes. Vehicles exceeding the 20-minute maximum period may be issued a parking citation. Additional citations may be issued every hour after the original citation and/or vehicles may be towed at owner’s expense.

14 **Motorcycle, Moped, or Motor Scooter.** Any motor vehicle having less than three (3) wheels.

15 **Overnight Lot.** Designated lots/facilities that allow parking twenty-four (24) hours a day.

16 **Parking.** The standing of a vehicle, whether occupied or not and whether the engine is running or not, as may be permitted by law under the State Uniform Traffic Control Law, Chapter 316, Florida Statutes, or this Regulation pursuant to Section 1006.66.

17 **Parking Credential.** A virtual parking permit, parking placard, parking hang-tag, or other designated pass/permit that authorizes parking in one or more campus parking lots/facilities.

18 **Parking Hang-Tag.** A parking hang-tag is a physical parking permit that is hung from an automobile’s rearview mirror. A parking hang-tag authorizes parking in the lots, facilities, and/or spaces as shown on the hang-tag. The parking hang-tag does not authorize parking in any lots, facilities, or spaces not noted on the hang-tag.

19 **Parking Placard.** A parking placard is a physical parking permit that is placed on an automobile’s dashboard. A parking placard authorizes parking in the lots, facilities, and/or spaces as shown on the placard. The parking placard does not authorize parking in any lots, facilities, or spaces not noted on the placard.

20 **Permit Registration Year.** The period from August 15 of one year to August 15 of the succeeding year.

21 **Persons Affiliated with FSU.** Employees or students of FSU or employees of recognized FSU on-campus organizations or contracted services.

22 **Reserved Space.** A parking space that is reserved for a specific user, user group, event/function, or vehicle. The space will be marked with signage, pavement markings, and/or temporary barricades. Any parking space on campus may be reserved for events or other University functions.

23 **Resident Student.** Any person not classified as faculty, administrative and professional personnel or University support personnel system staff that is enrolled and carrying 1 or more credit hours of undergraduate or graduate work at FSU that also pays for on-campus housing and resides in an on-campus FSU residential hall.
24 **Restricted Hours.** Between 7:30 AM and 10:00 PM, Monday through Friday on all classdays, examination periods, semester breaks, and registration periods.

25 **Service Vehicle Area.** Areas reserved for properly identified service or emergency vehicles performing maintenance or repair of University owned or leased equipment or facilities, commercial vehicles, or vehicles bearing proper authorization from the Office of Transportation and Parking Services. Non-Service State vehicles are prohibited from parking in service vehicle spaces. Service vehicle areas are reserved during restricted hours and are delineated by signs and/or pavement marking. Vehicles without proper authorization will be issued a citation and/or towed at owner’s expense for parking in a reserved space without authorization (fine code – 01 if the space is not reserved for a specific vehicle or fine code – 06 if the space is reserved).

26 **Short Term Parking.** Those spaces designated by signage with a two-hour maximum stay.--An appropriate parking placard or hang-tag must be obtained from the Office of Transportation and Parking Services and appropriately displayed on the vehicle.

27 **Transportation Violations Appeals Board.** The University traffic authority established pursuant to Section 1006.66, Florida Statutes, to review disputes regarding citations and to render decisions regarding the appropriate penalty to be imposed, including the restriction, removal, or restoration of driving or parking privileges on campus. The Transportation Violations Appeals Board will consist of 2 or more divisions of equal authority. Each shall be composed of 4 members appointed for a period of 1 year. There shall also be appointed a pool of alternate members who shall be eligible to serve when called upon by the Board Coordinator, when a regular member is unavailable. All appointments shall be made by the Vice President for Finance and Administration. The positions on each division of the Board shall be occupied by faculty, staff (A&P or USPS) and student members. The Chairperson shall be elected annually from among the members of the Board and shall have full voting rights. This Board shall function on a year-round basis. A quorum shall consist of at least 2 members of the Board. When a quorum is not available, and the appellant has arrived on time for their scheduled hearing, the citation(s) will be dismissed.

28 **Vehicle.** Any automobile, motorcycle, moped or motor scooter as defined. Motorized scooters and micromobility devices governed by s. 316.2128, F.S., have certain rights of bicycles and are governed by that law, University regulation and policy including those governing bicycles, city ordinance and the provisions of any vendor contract.

29 **Virtual Permit.** Vehicle registration which allows the registered vehicle to be parked on the grounds of the University, as set out in this Regulation. A virtual permit is not a physical permit. Instead, the registered vehicle’s license plate is used to determine whether or not the vehicle is properly registered with the Office of Transportation and Parking Services. Up to five automobiles may be registered to a single virtual permit. However, a vehicle may not be registered to more than one virtual permit at a time. Automobile virtual permits are only issued to vehicles with three (3) or more wheels and motorcycle virtual permits are only issued to vehicles with fewer than three (3) wheels.
Visitors. Persons who are not employees or students of FSU and who do not work on campus for other organizations.

Working Day. Any day that the University is officially open. This does not include official holidays or winter break.

2 Virtual Permits, Parking Placards, and Parking Hang-Tags.

a) All vehicles parked on the campus by persons affiliated with FSU must be registered for a valid virtual permit or display the appropriate placard or hang-tag as instructed. The following, however, are excepted:

1. Board of Trustees. Vehicles bearing a valid “Board of Trustees” parking placard may be parked in any designated, unreserved parking space on campus.

2. "State" Tag Vehicles. Vehicles owned by or assigned to an FSU department or organization and bearing a duly issued "State" license tag must be registered for a valid virtual permit, but are not required to pay parking meter fees. Such vehicles may be parked in any designated, unreserved parking space, short-term space (2-hour maximum) or loading zone (20-minute maximum) on campus. Vehicles bearing a duly issued “State” license tag but are not owned or assigned to an FSU department or organization must either purchase a virtual permit, purchase a visitor parking placard or hang-tag, park at a parking meter and pay the appropriate fee, or park in a designated visitor parking lot/facility and pay the appropriate fee.

3. News Media Vehicles. Press representatives, reporters, correspondents, and other representatives of the news media not otherwise affiliated with FSU, who are on campus on official news or press business, may park in any designated, unreserved space, short-term space (2-hour maximum) and loading zone (20-minute maximum). A virtual permit is not required if a valid press identification is prominently displayed on the vehicle(s). Students, faculty and staff are not eligible for this exemption.

4. Commercial Representatives in Commercial Vehicles. Marked delivery trucks, telephone and power service vehicles, limousine service automobiles, taxis, and buses making brief stops (less than 10 minutes) at 1 or more points on campus are not required to register for a virtual permit or display a parking placard or hang-tag. Vehicles used by persons required to perform service or regular maintenance on University-owned or leased equipment or facilities must have a valid FSU parking hang-tag displayed. These vehicles may be parked in any designated, unreserved parking space. Parking meter and visitor lot/facility fees must be paid.

5. Contractors. Contractors and contractor personnel engaged in FSU construction projects may park within the fenced enclosure of the construction site. Other parking must be off campus or on-campus locations specifically designated by the Office of Transportation and Parking Services. Construction placards or hang-tags must be displayed in the windshield of each parked vehicle, whether or not the vehicle is parked in a parking
6. Vehicles Transporting Disabled Individuals; Disabled Veterans.

   a. In accordance with Florida Statutes, a vehicle bearing a disabled parking permit issued pursuant to Sections 320.0848, 320.0842, 320.0843, and 320.0845, Florida Statutes, or a disabled license plate issued pursuant to Section 320.084 or Section 320.0848, Florida Statutes (disabled veterans and veterans confined to wheelchairs), may park in designated accessible spaces if such vehicle is transporting a person eligible for such parking permit or license plate. Any person who is chauffeuring a disabled person shall be allowed momentary parking in any such parking space for the purpose of loading or unloading a disabled person. No penalty shallbe imposed upon the driver for such momentary parking. Such vehicles shall not, however, be parked in a reserved space, bus loading zone, fire zone, disabled space access aisle, service vehicle space, non-designated parking area or any other area posted as a "No Parking" zone. All employee and student affiliates are required to purchase the appropriate virtual permit in order to park on campus. Vehicles appropriately registered for a valid virtual permit and displaying a disabled permit issued by the state may park in metered, loading zone, short- term, and other unreserved permit designated spaces as long as time restrictions are observed. Visitors displaying a disabled permit issued by the state may park in designated accessible spaces, parking meters (at no charge), and/or visitor parking lots/facilities (provided the regular rate/fee is paid).

   b. Any person who fraudulently obtains or unlawfully displays a disabled parking permit that belongs to another person while occupying a disabled parking space or an access aisle as defined in s.553.5041 while the owner of the permit is not being transported in the vehicle or who uses an unauthorized replica of such a disabled parking permit with the intent to deceive is guilty of a misdemeanor of the second degree, punishable as provided in s.775.082 or s. 775.083.

   c. Transportation and Parking services will immobilize any vehicle displaying a fraudulent disabled permit and contact the FSU Police Department.

7. Visitors may park in metered parking spaces or in any designated visitor parking lot/facility provided appropriate fees are paid and time limits are not exceeded. All vehicles must be parked with the flow of traffic.

   b) The virtual permit year begins on August 15 and ends the following August 15. All permits, placards, and hang-tags will expire on August 15 each year.

   c) Permit Information: All persons affiliated with FSU that park on University property are required to register for a virtual permit and pay all related charges/fees.

   d) The Office of Transportation and Parking Services reserves the right to deny, restrict or revoke parking privileges to any individual who is in violation of the provisions of this Regulation. The fraudulent acquisition of a permit by giving incorrect information, falsified proof of status, or by any other means shall result in the issuance of violation(s), false registration -- fine code 05, to
the individual(s) involved.

e) Replacement Gate Access Cards and Virtual Permit Refunds. A replacement gate access card, if applicable, will be issued when a gate card is no longer serviceable. The original gatecard must be returned to the Office of Transportation and Parking Services to qualify the holder for a replacement gate card due to defect. No refunds will be issued for returned temporary permits, gate cards or remote gate openers.

f) Virtual Permit Classifications.

1. Faculty, Administrative and Professional personnel, and University Support Personnel System staff are eligible to register for “RP” virtual permits. Faculty, Administrative and Professional personnel, University Support Personnel System staff, Non-Student OPS employees of recognized FSU affiliated organizations or contracted services are eligible to register for "R" virtual permits. Both the “RP” and “R” virtual permits authorize parking only in designated "R" parking areas (as identified by red stall lines and/or entrance signage) or in areas specified for shared parking (as identified by alternating red and white stall lines and/or entrance signage). In order to be appropriately registered for an “RP” or “R” virtual permit, the employee must provide the make, model, color, year, and license plate of each vehicle registered to the virtual permit (up to five vehicles per permit) and pay all required fees.

2. Visitors are eligible to purchase a "V" parking hang-tag, authorizing parking only in designated "W" and non-gated “R” parking areas. Faculty, staff and student affiliates, as well as employees of FSU affiliated organizations or contracted services, are not eligible to purchase a "V" hang-tag.

3. Students and Non-Student OPS employees are eligible to register for “VW” virtual permits. Vehicles that are registered to a "VW" virtual permit are authorized to park in designated "W" parking areas (identified by white stall lines and/or entrance signage) between the hours of 5:45 AM and 12:00 a.m. on all class days in areas designated for commuter parking and 24- hours per day in areas designated for overnight parking. “VW” virtual permits can also park in areas specified for shared parking (as identified by alternating red and white stall lines and/or entrance signage).

3-4. Students are also eligible to register for a “VRES" virtual permit which allows 24/7 access to a designated reserved lot or area. To acquire this optional permit, students must provide the make, model, color, year, and license plate of each vehicle registered to the virtual permit and pay all required fees ($325 – Academic Year or $415 – Annual). This permit does not provide any other parking privilege.

4. Persons with FSU retired status who are no longer receiving any form of financial compensation for active employment may purchase an Emeritus or "E" virtual permit. The "E" virtual permit authorizes parking in any designated non-reserved faculty/staff parking area.

5-6. Individuals operating motorcycles, mopeds or motor scooters may purchase a "VMC"
virtual permit authorizing parking in motorcycle parking spaces only.

6.7. A temporary parking permit must be obtained when a substitute vehicle is parked on campus in lieu of an appropriately permitted vehicle. Temporary parking permits provide the same parking and driving restrictions as do virtual permits, based on the parking access provided to the virtual permit registrant. Except as otherwise stated, temporary permits are issued for a maximum of 10 working days per academic year. Anyone requesting a temporary permit for more than 10 working days must file a written statement certifying the extraordinary circumstances for the extension and certifying that the temporary permit and the registered virtual permit will not be used on campus simultaneously during the period. There is no charge for a temporary permit issued to virtual permit registrant for use on a substitute vehicle for a maximum of 10 working days per year.

7.8. Commercial vendors and sales and service representatives are eligible to purchase commercial ("C") hang-tags. Vehicles bearing "C" hang-tags may park in any designated, non-gated unreserved parking space on campus. Commercial hang-tag holders may also utilize designated loading areas for 20-minute periods only, short-term parking spaces (2 hour maximum), and unreserved service vehicle spaces, as well as parking meters and visitor parking lots/facilities (provided appropriate fees are paid).

8.9. Loading Zone hang-tags may be purchased on an individual basis to afford access to designated loading zones for loading or unloading of materials or equipment. “LZ” hang-tags are not valid in any other parking spaces on campus.

9.10. Service vehicle hang-tags may be purchased by eligible service and technical support representatives. Vehicles bearing a valid "SV" hang-tag are eligible to park in designated unreserved service vehicle spaces with no time restriction and loading zones for a maximum of twenty (20) minutes. “SV” hang-tags are not valid in any other parking spaces on campus.

10.11. Departmental hang-tags may be purchased by eligible FSU departments for use by employees to conduct departmental business. Vehicles bearing a valid departmental hang-tag are eligible to park in unreserved “R” parking spaces and loading zones for a maximum of twenty (20) minutes.

11.12. Back-in hang-tags may be purchased by individuals with valid FSU virtual permits. Vehicles bearing a valid back-in hang-tag are authorized to park in appropriate campus parking lots a back-in style. Back-in hang-tags are not valid in parking garages or in parking lots with angled parking spaces.

12.13. Temporary disabled parking placards or hang-tags will be issued by the Office of Transportation and Parking Services, upon determining eligibility, for a period not to exceed 21 calendar days. To be eligible to apply for a temporary disabled parking permit, the individual must have properly registered and paid for a valid virtual permit. Extension of the eligibility of a temporary permit for more than 21 calendar days will only occur upon receipt of a duly executed Florida Department of Highway Safety and Motor
Vehicles Form 83039, which is incorporated herein by reference which contain "Disabled Person's Parking Permit a Physician's Statement of Certification", for issuing disabled parking permits at which time a placard or hang-tag will be issued for an additional period not to exceed 35 calendar days. This temporary disabled parking permit is non-renewable.

g) Virtual permits, parking placards and hang-tags are issued to specific individuals or departments/organizations and are not transferable. The registered owner of the virtual permit, parking placard or parking hang-tag accepts responsibility of all fines when the permit is used by or displayed on any vehicle.

h) An individual may purchase and maintain only 1 automobile virtual permit and 1 motorcycle virtual permit at a time during each permit year. This excludes any replacement permits issued.

i) On the day preceding a home football game (including the spring football game) or as designated on lot/facility entrance signage, all vehicles must be removed by 11:59 PM in designated football lots. A map of football parking lots and facilities will be available on the Office of Transportation and Parking Services website.

3 Parking Fees and Penalties.

a) "VW" Student Transportation Access Fee. To be assessed each semester to all registered students. At the beginning of each academic year or upon the first registered semester for the academic year a virtual permit can be obtained by each student who has registered for classes. Each student who registers for a virtual permit and pays all related fees/rates shall be granted a "VW" virtual permit for their automobile or a “VMC” virtual permit for their motorcycle, scooter or moped. If a student owns both an automobile and a motorcycle, they shall have the option to purchase both a virtual permit for their automobile and a virtual permit for their motorcycle. It is the responsibility of the student to properly register their vehicle(s) for a virtual permit from the designated point of distribution. All annual permits shall expire on August 15 of each year.

b) Fees for Transportation Services. The fees assessed for each type of parking credential, with the exception of the Student Transportation Fee and departmental charges, are subject to a sales tax mandated by the State Legislature. All transportation fees shall be posted on appropriate websites. Any fee increase/decrease to the Student Transportation Fee shall be approved by the Board of Trustees. The University President or designee shall have the authority to regulate all other fees associated with Transportation and Parking Services not addressed in this regulation.

c) Fees for Visitor Parking Spaces/Lots/Facilities, Contractor Parking, and Special Event Parking. Fees for visitor, contractor, and event parking passes, parking meters, designated visitor parking lots/facilities, and campus special event reservations shall be determined by the Director of Transportation and Parking Services. All visitor, contractor and event parking rates will be posted on parking meters, at the entrance of each visitor lot/facility, and on the Transportation and Parking Services website, as appropriate.

d) Refund of Fees.

1 The Student Transportation Access Fee refund policy will be in accordance with University
refund guidelines for local fees.

2 Virtual permits, parking placards, and parking hang-tags purchased on an annual or semester basis will not be refunded/canceled unless student has withdrawn from the University or employee is no longer employed by the University. In these cases refund will be made on a pro-rated basis on a monthly scale for unused parking and/or payroll deductions will cease at separation from the University.

3 No refunds will be issued for temporary permits or payroll deducted permits.

e) Towing and Related Charges. If a vehicle is towed from University property, the standard towing fees will be paid by the owner or user of the vehicle directly to the commercial towing companies providing services authorized at the request of the University.

4 Operation of Vehicles. Persons who drive vehicles on campus are subject at all times to the motor vehicle laws of the State of Florida, the Regulations of Florida State University and to the ordinances of the City of Tallahassee, where applicable.

5 Parking of Vehicles.

a) FSU reserves the right to regulate the use of any or all parking facilities, including the right to deny or revoke vehicle parking privileges to an individual or groups of individuals and to reserve parking facilities for the exclusive use of selected and designated individuals.

b) The responsibility of locating a legal parking space rests with the operator of the motor vehicle. Lack of space will not be considered a valid excuse or reason for violating any parking regulation.

c) Wrecker Services. Due to the nature of the University’s on and off-street parking control activities the University utilizes local wrecker services on a rotational basis.

d) Vehicles parked in violation of the provisions of this Regulation, abandoned on campus, deemed as a safety hazard by the FSU Police Department or Environmental Health and Safety, or failing to be registered for a valid virtual permit or display a current and valid parking placard or hang-tag shall be towed away and placed in commercial or University storage. Towing and storage charges, and any appropriate University fines, will be borne by the vehicle owner and must be paid before the vehicle will be released.

e) All parking and traffic regulations apply 24 hours a day, 7 days a week except as follows:

   1 "R" parking areas are reserved for the use of vehicles registered for "R", "RP", and "E" virtual permits, or vehicles displaying placards and hang-tags that provide parking in "R" parking areas, between the hours of 7:30 AM and 4:30 PM on all class days (or as otherwise noted by signage and/or gate equipment), examination periods, semester breaks and registration periods. "V" hang-tags may utilize ungated “R” parking areas only. These areas are delineated by signs and/or red parking lines. After 4:30 PM Monday through Friday, all valid FSU virtual permits, placards, and hang-tags are honored unless
otherwise noted by signage.

2 "W" parking areas are reserved for the use of vehicles registered for valid "VW" virtual permits, or vehicles displaying placards and hang-tags that provide parking in “W” parking areas, between the hours of 7:30 AM and 4:30 PM Monday through Friday. These parking areas are delineated by signs and/or white painted parking lines.

3 Shared parking areas are reserved for the use of vehicles registered for valid FSU virtual permits, or vehicles displaying placards and hang-tags that provide parking in shared parking areas, between the hours of 7:30 AM and 4:30 PM Monday through Friday. These parking areas are delineated by signs and/or alternating red and white painted parking lines.

4 Between 4:30 PM and 10:00 PM, Monday through Friday, all parked vehicles must be registered for a valid FSU virtual permit or display a valid parking credential and may park in any marked space in any unreserved parking area without regard to permit designation and may park in general metered or hourly parking spaces provided applicable fee has been paid. Reserved and disabled parking regulations are still enforced.

5 Between 10:00 PM and 7:30 AM, Monday through Friday and all day on weekends, no virtual permit or valid parking credential is required to park in any marked space in any unreserved parking area. Metered and hourly spaces may be used without charge. Reserved and disabled parking regulations are still enforced.

f) General disabled spaces are restricted 24 hours a day, 7 days a week to vehicles bearing valid State disabled parking permits as provided in section (2)(a)6 of this Regulation, or temporary disabled parking permit as provided in section (2)(f)11.

g) General disabled spaces may be designated as time limited. The time limitation will be posted on the sign. Vehicles parked in the time limited disabled space for longer than the maximum time are subject to the issuance of a fine code (01) citation. Accessible spaces in gated lots shall be designated for faculty, staff or student affiliates whose vehicle is properly registered to a valid FSU virtual permit and valid Department of Motor Vehicle Disabled Parking Permit. Vehicles without a valid FSU virtual permit are not authorized to park in the restricted disabled spaces.

h) Spaces reserved for individuals, University/State vehicles or specific University facilities are restricted 24 hours per day, 7 days a week, unless otherwise posted.

i) Motorcycle, moped, or motor scooter spaces are restricted to motorcycles, mopeds or motor scooters 24 hours per day, 7 days a week. Motorcycles, mopeds, or motor scooters may park in metered spaces as long as all fees are appropriately paid. Motorcycles may not park in non-metered automobile spaces and may not park in any gated lot or facility.

6 Fine Structure.

a) The following practices are specifically prohibited. The fine for each infraction shall be as
follows:

1 Parking illegally on University property to include but not limited to: parking without a valid virtual permit, parking placard, or parking hang-tag in restricted lots; parking multiple vehicles on campus that are assigned to a single virtual permit; back-in parking without authorization; back-in parking in a campus parking garage or parking lot with angled parking; parking in an access lane; blocking access to spaces, lots, facilities, drive aisles, or streets; parking without the appropriate virtual permit, parking placard, or parking hang-tag for the space, lot, or facility used; obstructed license plate; virtual permit vehicle information entered incorrectly; improper parking in a loading zone; parking on lawns, landscape or sidewalks; parking in a "No Parking" or non-designated parking area; overtime parking in a metered space, hourly spaces or time limited space -- fine code 01. The fee assessed for this violation: $30.00.

2 Boot Fee. Administrative charge for vehicle that is immobilized for unpaid parking citations. Citation is placed on identified vehicle and the payment must be paid with other outstanding citations before the boot is removed from the vehicle. Fine code 02 violation. The fee assessed for this violation: $50.00.

3 Parking in a fire lane or any area designated and marked as a fire lane -- fine code 03. The fee assessed for this violation: $100.00.

4 Parking in a disabled space without authorization, blocking disabled spaces or access aisles, or with a disabled permit being used fraudulently -- fine code 04. The fee assessed for this violation: $250.00.

5 False registration. Falsification of proof of status to obtain an FSU virtual permit, motorcycle permit, parking placard, or parking hang-tag or purchase of a virtual permit, motorcycle permit, parking placard, or parking hang-tag by an authorized individual for use by or resale to an unauthorized individual. Failure to provide correct vehicle information within seven working days. Use of a parking permit, placard, or hang-tag listed as stolen or lost. Use of an altered or forged parking permit, placard, or hang-tag. Misuse and fraudulent use of a virtual permit, motorcycle permit, parking placard, or parking hang-tag or unauthorized use or possession of a gate opening device -- fine code 05. The fee assessed for this violation: $100.00.

6 Parking in a designated reserved space, reserved lot/facility, or bagged meter -- fine code 06. The fee assessed for this violation: $100.00.

7 Parking in designated bus loading zone during operating hours -- fine code 07. The fee assessed for this violation: $100.00.

b) Late Fee. A $10.00 late fee is assessed on all parking citations that are unpaid or uncontested after thirty (30) calendar days from issuance.

7 Disposition of University Parking Citations.
a) Uncontested. Persons wishing to pay the fine for any University Parking Citation shall do so at Student Financial Services or designated point of payment, in accordance with the schedule of fines.

b) Contested. Any person wishing to contest a University Parking Citation shall proceed as follows:

1 Notice. Such person shall, within 30 calendar days from the date on which the citation was issued, file a written notice of election to contest the citation with the Office of Transportation and Parking Services.

2 The Florida State University Parking Violations Appeal Form, identified as FSU Form No. MP-03, Eff. 8-89, and the instructions contained therein are adopted by reference. Copies of the form may be obtained from the Florida State University Office of Transportation and Parking Services, Tallahassee, Florida.

3 Disposition by Director. The Director or designee shall review timely received written appeals or completed Form MP-03, and as soon thereafter as practicable, issue a written finding that the person charged is either in violation or not in violation of the University parking Regulation designated on the citation. Any person found to be in violation shall within 14 calendar days of issuance of the Director's written findings, either pay the applicable fine or give notice of his or her intent to seek review by the Transportation Violations Appeals Board. Such notice shall be given by completing a Transportation Violations Appeals Board Form MP-01 and filing it with the Board Coordinator. At the time of filing Form MP-01, if applicant wishes to have the issuing officer present at the Appeal Board hearing they must specifically indicate this request on Form MP-01. This is the only time the request can be made.

4 The Florida State University Transportation Violations Appeal Board Form, identified as FSU Form No. MP-01, Eff. 8-89, and the instructions contained therein are adopted by reference. Copies of the form may be obtained from the Florida State University Office of Transportation and Parking Services, Tallahassee, Florida.

5 Transportation Violations Appeals Board. Any person for whom an appearance before the Board has been scheduled may appear personally, or submit a written presentation, or both. Any person making a written submission only, must submit it to the Board Coordinator at least 1 working day prior to the date on which the appearance is scheduled. A person appearing in person before the Board desiring to have the presence of the issuing officer at the hearing must request the presence of the officer at the time of scheduling the date and time of hearing. This request will be indicated on the filed Form MP-01. If an individual indicates a desire to appear personally, the Coordinator will schedule an appearance and give the person written notice of the date, time, and place thereof. A person appearing in person before the Board may also introduce witnesses, but shall be
responsible for securing the presence of such witnesses. In any appearance before the Board, whether in person or in writing, a person may raise any matter relevant to the Board's decision. Any person who is unable to appear personally at the time scheduled, but wishes to do so, can reschedule an appearance by contacting the Board Coordinator at least 3 working days prior to the originally scheduled appearance and showing good cause why the appearance should be rescheduled. The Board shall have the authority to continue any person's appearance to a subsequent date, time, and place, whenever the Board Chairperson determines that such a continuance is necessary to dispose of the matter. The Appellant may only cancel and have rescheduled one Board hearing. After one such cancellation the Board will proceed with the rescheduled hearing and in the absence of the Appellant, will consider the Appellant's completed Transportation Violations Appeal Form MP-03 as the Appellant's appeal presentation. After the conclusion of a proceeding before the Board, the Board shall issue in writing its decision to either affirm the Director's findings, affirm the Director's decision and reduce the fine, or reverse the Director's decision and dismiss the citation. The decision of the Board shall be final. The proper initiation of a proceeding to contest a citation shall serve to suspend the 14-working day deadline for timely payment of fines for the period that the proceeding is pending.

c) Automatic Adjudication. All persons are subject to an automatic adjudication of guilt for failure to respond to a citation within 30 calendar days following the violation. In such case, the appropriate fine, plus an additional penalty, shall be imposed. Any person who is automatically adjudicated guilty may appeal in writing to the Transportation Violations Appeals Board for waiver of the automatic adjudication of guilt and the additional penalty. This appeal must be made within 180 calendar days from the date of the issuance of the citation. If the Board determines that there are extenuating circumstances justifying a waiver, the individual shall be given the prerogative of appealing the citation itself to the Board.

d) Confidentiality. In any case in which a student is the alleged violator, the records of proceedings before the Director and the Board shall be disclosed only in accord with Sections 1002.22 and 1006.52, Florida Statutes.

e) Non-Compliance, Sanctions. In addition to the obligation to pay the appropriate fine and penalty, the following additional actions shall be taken and sanctions imposed in the following circumstances:

1 In the case of a person who fails to either pay the applicable fine or give notice of his or her election to contest a University Parking Citation, within 30 calendar days of the date of issuance of such citation; or who fails to pay the applicable fine within 30 calendar days of the date of issuance of written decision of the Transportation Violations Appeals Board, affirming the individual's adjudication of violation, the Director of Transportation and Parking Services is authorized to revoke, suspend, or restrict the on-campus driving and parking privileges of such individual and take such further action as necessary to enforce the revocation or restriction of privileges and shall cause the matter to be referred as appropriate to the University Controller, the Dean of Students or the University Personnel Relations Department, or some combination thereof, for further action.
2 All matters so referred to the University Controller shall be deemed to be accounts receivable and the Controller shall take the necessary action to collect such debts. In the case of students, such necessary action shall include: refusal of permission for such students to register and withholding of transcripts and diplomas from such students until the debt has been paid. In the case of employees such necessary action shall include: involuntary payroll deductions, pursuant to Regulation FSU-2.022, F.A.C., until the debt has been paid.

3 All matters involving faculty employees shall be referred to the Office of the Dean of the Faculties for appropriate action taken in accordance with applicable provisions of the Florida Statutes, University Regulations governing faculty employment, and any applicable faculty collective bargaining agreement. All matters involving non-faculty employees shall be referred to the Assistant Vice-President and Chief Human Resources Officer or designee for appropriate action taken in accordance with applicable provisions of Florida Statutes, Regulation FSU- 4.070, and any applicable collective bargaining agreement.

4 Following revocation, suspension or restriction of on-campus driving and parking privileges, the Director shall lift said revocation, suspension or restriction once the applicable fines, charges, and penalties have been paid and all other requirements for registration have been met.

5 Either the Director of Transportation and Parking Services or the Parking Violations Appeals Board, shall, for good cause shown, provide for a longer period of time in which to pay the applicable fine. Good cause shall include, but not be limited to: (1) compelling personal or family financial obligations or inability to pay; or (2) percent of fine in relation to an individual's available income exceeds 25%. In such cases, no further sanction or penalty as described herein shall be imposed on account of the outstanding fine, until such time period has elapsed without full payment being made.

6 Immobilization; "Booting". A motor vehicle parked upon the University campus may, at anytime, by or under the direction of an officer or staff member of the Department of Public Safety or an employee of the Office of Transportation and Parking Services, be immobilized in such a manner as to prevent its operation. A vehicle will be considered "bootable" in accordance with due process and based on a citation history, when 3 or more parking citations are outstanding against a responsible individual or if pending parking citations total $90.00 or more.

   a. Upon immobilization of such motor vehicle, the officer or employee shall cause to be placed on such vehicle, in a conspicuous manner, sufficient notice to warn any individual that such vehicle has been immobilized and that any attempt to move such vehicle might result in damage to the vehicle and is grounds for criminal charges for grand theft.

   b. The individual responsible for the vehicle shall have the right to a probable cause hearing before the chairperson of the Transportation Violations
Appeals Board or his or her designee, provided such a hearing is requested within 15 calendar days from the date the notice of immobilization is received. The purpose of the hearing is to determine if there is probable cause for continued detention of the vehicle. No hearing will be held unless requested in writing by the individual responsible for the vehicle or his or her agent at the Office of Transportation and Parking Services. The hearing shall be held within 72 hours from receipt of said written request, and the decision shall be issued in writing within 24 hours from the close of the hearing. In lieu of the probable cause hearing, or pending such hearing, where probable cause is found at such hearing, the individual responsible for the vehicle or his or her agent may obtain release of the vehicle by depositing security in the amount of immobilization charges and all delinquent fines and penalties to the Director of Transportation and Parking Services, or his/her designee.

c. If the chairperson or his or her designee finds probable cause to immobilize a vehicle, upon request of the individual responsible for the motor vehicle, a date shall be set for full evidentiary hearing before the Transportation Violations Appeals Board. Pending this hearing, the vehicle may be released as provided in (6) (b) above.

d. If no probable cause is found to impound a motor vehicle, it shall be released without requiring the individual responsible for the vehicle to pay the administrative charge for immobilization. If the motor vehicle was previously released upon payment of security, such payment shall be refunded.

e. Failure to request a probable cause hearing within 15 calendar days from the date of the notice of impoundment is received constitutes a waiver of said hearing and the vehicle shall be released only upon payment of the impoundment charges and delinquent fines or penalties.

f. The immobilization device or mechanism shall remain in place for 48 hours, unless the individual responsible for the vehicle has complied with subsection (b) above. If such compliance has not occurred within 48 hours, the vehicle shall be towed and impounded. This subsection does not preclude the towing in the first instance of the vehicle which, because of the number of outstanding parking citations against it, is subject to towing and impoundment pursuant to the other provisions of this Regulation.

Specific Authority Specific Authority: Art. IX, Sec 7, Florida Constitution, Florida Board of Governors Regulations 1.001(3)(j), (7)(k), 7.003(9), (10), Florida Board of Governors Regulation Procedure, 7-21-07, Law Implemented 1006.66, 1009.24(14)(r), FS History--New 9-30-75, Amended 3-2-77, 8-28-79, 8-12-85, 4-16-86, Formerly 6C2-2.09, Amended 7-14-87, 8-1-88, 8-1-89, 4-24-90, 11-4-91, 8-17-92, 9-27-93, 12-14-93, 10-28-94, 9-17-95, 8-25-98, 7-20-99, 8-17-00, 8-3-05, 6-9-06, 2-11-2007, 6-13-2008, 6-25-2010, 9-9-2011, 6-7-2013, 10-9-2015, 6-7-2019, 8-13-20.
# Parking Rates - Adjacent Apartment Complexes

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<tr>
<th>Complex</th>
<th>Address</th>
<th>Units</th>
<th>Beds</th>
<th>Parking Spaces</th>
<th>Monthly</th>
<th>Semester</th>
<th>Academic year - 9 months</th>
<th>Annual - 12 months</th>
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CONSENT ITEM H
FSU ALUMNI ASSOCIATION
2022 National Board of Directors Nominee Profile
CONFIDENTIAL

ROBYN BLANK
Tallahassee, FL

PROFESSIONAL BACKGROUND

Robyn Metcalfe Blank is the Statewide Director of the Open Doors Outreach Network, a 24/7/365 network of care for victims and survivors of sex trafficking age 10-24 in Florida. In this role, she oversees the day-to-day operations, contract/grant management, education and training and trauma-informed service provision of direct services provided in 32 counties in Florida. Robyn has taken this program from a promising concept to a fully operational program serving over 1,300 survivors of sex trafficking since program launch in July 2017.

AWARDS & ACHIEVEMENTS

FSU Alumni Association, Notable Nole, 2020
College of Social Work, Distinguished Young Alumni Award, 2016

EDUCATION & UNIVERSITY RELATIONSHIPS

<table>
<thead>
<tr>
<th>School Name</th>
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</table>

FSU RELATIONSHIP

Since graduating from Florida State University, Robyn became certified as a College of Social Work Field Placement Supervisor. Since 2015, she has consistently supervised one or two Masters of Social Work students per semester for a 40 hour per week internship which is required to receive their degree. She is often a guest lecturer for classes within the College of Social Work, College of Criminology and College of Public Administration at FSU. The topics focus on macro-level social work, legislative advocacy, professional development, and the topic of human trafficking. Robyn has also remained very involved with the College of Social Work, participating in alumni panels, discussion groups, conversations on diversity and other matters upon request. She joined the College of Social Work Alumni Board and has also financially supported the College through an annual contribution. She remains a strong supporter of FSU athletics and is proud to be an alumna of the university.

COMMUNITY INVOLVEMENT

Robyn is a former Guardian ad Litem, Relay for Life of North Leon Leadership Committee Member, Volunteer Training Assistant with Big Bend, and is a current member of the Junior League of Tallahassee. She also serves as Treasurer for the Florida State University College of Social Work Alumni Group. Through her career and volunteer work, Robyn remains committed to advocating for and supporting underserved populations through program development, grant writing, training and education, development of service provision and statewide advocacy with the Florida legislature.
2022 National Board of Directors Nominee Profile
CONFIDENTIAL

TANYA BOWER
Coconut Creek, FL

PROFESSIONAL BACKGROUND

Tanya Bower is an Attorney and a Director at Tripp Scott, P.A. Her practice focuses on corporate and tax matters, including estate planning, asset protection and wealth preservation. Ms. Bowers counsels owners of closely-held businesses on estate-planning matters and help clients in a wide range of businesses on ERISA matters, including establishing, amending and terminating pension plans. In addition, she is experienced at drafting corporate contracts and other documents; establishing and dissolving corporations, limited-liability companies, and partnerships; and representing owners in acquisitions and mergers, including analyzing the tax aspects of these transactions.

AWARDS & ACHIEVEMENTS

March of Dimes Woman of Distinction, 2015
Deliver the Dream Community Champion, 2013
Leadership Broward Fun Lunch Honoree, 2012
100 Outstanding Women of Broward County, 2011

EDUCATION & UNIVERSITY RELATIONSHIPS

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Type</th>
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<th>Class Of</th>
<th>Major</th>
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<td>University of Miami</td>
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<td>L.L.M.</td>
<td>1997</td>
<td>Taxation</td>
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FSU RELATIONSHIP

Tanya has been heavily involved with Broward County Seminole Club and has served in several leadership positions including Vice President and Treasurer. She organized the club’s annual golf tournaments that served as fundraisers for the club’s endowment. For the past ten years, Tanya has recruited FSU law students to work at her law firm and she is often a guest speaker for the College of Law Career Placement Office. Tanya also sponsors a book scholarship each year for the College of Law.

COMMUNITY INVOLVEMENT

Tanya served on the Leadership Broward Foundation Board for nearly 10 years serving in various roles including Chair of two of LBF’s main fundraisers. She was also part of a group that founded a new program within LBF, recruited a new class and served as Chair for two years. Tanya also served as Chair of the LBF Board when the CEO and Program Coordinator resigned, leaving just one employee with knowledge of the organization. She rallied other board members and ran the organization for approximately five months while a new CEO was hired.

On the Arc Board, Tanya chaired the Strategic Planning Committee through two 3-year strategic plans. She helped develop a signature event that raised funds for the organization and was available to the CEO to assist with any legal requirements needed.

Tanya is also involved with the Folke Peterson Animal Welfare Foundation, the Junior League of Greater Fort Lauderdale, the United Way of Broward County, Rebuilding Together Broward County, Inc. and the Family Service Agency, Inc.
EBO ENTSUAH
Clermont, FL

PROFESSIONAL BACKGROUND

Ebo Entsuah is the youngest African American elected to the Clermont City Council in city history. He represents 50,000 constituents and leads bi-weekly meetings to foster open communication between the city and residents while overseeing the balancing and implementation of a $150 million budget. Ebo develops and implements protocol for the city's internship and apprenticeship programs. Ebo is also a Policy Principal for Advanced Energy Economy where he designs and executes legislative advocacy strategies. Past professional experiences also include an English as a Second Language Instructor as well as a Legislative Aide to Representative Ren DeSantis.

AWARDS & ACHIEVEMENTS

Maverick Pac, Future40 Award Winner
Black Conservative Federation, 30 Under 30 Award Winner

EDUCATION & UNIVERSITY RELATIONSHIPS

<table>
<thead>
<tr>
<th>School Name</th>
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<td>College of Law</td>
<td>J.M.</td>
<td>2020</td>
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FSU RELATIONSHIP

While in D.C. for his first job post-graduation, Ebo was involved with the Seminole Club of Greater Washington D.C. He currently serves on the board of the Lake-Sumter Seminole Club and the Young Alumni Council. He is a mentor to current FSU students through the ProfessioNole Mentors Program. Ebo is a member of the Alumni Association and the Seminole Boosters.

COMMUNITY INVOLVEMENT

Community service, membership recruitment, and charitable giving has always been at the forefront of Ebo’s values. While at FSU, he was elected to the executive board of the Chi Phi fraternity and served as the community service chair. Under his leadership, the fraternity performed over 1000 community service hours, raised thousands of dollars through Dance Marathon, and won fraternity of the year. As an alumnus, he has joined several nonprofits with a focus on charitable giving and giving back. As a local candidate and eventually an elected official, volunteer opportunities allowed Ebo to aid and assist those in need. Throughout his time on the FSU Young Alumni Council, he and his team have improved alumni engagement and developed recruitment efforts to increase membership for the FSU Alumni Association through the Notable Nole program.
LINDA SMITH
Tallahassee, FL

PROFESSIONAL BACKGROUND

Linda Smith’s background is broad with many years in leadership positions. Prior to returning to FSU in 2004 as a doctoral candidate, she was an Office Director and Senior Staff Project Manager for Social Security Administration. Her projects were national in scope and required coordination with both Federal and State Agencies. After completing her Ph.D. in 2009, she began a brand-new career in education. In education, she has served as a professor (in the U.S. and internationally), a consultant, a professional development program coordinator for the American Association of Registrars and Admissions Officers, and a Program Chair for a graduate program at University of Maryland Global Campus. Linda is currently an adjunct professor at the College of Education teaching Entrepreneurship, Consulting, and Leadership in Learning Design and Performance Technology as well as Performance Systems Analysis.

AWARDS & ACHIEVEMENTS

Lambda Iota Tau, Literary Honor Society, Inducted 1969
Phi Kappa Phi Honor Society, Inducted 2004
Golden Key International Honour Society, October 2008

EDUCATION & UNIVERSITY RELATIONSHIPS

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<thead>
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<td>Ph.D.</td>
<td>2009</td>
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FSU RELATIONSHIP

Linda has three degrees from FSU and is deeply committed to supporting the mission of a university that has had such a significant impact on her life. Linda is a Lifetime member of the FSU Alumni Association as well as a member of the College of Education Alumni Council. She currently serves as Chair of the COE Dean’s Circle. Linda established the Dr. Linda J. Smith Endowed Scholarship for Lifelong Learning that supports two graduate students per year. Linda is a member of the Women’s Basketball Coaches Club, an Opening Nights sponsor, and a consultant for the FSU Teach Program. FSU is also the sole beneficiary of her estate.

COMMUNITY INVOLVEMENT

Since 2004, Linda’s home has been in Tallahassee, and she has been actively engaged in the community and FSU. During this time, she has served as a board member for five organizations and as officer for three of those. In addition to her relationship with FSU, Linda has served as a member of Capital City Kiwanis Club as well as an officer for the Vineyards Property Owner’s Association. Linda also served as a board member and Vice Chair for the Florida State University Schools.
CONSENT ITEM I
FSU Foundation Board of Trustees Nominees for a Three-Year Term Beginning July 1, 2022, and Ending June 20, 2025

- **Lance Barton**, (B.S. '92, Social Sciences and Public Policy) Tampa, Fla., managing director of Highland Capital Brokerage and president of National Risk Brokerage, current member of the Risk Management/Insurance Executive Council, former member of the College of Business Board of Governors and Seminole Boosters Board of Directors

- **Inez (Liz) Cohen**, (B.S. '74, Education), Apollo Beach, Fla., retired school principal and national educational consultant, member of the College of Education Development Council, former regional area director for the National Black Alumni Association

- **Kristian Denny Todd**, (B.A. '92, Arts and Sciences), Arlington, Va., adjunct professor at Columbia University in the School of International and Public Affairs, former consultant for Maverick Strategies

- **Ralph Gonzalez**, (B.A. '73, Education), New Canaan, Conn., retired senior corporate counsel for Raytheon Technologies, former member of the FSU Foundation Board of Trustees

- **Lee Hinkle**, (B.S. '71, Health and Human Sciences), Tallahassee, Fla., retired vice president of development and alumni relations at the FSU Foundation, former member of the FSU Board of Trustees, FSU Foundation Board of Trustees, FSU Alumni Association Board of Directors and Seminole Boosters Board of Directors

- **Jay Johnson**, (B.S. '87, Business), San Juan Capistrano, Calif., region president of RNDC West and Young’s Market Company, member of the Dedman College of Hospitality Dean’s Council

- **Robert (Bob) Johnson**, (B.S. '13, Business), Irving, Texas, manager of Colorado, Texas and Oklahoma regions for Stifel Nicholas, former member of the Seminole Boosters Board of Directors

- **Dr. James (Jim) Lee**, (B.S. '71, Arts and Sciences), Destin, Fla., retired dentist, chair of the Undergraduate Studies Development Council

- **Eric Muñoz**, (B.S. '00, Business), Coral Gables, Fla., senior vice president of wealth management for Alianza Wealth Management, current member of the College of Business Board of Governors and Seminole Boosters Inner Council, former member of the FSU Alumni Association Board of Directors

- **Scott Price**, (B.S. '97, Business; M.Acc. '97, Business), Tampa, Fla., CEO of A-LIGN, chair of the College of Business Accounting Professional Advisory Board

- **Marilyn Young**, (B.A. '64, Communication and Information), Tallahassee, Fla., retired CEO and president of RussTech Language Services, Wayne C. Minnick Professor of Communication Emerita, member of the College of Communication and Information Leadership Board, former member of the FSU Foundation Board of Trustees
FSU Foundation Board of Trustees Nominated for a Second Three-Year Term Beginning July 1, 2022, and Ending June 30, 2025:

- Tim Gunning
- Craig T. Lynch
- Kyle D. Riva
- Paula Smith

FSU Foundation Board of Trustees Nominated for a Third Three-Year Term Beginning July 1, 2022, and Ending June 30, 2025:

- Andrea K. Friall
- Christopher Iansiti
- Nancy McKay

Slate of Officers for a Two-Year Term Beginning July 1, 2022, and Ending June 30, 2024:

- Christopher Iansiti, chair
- Craig T. Lynch, chair elect
- Dean Michael D. Hartline, interim president, FSU Foundation
- Frank A. Hall, treasurer
- Sean Pittman, Esq., secretary
- Vacant, executive vice president, FSU Foundation
- John Carrigan, CPA, assistant treasurer
- Tom Block, assistant secretary

FSU Advancement Direct Support Organization Boards Representatives:

- Kyle D. Riva, FSU Real Estate Foundation
- Christopher Iansiti, Seminole Boosters
- Christopher Iansiti, FSU Alumni Association
**Organization Foundation Background**

Mr. Lance Barton is the managing director of Highland Capital Brokerage and president of National Risk Brokerage. Mr. Barton has been in the insurance and financial services industry for 22 years, building and managing distribution and acquiring unique expertise in the areas of risk and tax management through all disciplines of insurance planning. Before joining HCB, Mr. Barton was the president of NB Signature and a principal of National Brokerage. Mr. Barton has served, or currently serves, on numerous field advisory boards for the largest insurance providers in the domestic marketplace, including Voya, Transamerica, AIG and New York Life.

### FSU Involvement

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### Volunteer

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<td>12/16/2013</td>
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<td>Booster Account Participant</td>
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FOUNDATION BOARD OF TRUSTEES NOMINEE PROFILE

CONFIDENTIAL

Inez Elizabeth "Liz" Cohen (York)
Apollo Beach, Fla.

BACKGROUND

Organization Foundation Background

After retiring in 2010, Ms. Inez "Liz" Cohen continued pursuing her passion for creating equity in education as a national turnaround school consultant, providing technical assistance to failing schools in urban school districts. Ms. Cohen's clients have included the Bill and Melinda Gates Foundation, the U.S. Department of Education, the Maryland Department of Education, the San Antonio Independent School District, the Alliance for Equity and Diversity in Education and YouthBuild USA.

AWARDS AND ACHIEVEMENTS

Awards and Achievements

2018 - Captain of the Year, National Educational Advance Foundation
2018 - Award of Excellence, National EAF
2016 - Award of Distinction, EAF

FSU INVOLVEMENT

Education

<table>
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<tr>
<th>School Name</th>
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<td>Florida State University</td>
<td>Education</td>
<td>Bachelor of Science</td>
<td>1974</td>
<td>English Education</td>
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Fraternity/Sorority: Alpha Kappa Alpha

FSU Relationship

Ms. Cohen has maintained strong ties with Florida State University as a former regional area director for the Florida State University National Black Alumni Association and as a member of the College of Education Alumni Council. Ms. Cohen and her husband have established and endowed four scholarships, two at FSU and two at Howard University.

COMMUNITY INVOLVEMENT

Affiliations

Member, Tampa Museum (Art After Dark)
Member, The Tampa Women’s Club
Member, Jack and Jill of America, Inc.
Kristian Coe Denny Todd
Arlington, Va.

BACKGROUND

Organization Foundation Background

Ms. Kristian Denny Todd is currently an adjunct professor at Columbia University in New York City, where she teaches at the Picker Center for Executive Education in the School of International and Public Affairs. She speaks on organizational and crisis communications.

According to research sources, Ms. Denny Todd has extensive experience working with CEOs and executive management of Fortune 100 corporations, elected officials and politicians. She is highly effective at producing desired results and can motivate and educate staff on the evolving methodology of global communications and public relations. Mrs. Todd is reportedly skilled in modern methods of information delivery, including all digital and social media platforms and utilizing such methods to enhance results. As a communications professional with 25 years of demonstrated success in strategic messaging, crisis/issue communications, brand management and media relations, Ms. Denny Todd has managed budgets of over $10 million.

Thumbnail

Ms. Denny Todd resides in Arlington, Va. and is the wife of “Meet the Press” host Chuck Todd.

FSU INVOLVEMENT

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FSU BOARD OF TRUSTEES - PAGE 162
FOUNDATION BOARD OF TRUSTEES NOMINEE PROFILE

CONFIDENTIAL

Ralph Riera Gonzalez
Tequesta, Fla.

BACKGROUND
Mr. Ralph Gonzalez retired as senior corporate counsel for Raytheon Technologies in 2019. Before working for Raytheon, Mr. Gonzalez served as senior vice president and general counsel for American Life Insurance Company and as general counsel for Citigroup and General Electric. Before joining GE, he practiced law with Baker McKenzie, where he specialized in international transactions and worked in the firm’s Madrid, Miami and New York offices.

Mr. Gonzalez holds a juris doctorate from the University of Miami School of Law. Mr. and Ms. Gonzalez are both College of Education alumni, and they make their home in New Canaan, Conn. and winter in Tequesta, Fla.

FSU INVOLVEMENT

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<th>School Name</th>
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<td>1973</td>
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FSU Relationship
Mr. Gonzalez was inducted into the Garnet and Gold Key honor society as an undergraduate student.

Volunteer

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FOUNDED BOARD OF TRUSTEES NOMINEE PROFILE

CONFIDENTIAL

Lee Flagg "Lee" Hinkle
Tallahassee, Fla.

BACKGROUND

Ms. Lee Hinkle is the retired vice president of development and alumni relations at the FSU Foundation. Her late husband, Cliff, was the founder, chairman and CEO of the Tallahassee-based investing firm Flagler Holdings Inc. An alumnus, Mr. Hinkle is a member of the College of Business Alumni Hall of Fame.

FSU INVOLVEMENT

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Type</th>
<th>Degree</th>
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<td>Bachelor of Science</td>
<td>1971</td>
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FSU Relationship

Ms. Hinkle is a member of the FSU Alumni Association’s Circle of Gold, a lifetime member of the Phi Kappa Phi honor society and the Garnet and Gold Key Leadership Honorary.

Volunteer

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<td>8/26/2010</td>
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</table>
Jay Bennett Johnson  
San Juan Capo, Calif.

**BACKGROUND**

**Organization Foundation Background**

Mr. Jay Johnson is region president of RNDC West and Young's Market Company in Tustin, California. Mr. Johnson has worked in the wine and spirits industry for more than 30 years, developing his sales and management skills. He began his career with E. & J. Gallo Winery and moved to Block Distributing Company in 1991. Mr. Johnson worked his way up to the role of EVP South Texas for Republic Beverage Company before being elevated to president of the southwest region for Republic National Distributing Company. His many achievements and successes with RNDC led him to his current role as region president of RNDC West and Young's Market Company.

Mr. Johnson graduated from FSU in 1987 with a bachelor’s degree in marketing. He went on to earn his MBA in 2000 at the University of the Incarnate Word in San Antonio, Texas.

**AWARDS AND ACHIEVEMENTS**

**Awards and Achievements**

2021 - Recipient of the First Annual SabesWings Lifetime Achievement Award

**FSU INVOLVEMENT**

<table>
<thead>
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<th>School Name</th>
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**Volunteer**

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<td>Dedman College Of Hospitality Dean's Council</td>
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<td>1/1/2018</td>
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Robert Anthony "Bob" Johnson
Irving, Texas

BACKGROUND

Organization Foundation Background

Mr. Robert "Bob" Johnson joined the Stifel Nicolaus retail brokerage network, a diversified global wealth management and investment banking company, in April 2018 as manager of the Colorado, Texas and Oklahoma regions. He holds his brokerage license in all three states. Mr. Johnson had a long career with Merrill Lynch and retired in early 2018 after 22 years with the company, where he served as the manager of the southwest region of their Private Banking and Investment Group.

FSU INVOLVEMENT

<table>
<thead>
<tr>
<th>School Name</th>
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<th>Class Of</th>
<th>Major</th>
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<td>2013</td>
<td>Real Estate</td>
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FSU Relationship

Mr. Johnson is a Seminole Boosters Golden Chief and a life member of the FSU Alumni Association.

Volunteer

<table>
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<th>Type</th>
<th>Status</th>
<th>Start Date</th>
<th>End Date</th>
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<tr>
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<tr>
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<td>At-Large</td>
<td>7/1/2014</td>
<td>6/30/2019</td>
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James Lewis "Jim" Lee
Destin, Fla.

BACKGROUND

Organization Foundation Background
Dr. James L. Lee is a retired dentist.

Thumbnail
Dr. Lee and his husband, Gordon Bedwell, owned and operated Fare Market Antiques and Design in Destin, Florida, until 2013. They split their time between Destin and Tallahassee. Dr. Lee grew up on the Panhandle, and his family owned car dealerships that his brothers have since taken over.

FSU INVOLVEMENT

<table>
<thead>
<tr>
<th>School Name</th>
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Volunteer

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COMMUNITY INVOLVEMENT

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<th>General</th>
<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>Philanthropic Interests</td>
<td></td>
</tr>
<tr>
<td>FSU - Undergraduate Support</td>
<td></td>
</tr>
</tbody>
</table>
Eric Muñoz  
Coral Gables, Fla. 

**BACKGROUND** 

Organization Foundation Background  
Mr. Eric Muñoz serves as senior vice president, wealth management for Alianza Wealth Management Group of Raymond James located in Coral Gables, Florida. He joined Raymond James in 2020 with over 20 years of industry experience. Mr. Muñoz provides concierge wealth management for high-net-worth and ultra-high-net-worth families in the United States and abroad. Before his current assignment, he served as senior vice president at Union Savings Bank. 

**FSU INVOLVEMENT** 

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Type</th>
<th>Degree</th>
<th>Class Of</th>
<th>Major</th>
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<tr>
<td>Florida State University</td>
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**Volunteer** 

<table>
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<th>Type</th>
<th>Status</th>
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<th>End Date</th>
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<tbody>
<tr>
<td>Business - Board of Governors</td>
<td></td>
<td>4/1/2020</td>
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<tr>
<td>FSU Alumni Association Board of Directors</td>
<td>In-State Director</td>
<td>7/1/2013</td>
<td>6/30/2019</td>
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<tr>
<td>Seminole Ambassadors</td>
<td>Active</td>
<td>5/1/2011</td>
<td></td>
</tr>
<tr>
<td>Seminole Boosters Inner Council</td>
<td>Active</td>
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</tr>
</tbody>
</table>

**COMMUNITY INVOLVEMENT** 

Affiliations:  
Member, Miami Seminole Club Board  
Former President, Miami Seminole Club  
Member and Treasurer, Crockett Foundation Board  
Founder and Chairman, Delta Tau Delta Mentoring Program  
Former Mentor, FSU College of Business  
Former Chairman, MSC  
Former Volunteer, Friends of St. Jude
Scott George Price
Tampa, Fla.

BACKGROUND

Organization Foundation Background

Mr. Scott Price is the CEO of A-LIGN, a technology-enabled security and compliance partner trusted by more than 2,400 global organizations to mitigate cybersecurity risks confidently.

Thumbnail

Mr. Price visits campus frequently to speak to students and offer professional guidance, and he estimates the majority of A-LIGN’s new campus hires are FSU accounting, management information systems and computer science graduates. Mr. Price and his wife, Tiffany, created the Price Family Softball Scholarship to support student-athletes. In 2018, he participated in the university’s effort to enhance the JoAnne Graf Field at the Seminole Softball Complex.

AWARDS AND ACHIEVEMENTS

Awards and Achievements

Member, Tampa Bay Business Journal’s inaugural class
Top 30 business leaders under age 30, Tampa Bay Business Journal
Top 40 under age 40, CPA Technology Advisor’s Influential CPAs in Information Technology

FSU INVOLVEMENT

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Type</th>
<th>Degree</th>
<th>Class Of</th>
<th>Major</th>
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</thead>
<tbody>
<tr>
<td>Florida State University</td>
<td>Business</td>
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<td>1997</td>
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</tr>
<tr>
<td>Florida State University</td>
<td>Business</td>
<td>Master of Accounting</td>
<td>1997</td>
<td>Taxation</td>
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</table>

FSU Relationship

Mr. Price was president of the FSU Accounting Society and the vice president of the Delta Chi social fraternity. Mr. Price was a keynote speaker for FSU’s Master’s Hooding Ceremony held on August 5, 2011.
FOUNDATION BOARD OF TRUSTEES NOMINEE PROFILE

CONFIDENTIAL

Marilyn Janet Young  
Tallahassee, Fla.

BACKGROUND

Organization Foundation Background

Dr. Marilyn Young is the retired CEO and president of RussTech Language Services, a comprehensive language services provider offering translation, interpreting and other products in over 100 languages worldwide.

Thumbnail

Dr. Young is the Wayne C. Minnick Professor of Communication Emerita at FSU and chaired the department of communications during her tenure. She also served two terms as president of the FSU Faculty Senate and continues in the role of parliamentarian to that body. An active scholar throughout her 35-year teaching career, Dr. Young focused her research on political argument with an emphasis on the development of political rhetoric and argument in the former Soviet Union, particularly Russia. Dr. Young and her husband, Michael, established the Marilyn J. Young and Michael Launer Endowment for Intercollegiate Debate and she serves as campaign chair for the debate program. Dr. Young received the "Vires" Torch Award in 2012 and the Alumni Association Circle of Gold award in 2021.

Personal

Dr. Young holds a doctorate in rhetoric and public address from the University of Pittsburgh.

FSU INVOLVEMENT

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Type</th>
<th>Degree</th>
<th>Class Of</th>
<th>Fraternity/Sorority: N/A</th>
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<tr>
<td>Florida State University</td>
<td>Communication and Information</td>
<td>Bachelor of Arts</td>
<td>1964</td>
<td>Speech Communication</td>
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<th>End Date</th>
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<tbody>
<tr>
<td>Communication and Information - Leadership Board</td>
<td>Member</td>
<td>6/13/2014</td>
<td></td>
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<tr>
<td>Communication and Information - Debate 50th Anniversary Committee</td>
<td>Member</td>
<td>2/1/1998</td>
<td>11/9/2004</td>
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<tr>
<td>(Inactive)</td>
<td></td>
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</tr>
<tr>
<td>FSU Foundation Board of Trustees</td>
<td>Member</td>
<td>9/1/1993</td>
<td>8/31/1996</td>
</tr>
<tr>
<td>FSU Foundation Board of Trustees - Development Committee</td>
<td>Member</td>
<td>9/1/1993</td>
<td>8/31/1996</td>
</tr>
</tbody>
</table>
CONSENT ITEM J
SEMINOLE BOOSTERS
Jorge Azor
Hayesville, NC

PROFESSIONAL BACKGROUND
Jorge founded Zuni Transportation, Inc. in 1989 which provides paratransit, fixed route, tourism and travel, transportation for local citizens and visitors. Jorge also is the CEO and Founder of Eastern Medical Courier which is a messenger and delivery service specializing in Healthcare, inventory and logistics.

EDUCATION & UNIVERSITY RELATIONSHIPS

<table>
<thead>
<tr>
<th>School Name</th>
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<th>Degree</th>
<th>Class Of</th>
<th>Major</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida State University</td>
<td>College of Business</td>
<td>Associate of Arts</td>
<td>1980</td>
<td>Accounting</td>
</tr>
</tbody>
</table>

FSU RELATIONSHIP
- Volunteer & Sponsor: Miami Dade Seminole Club, Broward County Seminole Club
- Westcott Society Member
- Seminole Booster Member and MICCO
- Lifetime Alumni Association Member
- University Center Club Founding Member
- Seminole Legacy Golf Course Founding member
- Lambda Chi Alpha

COMMUNITY INVOLVEMENT
- Vice Chair: Miami Dade County Transportation Disadvantaged Commission 2008-2021
- Treasurer: South Florida Golf Foundation
- Mountain Harbour Living and Golf, Board of Directors, Hayesville, NC 2019-Present
- Giving Society Member: Baptist Health South Florida
- Founder: Mt Sinai Hospital
- Homestead Air Reserve Base Military Affairs Committee: 1990-2010
Seminole Boosters, Inc. Board of Directors Nominee Profile

CONFIDENTIAL

GARRISON BURR
Tampa, FL

PROFESSIONAL BACKGROUND

Garrison currently works for GreenPointe Developers, LLC headquartered out of Jacksonville, Florida and is based in Tampa, Florida. In his role, Garrison provides financial analyses and land use research support for the company’s current developments and future expansion efforts in the West Coast of Florida covering Manatee, Charlotte, Lee and Collier counties, and the Sarasota, Tampa, Lakeland and Orlando areas. Prior to that, Garrison spent four years working as a financial analyst for ClubCorp Holdings in Dallas, Texas, and as a senior audit associate at KPMG in Jacksonville. He also has experience in investment banking analysis at Allen C. Ewing & Co. in Jacksonville.

AWARDS & ACHIEVEMENTS

- Certified Public Accountant, State of Florida

EDUCATION & UNIVERSITY RELATIONSHIPS

<table>
<thead>
<tr>
<th>School Name</th>
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<th>Degree</th>
<th>Class Of</th>
<th>Major</th>
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<tr>
<td>Florida State University</td>
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<td>Florida State University</td>
<td>College of Business</td>
<td>Masters</td>
<td>2018</td>
<td>Accounting/Assurance Services</td>
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</tbody>
</table>

FSU RELATIONSHIP

- Member of the Pi Kappa Alpha Fraternity
- Community Service Chair for the Pi Kappa Alpha Fraternity
- Participated as a Service Learning Volunteer while attending Florida State University
- Student Booster as a freshman at FSU and became a Tomahawk member with his first paycheck out of college

COMMUNITY INVOLVEMENT

- Actively volunteers with the Monique Burr Foundation for Children
- Volunteered at several events with the Boys & Girls Club while working for KPMG in Jacksonville.
Brad Crenshaw
Lakeland, FL

PROFESSIONAL BACKGROUND

Brad Crenshaw is Sr. Real Estate Director for Publix Super Markets (14 years with Publix) and oversees new store site selection and real estate development all over the country.

EDUCATION & UNIVERSITY RELATIONSHIPS

<table>
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<th>Degree</th>
<th>Class Of</th>
<th>Major</th>
</tr>
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<tbody>
<tr>
<td>Florida State University</td>
<td>Health and Human Sciences</td>
<td>Bachelors</td>
<td>2005</td>
<td>Housing</td>
</tr>
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</table>

FSU RELATIONSHIP

- He has served as President of Polk County Seminole Club for roughly a decade and spearheads all Club-related fundraising initiatives benefiting Seminole Boosters, Inc. and other FSU entities.
- Brad is a member of Lambda Chi Alpha Fraternity and his wife, Hilary, is a member of Pi Beta Phi Sorority
- Seminole Booster Member

COMMUNITY INVOLVEMENT

- Brad also serves on the Board for Lakeland Vision which identifies community strengths and weaknesses in order to create and implement a comprehensive, action-oriented plan for the future of the metro Lakeland area
Jeri Damasiewicz
Tallahassee, FL

PROFESSIONAL BACKGROUND

- Recently retired from a career with the Internal Revenue Service office where she worked as an analyst.

EDUCATION & UNIVERSITY RELATIONSHIPS

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<th>Major</th>
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</thead>
</table>

FSU RELATIONSHIP

- Member of the Extra Point Club
- Financial support to the Marching Chiefs various fundraising efforts
- FSU Veterans Center donor
- College of Music donor
- Seminole Boosters annual fund and major gift donor and season ticket holder multiple sports

COMMUNITY INVOLVEMENT

- Volunteer for the Kidz 1st Fund which raises awareness and funds toward research for Fanconi anemia
President of RKM Development which is a 30 year old, full service retail development company specializing in built-to-suit single tenant projects, neighborhood, and big-box shopping centers. Their services include: market and site analysis, acquisition, land and building entitlements, project management, leasing and property management. RKM has developed over 2 million square feet of retail building space with a value in excess of $1 billion.

<table>
<thead>
<tr>
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<th>Major</th>
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</thead>
<tbody>
<tr>
<td>Florida State University</td>
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<td>Real Estate</td>
</tr>
<tr>
<td>Florida State University</td>
<td>Business</td>
<td>Bachelors</td>
<td>1986</td>
<td>Real Estate</td>
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</table>

**FSU RELATIONSHIP**
- FSU Foundation Trustee - 9 years
- FSU Real Estate Foundation - 3 years (recently resigned)
- Major donor to the College of Business and serves on their Board of Directors
- Seminole Booster Member
- Lifetime Alumni Association member

**COMMUNITY INVOLVEMENT**
- Has served on the Cardinal Mooney High School Fundraising Committee
- Served on the East Manatee Youth Football Association.
Trey McCarley
Tallahassee, FL

PROFESSIONAL BACKGROUND

Trey McCarley is a fund-raising consultant and principle of the Tallahassee-based, Florida Finance Strategies. In his current role, McCarley provides strategic relationship support and tactical fund-raising initiatives for candidates and members of the Florida House of Representatives, Florida Senate, along with current and past incumbents, Speakers of the House and Presidents of the Senate.

Over the years, Mr. McCarley has worked to elect many successful candidates throughout the state of Florida. McCarley’s commitment to build mutually beneficial relationships throughout the country is the basis of his success in fund raising.

Since 1998, McCarley has worked in Florida government and politics. His experience includes holding positions for elected cabinet officials and members of the legislature. He has served as a Campaign Manager for two statewide campaigns winning 55% of the electorate in the fourth largest state in the US. In 2011, Mr. McCarley opened a strategic fund-raising practice working with statewide and legislative races. Past fund-raising clients include national and state parties, presidential campaigns, gubernatorial campaigns, cabinet offices, and constitutional amendments.

EDUCATION & UNIVERSITY RELATIONSHIPS

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<th>Class Of</th>
<th>Major</th>
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<td>Political Science and Sociology</td>
</tr>
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</table>

FSU RELATIONSHIP

- Kappa Sigma Fraternity
- Seminole Boosters annual fund member and suite owner

COMMUNITY INVOLVEMENT
Sheri Thomson  
Dothan, AL

**PROFESSIONAL BACKGROUND**

Sheri was formerly a Director of Operations with Darden for 26 years, specifically with Longhorn Steakhouse for 15 years, however recently retired 2 years ago. She currently works as a licensed realtor with Sweet Home Real Estate.

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<th>Major</th>
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<td>Business</td>
<td>Incomplete</td>
<td></td>
<td>Marketing</td>
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</table>

**FSU RELATIONSHIP**

- Seminole Boosters annual fund member and season ticket holder
- Former FSU Baseball Bat Girl in '78 and '79

**COMMUNITY INVOLVEMENT**

- Served on the Northview High School Athletic Board from 2001-2006
- Served on the Wiregrass March of Dimes board for 15 years. Became President of the Board during her tenure.
- Volunteers as a poll worker in Dothan, Alabama.
- Sheri served on the Darden Dimes board for 10 years. Darden Dimes is an emergency assistance fund that helps co-workers in need from the restaurant industry.
PROFESSIONAL BACKGROUND

- Superior Construction – 2021-present, CFO
- Stellar – 1996-present, Executive Vice President, CFO, and Board Member
- Physicians Sales and Service – 1989-1990, Operations Manager
- Coopers and Lybrand – 1987-1989, Senior Auditor

EDUCATION & UNIVERSITY RELATIONSHIPS

<table>
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<th>Major</th>
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<tbody>
<tr>
<td>Florida State University</td>
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<td>Masters</td>
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FSU RELATIONSHIP

- Seminole Boosters annual fund member
- Lifetime Alumni Association Member

COMMUNITY INVOLVEMENT

- Community Hospice
- American Lung Association
- Jacksonville Housing Authority
- Safe Harbor Home
- Jacksonville Zoo
2022-2023 SLATE

EXECUTIVE COMMITTEE OFFICERS

CHAIR: CHARLIE DUDLEY (Tallahassee, FL); Golden Chief
VICE CHAIR: PARRISH OWENS (Atlanta, GA); MICCO
SECRETARY: CLIF CURRY (Brandon, FL); Platinum Chief
TREASURER: ANNE HAMILTON (Windermere, FL); Golden Chief

EXECUTIVE COMMITTEE AT-LARGE NOMINEES

BETH LANGFORD (Tallahassee, FL); MICCO
WARNER PEACOCK (Windermere, FL); MICCO
PHILIP TROYER (Thomasville, GA); Golden Chief
RICHARD WELCH (Ft. Lauderdale, FL); Platinum Chief
BARRY VAUGHN (Jacksonville, FL); Platinum Chief

BOARD AT-LARGE NOMINEES

JORGE AZOR (Ft. Lauderdale, FL); MICCO
BRAD CRENSHAW (Lakeland, FL); Golden Chief
JERI DAMASIEWICZ (Tallahassee, FL); MICCO
BILL LLOYD (Bradenton, FL); Platinum Chief
TREY MCCARLEY (Tallahassee, FL); Golden Chief
SHERI THOMSON (Dothan, AL); Silver Chief
SCOTT WITT (Jacksonville, FL); Golden Chief

BOARD AT-LARGE REAPPOINTMENTS

SCOTT DARLING (La Canada, CA); Platinum Chief
ANNE HAMILTON (Windermere, FL); Golden Chief
RICH HEFFLEY (Tallahassee, FL); Legacy Chief
MOISES ISSA (Ft. Lauderdale, FL); MICCO
MIKE KOSLOSKE (Tampa, FL); Legacy Chief
TERI MILLER (Jupiter, FL); Platinum Chief
ANDY NORMAN (Lakeland, FL); Golden Chief
JEFF STOOPS (Jacksonville, FL); Platinum Chief
BARRY VAUGHN (Jacksonville, FL); Platinum Chief
CONSENT ITEM K
FSU REAL ESTATE FOUNDATION
Real Estate Foundation Board of Directors - Nominee 1st Term

CONFIDENTIAL

Frank Nardozza
Davie, FL

PROFESSIONAL BACKGROUND

Frank Nardozza is Chairman and CEO of REH Capital Partners, LLC, a national real estate and hospitality investment and advisory services firm headquartered in Fort Lauderdale, FL. Frank has over 43 years of diversified experience in real estate and hospitality investment, finance, and consulting. He has advised on over $15 billion in real estate and hospitality transactions in his professional career. Prior to launching REH in 2001, Frank was a partner and served as the National and Global Real Estate and Hospitality Consulting Practice Leader for KPMG, LLP and KPMG Consulting, Inc.

AWARDS & ACHIEVEMENTS

Frank is the founding Chairperson of the U.S. Lodging Industry Investment Council, and currently serves on the Executive Advisory Committee of NYU Hospitality Industry Investment Conference and the Executive Planning Board of the Americas Lodging Investment Summit. He is also active with many other industry trade associations and forums including the Urban Land Institute, the American Hotel & Lodging Association, and the American Resort Development Association. Frank was recognized by Lodging Magazine in 2000 as one of the top 75 leaders of the US lodging industry and was honored by his induction into the Florida State University College of Business Hall of Fame in April 2013.

EDUCATION & UNIVERSITY RELATIONSHIPS

<table>
<thead>
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<th>Degree</th>
<th>Class Of</th>
<th>Major</th>
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<td>1977</td>
<td>Accounting</td>
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<td>Univ. of Pennsylvania</td>
<td>The Wharton School</td>
<td>Certificate Program</td>
<td>1993</td>
<td>International Business</td>
</tr>
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</table>

FSU RELATIONSHIP

- Director FSU Real Estate Foundation – representing FSU Foundation,
- Chairman of Executive Board of FSU Real Estate Center
- Life member of FSU Alumni Association
- Endowed the “Nardozza Real Estate Scholars Program” at Florida State University and funded the Real Estate Program Conference Room for the new College of Business Building.

COMMUNITY INVOLVEMENT

- Past Vice-Chairman and Current Member of Board of Directors of HOPE Outreach Center, Davie, FL.
CONSENT ITEM L
MEMORANDUM

To: Richard McCullough, President
    Florida State University

From: Michael D. Hartline, Dean
      College of Business

Date: June 7, 2022

Subject: Appointment of Roy Apple to the Student Investment Fund Board

I am writing to request that Roy Apple be appointed to a three-year term on the College of Business Student Investment Fund Board. Mr. Apple would replace Peter Jones who term ed out at the end of May. As you can see from the bio below, Mr. Apple would bring a wealth of investment experience to the board.

Roy Apple is a Managing Director and Wealth Partner with J.P. Morgan Wealth Management. He provides investment management services to high- and ultra-high-net-worth individuals, entrepreneurs and foundations. Roy also serves retirees whose primary objectives are preserving capital, maintaining their current lifestyles, and providing for their philanthropic interests. Roy manages growth, balanced and ETF portfolios as a member of the J.P. Morgan Wealth Management Portfolio Manager Program, a select group of advisors who undergo a screening process to manage discretionary client portfolios and are subject to ongoing quantitative and qualitative reviews to assess each their investment strategy. As a testament to his commitment to clients, in 2022, 2021, 2020 and 2019 Roy was named one of Barron's Top 1200 Financial Advisors.

Roy has over 30 years of financial services experience and his experience includes a background in both fixed income and equities, and his conservative philosophy informs his approach of seeking attractive risk-adjusted returns for his clients. His relationship skills underscore the importance of proper fit with each client's personality, and his service orientation demonstrates his care and concern about them and their assets.

Beginning his career at a municipal bond and fixed income firm in 1987, Roy gained substantial experience in that segment of the market. He attended the Equity Institute at PaineWebber (now UBS) in New York (1993). Roy most recently transitioned with his team from Deutsche Bank to J.P. Morgan in 2014.
Roy grew up in Troy, New York, the youngest of five boys, and his interest in numbers propelled him to earn a B.S. in Finance from Florida State University. He and his wife, Sharon, live in Juno Beach with their son, Jake, and daughter, Phoebe. Their family enjoys spending time at their second home in Bretton Woods, New Hampshire.

Roy is both a Foundation Board Member and on the Board of Directors of MorseLife, a non-profit, non-sectarian organization providing health care, housing and support services for seniors of Palm Beach County. He is also actively involved in several prominent cancer research organizations, having served on an executive committee and boards. Roy grew up playing golf and has previously served on the Board of Directors and acted as golf chairman for 6 years at a prominent Palm Beach County Golf Club. He currently carries a three handicap and has won several club championships in his life. In his free time, he also enjoys running, playing tennis and hiking the White Mountains of New Hampshire.
CONSENT ITEM M
RINGLING MUSEUM
NEW AND REAPPOINTED DIRECTORS

Three -year term beginning July 1, 2022, through June 30, 2025.

NEW DIRECTORS

Jasleen “Ritu” Anand
Francine B. Birbragher
Georgia M. Court
Larry J. Cuervo
Andrew M. Economos
Ronald Agusta Johnson
Frederic D. Pfening, III

REAPPOINTMENTS (Second and Final Term)

Dennis Archer
Leon Ellin
Debra Short
CONFIDENTIAL - NOMINEE PROFILE

Jasleen "Ritu" Anand (Kaur)
Sarasota, FL

BACKGROUND

Organization Foundation Background

Mrs. Anand is an author, artist, and writer of children's books. In January of 2022, she joined Coffee House Writers while maintaining her status of being a "self-employed" writer at PathBinder Publisher. Mrs. Anand also owns Ritu Writes 4 Kids. Mrs. Anand most recent children's book, Kara's Dreams, debuted as a picture book and was acquired by PathBinder Publishing. The underlying theme of the book is to "be positive and stay resilient in the midst of adversity." She also has a second manuscript titled, I Am My Language in submission. Mrs. Anand is currently working on a middle grade novel titled, Jakhee and Semara.

Personal

1991 BS - Business and Criminal Justice, St. John's University
Mrs. Anand's sketches and artwork are on quality clothing and jewelry reportedly manufactured in Montreal, Canada.

AWARDS & ACHIEVEMENTS

2022 - Author, Debut Children's Picture Book, Kara's Dreams

Memberships

Ringling: Curator Circle

Family

Spouse - Harvinder P. "Harry" Anand
-Married on May 14, 2021
-Mr. Anand is the former mayor of Laurel Hollow, New York; he was elected on June 19, 2007. He is the first elected Indian-American mayor in the state of New York. Mr. Anand was sworn into office on July 2, 2007. In June 2011, he was re-elected to his third term as mayor. In 2013, Mr. Anand decided not to run for a fourth term in 2013.

COMMUNITY INVOLVEMENT

Affiliations

Member, American Library Association
Member, Book Trailers Creating Services
Organizer and Member, Indian Festival (Sarasota, FL)

SUPPORT TO FSU

Mrs. Anand is not under active cultivation.

Prospect Manager:
CONFIDENTIAL - NOMINEE PROFILE

Francine B Birbragher
Aventura, FL

BACKGROUND

Organization Foundation Background

Mrs. Birbragher-Rozencwai is an art historian, independent curator, editor, and art critic. As an independent curator, she has organized more than fifty exhibitions in the United States and Latin America. She served as an adjunct curator at The Patricia and Phillip Frost Art Museum, Florida International University, Miami, Florida, from 2008-2015.

With Art Nexus, an international art foundation with its own quarterly publication started by her mother, Celia Birbragher, she has held several positions. For the Art Nexus foundation she has worked as: international editorial coordinator, correspondent, and Assistant Director for Arte en Colombia/Art Nexus. For Art Nexus magazine, she has worked as art historian, contributing editor and editorial advisor. She has also served as a contributing editor for Letra Urban magazine. Since 1989 she has written about contemporary art for several specialized magazines and newspapers as well as providing essays for artist monographs and exhibition catalogues.

For Art Ovation Hotel based in Sarasota, Florida, Mrs. Birbragher-Rozencwai is Ovation Senior Curator. The exhibit she curated at the hotel runs from April-September, 2022. Living history on display throughout the gallery walls of the hotel - six separate art exhibits from internationally renowned artists ranging from paintings from Cuban artists Andres Valerio and Ana Albertina Delgado to the Rainier Hildebrant's collection original painted slabs from the Berlin wall.

She was also the Curator of "Life and Spirituality In Haitian Art: Selection from the Betty and Isaac Rudman Trust Collection," which was on display at the Museum of Contemporary Art in North Miami, Florida, November 18, 2020 – March 14, 2021. The exhibit was a stylized portrait of Haiti, primarily in the 1940s and 1950s, by artists working with simple materials and exceptional vision. They depict the hardscrabble Caribbean nation with grace and pride.

In her career outside of the art world, she is Founder/Owner of FBR Wellness LLC. She works as an Independent Optavia Coach since November 15, 2021. OPTAVIA is a health and wellness program, providing Optava “Fuelings” – meals designed by the company - as well as coaching for lifelong transformation using products and programs developed by OPTAVIA's co-founder and independent OPTAVIA Coach, Dr. Wayne Scott Andersen. His Habits of Health Transformational System is an innovative lifestyle approach helping participants learn and adopt healthy habits to contribute to long-term health. Francine has gone through the program herself.

Personal

Education:
2012 PhD - Latin American History, University of Miami
1996 MA - Art History, University of Miami
1987 BA - Communication and Media Studies, Pontificia University, Javeriana, Bogotá, Colombia
born on February 24, 1965 in Chicago, Illinois

Languages:
English, Spanish, French

Prospect Manager:
CONFIDENTIAL - NOMINEE PROFILE

Family
Spouse - Leslie Alan Rozencwaig
-Leslie Alan Rozencwaig is an Attorney and Managing Partner at Rozencwaig & Nadel, LLP located in Hallandale Beach, Florida. He has over thirty years of experience in the areas of foreign and domestic estate and gift tax planning, pre-immigration planning, family office representation, real estate, and related transactions. He has been a discussion leader and main speaker at numerous seminars, conferences, and meetings for various professional organizations on subjects including, but not limited to, Family Offices, Foreign and Domestic Estate and Gift Tax Planning, Stockholders Agreements, Consulting Agreements, Employment Agreements, Partnership Agreements, Asset Protection Trusts, Foreign Trusts, Corporate Tax Planning, Partnership Tax Planning, Individual Income Tax Planning, Pre-Immigration Planning, and Taxation and Structuring of Foreign Investments in United States Real Property. He is a three-time graduate of University of Miami: 1987 JD, Cum Laude; 1986 Graduate School of Business Administration, Master of Professional Accounting; 1984 BA, Business, Cum Laude, 1984. He is a Florida CPA, an author in professional journals and currently serves as Director at Apollo Bancshares and Apollo Bank, with past services as a Board Advisor of the Pinecrest School (which his children attended) and also as the President of the Arts Ballet Theatre of Florida.
Daughter - Sharon Rozencwaig
Daughter - Arielle Rozencwaig
Son - Mark Rozencwaig
Father - Leon Birbragher
-Leon Birbragher of Bogota, Colombia, was elected senior vice president of B’nai B’rith International, the world’s oldest and most widely known Jewish humanitarian, human rights and advocacy organization, by the Board of Governors at its annual meeting in September 2012.
Mother - Celia (Sredni) Birbragher
-Celia Sredni de Birbragher is a Colombian editor, researcher, collector, artist, critic, leader and entrepreneur who support the arts in Latin American for over 40 years.
Sister - Denise I. Birbragher
Sister - Susanne R. Birbragher
-Susanne Birbragher a Founder and CEO of Liaisons Corporation a global strategic marketing and consulting agency focused on the art and luxury sectors.

COMMUNITY INVOLVEMENT

Affiliations
Board of Trustees, Museum of Contemporary Art, North Miami, Florida, since 1994
- Treasurer, Museum of Contemporary Art, past
Co-Chair Education Committee, Museum of Contemporary Art, since 1997
Curator, annual art exhibit -Women’s International Zionist Organization, Miami, 1991-1997
Fundraising Advisor, Women’s International Zionist Organization, 1997
Board of Directors, Parent-Teachers Association, Hilldal Day School, North Miami, Florida, since 1997
Member, Women’s Auxiliary, Temple Menorah, Miami Beach, since 1995
Member, International Association Art Critics
Member, College Art Association
Member, Association Latin American Art
Member, The Art Table
Member, Advisory Board, Friends of the Uffizi Gallery, Florence, 1971-2021

SUPPORT TO FSU

Dr. Birbragher is not under active cultivation.
CONFIDENTIAL - NOMINEE PROFILE

Georgia M. Court (Mathis)
Sarasota, FL

BACKGROUND

Organization Foundation Background
Ms. Court serves as Owner of Bookstore Number 1, LLC located in Sarasota, FL. Bookstore Number 1 was opened in 2011 with its' primary mission to bring a high-quality independent bookstore to the Sarasota area. Ms. Court also serves as Manager of Court Properties, LLC incorporated on June 19, 2020 in the state of Florida. Research was unable to located additional information on this company. And prior to her current positions, Ms. Court served as an instructor for 9 years at the University of Cincinnati.

Ms. Court serves as Manager of Court Properties, LLC incorporated on June 19, 2020 in the state of Florida. The company has reported its' location in Sarasota, FL. No additional information is available.

Personal
Unspecified Year - MS, Journalism - Marshall University

AWARDS & ACHIEVEMENTS

None found.

Memberships
Ringing: Curator Circle

Family
Life Partner - Robert R. Radin
-A lawyer and business executive, Mr. Radin served as general counsel for Asia-Pacific and for several other leading global financial institutions, including Morgan Stanley and Credit Suisse-First Boston. He also founded a biotech company, a high-tech mobile app technology company, and a minerals distribution company. A graduate of the University of Chicago, UC-Berkeley, and Harvard Law School, Mr. Radin started his professional life as a scholar and teacher of Japanese history, and was director of the Japanese studies program at the University of Miami in the early 1970s.
Former Spouse - John C Court; deceased March 8, 2009
-Married on October 02, 1987
-Former Chairman, President and CEO, Multi-Color Group

COMMUNITY INVOLVEMENT

Affiliations
Board of Trustee, Florida Studio Theatre
Former Trustee, John C. Court Family Foundation (2009-2011)

Prospect Manager:
Ms. Court is not under active cultivation.
CONFIDENTIAL - NOMINEE PROFILE

Larry J Cuervo
Sarasota, FL

BACKGROUND

Since 2014, Mr. Cuervo has served as Senior Vice President and Wealth Advisor for Truist Financial Corporation. He offers more than 20 years of financial services experience working with financially complex, high net-worth families, C-level executives, and entrepreneurs/business owners. Mr. Cuervo provides solutions for multigenerational wealth transfers, asset protections, retirement planning, estate planning, credit solutions, and fiduciary investment management.

Truist Financial Corporation is an American bank holding company headquartered in Charlotte, NC. The company was formed in December 2019 as the result of a merger of BB&T (Branch Banking and Trust Company) and SunTrust Banks. Truist has 54,982 employees across 2,781 branches in 15 states. Their annual revenue is $20.37 billion.

FSU INVOLVEMENT

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<tr>
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<th>Degree</th>
<th>Class Of</th>
<th>Major</th>
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<td>Florida State University</td>
<td>Business</td>
<td>Bachelor of Science</td>
<td>1991</td>
<td>Finance</td>
</tr>
</tbody>
</table>

Memberships

- Ringling: Curator Circle

Family

- Life Partner - Jennifer Reiss (11444682); born June 1971
- Married Mark Reiss on November 4, 2000; divorced November 15, 2016; born January 1969

COMMUNITY INVOLVEMENT

Affiliations

- Trustee, Straz Center for the Performing Art
- Board Member, Tampa Bay Estate Planning Council
- Member, Tampa Bay Seminole Club

SUPPORT TO FSU

Mr. Cuervo is under active cultivation.

Prospect Manager: Mark Terman
Nomination

CONFIDENTIAL - NOMINEE PROFILE

Andrew Michael "Andy" Economos
Sarasota, FL

BACKGROUND

Organization Foundation Background
In 1979, Dr. Economos launched his own company called Radio Computing Services. He was responsible for implementing a new radio technology called Selector that helped changed the radio industry. Dr. Economos sold his company in 2009. Selector became ubiquitous in radio. The service took root quickly, rewarding stations that invested in the new technology with higher ratings and a distinct advantage over their competitors. Before Selector, boxes filled with 3x5 cards representing each song, sequence sheets, and jocks arranging their music using category systems was the way that music was presented on the radio. There was very little accountability, poor archiving and tracking, not to mention songs that somehow "disappeared" from the box because they weren't popular in the air studio. Selector came along, and music radio has never been the same. In some ways, the Selector wasn't just about the introduction of music scheduling for radio, it was the gateway for computers at many stations.

Personal
Dr. Economos grew up in Sarasota, FL.
Year Unknown - University of Florida Graduate
1955 - Manatee County High School

Family
Spouse - Judith Economos
-Mrs. Economos holds a doctorate and briefly taught at Princeton University.

COMMUNITY INVOLVEMENT

Affiliations
Founder, Red Tide Institute at Mote Marine Laboratory and Aquarium
-Donated $1 million to find news to eliminate or mitigate the destructive algae blooms.
Member, Marie Selby Botanical Gardens
Member, Scientific Advisory Board of AVRA Medical Robotics
Member, Asolo Repertory Theatre
Trustee, Westcoast Black Theatre Troupe
Member, Suncoast Science Center/Faulhaber Fab Lab
Founder, Archimedes Scholars Program for New College

SUPPORT TO FSU

Dr. Economos is under active cultivation.

Prospect Manager: Mark Terman
Ronald Agusta "Ron" Johnson  
Lakewood Ranch, FL

**BACKGROUND**

**Organization Foundation Background**

Dr. Johnson is a highly experienced business leader, board director, and recognized academic professional. He has served on almost two dozen boards and held the chairman position on six of them. Most recently, Dr. Johnson served as President of Clark Atlanta University and Chairman of the Consumer Advisory Board of the US Consumer Financial Protection Bureau. Prior to joining Clark Atlanta University, he was the dean of the Jesse H. Jones School of Business at Texas Southern University. Dr. Johnson also served as dean of the College of Business at Western Carolina University in Cullowhee, NC. He previously taught and developed innovative curriculum at Florida A&M University, Northeastern University, and Howard University. Dr. Johnson is an accomplished researcher and has developed expertise in the design of learning-focused business curriculums. His earlier work includes appointments to the Board of Governors of the Federal Reserve System as an economist under Paul Volker, division chief at the Federal Reserve Bank of New York, and the International Monetary Fund.

Dr. Johnson's private sector leadership roles include President and Chief Investment Officer at Smith Graham & Company, Director of Fixed Income Research, at Templeton Worldwide Inc., as well as Chief Strategist and Chairman of the Investment Committee for America's Trust Bank. His distinctions include the Center for Houston's Future Leadership Forum, The One Hundred Black Men of Atlanta, and recipient of the National Diversity Council's 2018 Leadership Excellence Award.

Dr. Johnson has considerable experience at the top level of academia, combined with repeated successes in the global investment management industry gain him tremendous credibility in all board rooms. His insights on governance, fiduciary accountability, and sustainability have gained him recognition as an outstanding and sought-after board leader.

**Personal**

1980 Ph.D. - Economics, Stanford University  
MA - Economics, Stanford University  
MBA - Finance, Adelphi University (Garden City, NY)  
BA - Economics, Adelphi University (Garden City, NY)

**AWARDS & ACHIEVEMENTS**

**Awards & Achievements**

2018 - Leadership Excellence Award, National Diversity Council  
2018 - 100 Most Influential Atlantans, Atlanta Business Chronicle  
2017 - Men of Influence, Atlanta Business League (ABL)  
2014 - Diversity First Award, National Diversity Council  
2013 - Men of Distinction Award, The Houston Sun Newspaper  
2007 - Father of the Year Award, Texas Spring Cypress Chapter of the Links, Inc.
CONFIDENTIAL - NOMINEE PROFILE

Family
Spouse - Irene Oakley-Johnson
Son - Brandon Haywood Johnson

COMMUNITY INVOLVEMENT

Affiliations
Director, Arduro Renewable Rubber, Inc.
President's Advisory Board of the White House Initiatives on Historically Black Colleges and Universities
Chairman Consumer Advisory Board, US Consumer Financial Protection Bureau
Member Finance and Audit, Strategy Committees, United Negro College Fund
Former chairman, Member Institutions, United Negro College Fund
Former chairman, Small Business and Technology Development Center at Western Carolina University
Former chairman, Washington D.C. based Black Economists
Former chairman, Cougar Investment Fund Board - University of Houston Business School

SUPPORT TO FSU

Dr. Johnson is not under active cultivation.
CONFIDENTIAL - NOMINEE PROFILE

Frederic D. "Fred" Pfening, III
Columbus, OH

BACKGROUND

Organization Foundation Background
In 1976, Mr. Pfening III began working at the family business, Fred D. Pfening Company, Inc. Since 1989, he has served as the President. Under his leadership the company has continued to grow and has developed new product lines such as liquid ingredient handling. During this time the Pfening Company partnered with Advanced Food Systems to develop a high speed mixer.

Since the 1950’s, the Pfening Company has provided hundreds of dry ingredient handling solutions to various food industries, including bread, roll, cake, cookie, cracker, candy, and soft drinks. The Pfening Company designs and manufactures bulk ingredient handling systems, for typical ingredients such as flour, granulated sugar, and dextrose. Bulk Handling Systems receive, store, convey, sift, and weigh the ingredient prior to discharge into a mixer. The company also provide sugar grinding systems for on-site production of powdered sugar. The Pfening Company designs and manufactures minor and micro ingredient systems for ingredients whose usage does not justify a bulk ingredient handling system.

The company was established by his grandfather, Fred D. Pfening, Sr. and he served as President of the company until retirement in 1954. He held numerous patents for liquid metering systems, proofing and ingredient handling systems. Mr. Pfening Sr.’s passion was to supply equipment to make it easier for bakers to put their passion into their products. His father, Fred D. Pfening, Jr. joined the company in 1948 and served as President from 1954 to 1989. Ingredient conveying became the company’s main product line during his tenure. Beyond the business, Mr. Pfening III was a life-long circus enthusiast and was known for his community involvement and generosity. His son, Fred D. Pfening, IV joined the company in 2008 and currently serves as the Production Manager. Mr. Pfening III started on the shop floor building rotary feeders and motor and blower assemblies before moving into the cost accounting department. He is very proud of his family’s legacy in the baking industry and aspires to lead the Fred D. Pfening Company into its second century of success.

Family
Spouse - Janet Lynn Evans-Pfening
- Started Barton and Bailey, LLC on January 1, 2021, with her husband Fred, III. No additional information is available.

Son - Frederic Pfening, IV; born February 1981
- Join Pfening in 2008 and currently serves as the Production Manager. He aspires to lead the Fred D. Pfening Company into its second century of success.

Father - Frederic D. Pfening, Jr.; deceased September 6, 2010.
- The circus was his passion. He was a member of the Circus Historical Society for close to 70 years, he was President of the organization from 1958 to 1963, and later served on its Board of Trustees. He was editor of Bandwagon, the journal of the Circus Historical Society, from 1961 until his death, and was internationally recognized as an expert on the circus. He counted many circus professionals among his friends.
- Married Ms. Lelia on May 30, 1947. Together they traveled the world, going to Europe over 30 times.

Mother - Lelia "Lee" Regina Buchner-Pfening; deceased July 29, 2011
- She loved good food, chocolate, painting, reading, dogs and cats.

Mr. Pfening is under active cultivation.
Prospect Manager: John R. Melleky
CONFIDENTIAL - NOMINEE PROFILE

Dennis Wayne Archer
Sarasota, FL

BACKGROUND

Organization Foundation Backgrounds
The Honorable Dennis Archer is the Chairman and Chief Executive Officer at Dennis W. Archer, PLLC. His areas of practice include, appellate, arbitration, commercial and business litigation, and labor law. After earning his law degree, Mr. Archer practiced as a trial lawyer and taught as an associate professor at the Detroit College of Law and an adjunct professor at Wayne State University Law School.

In 1994, Mr. Archer succeeded Coleman Young to become Detroit’s 59th mayor. While in office, he managed to balance the budget after only one year and was able to secure $100 million in federal empowerment funds for the struggling city. In 2003, Mr. Archer served as the president of the American Bar Association, where he was the first African American to serve in the position.

Personal
BS - 1965 - Western Michigan University
J.D. - 1970 - Detroit College of Law

AWARDS & ACHIEVEMENTS

Awards & Achievements
2000 - Archer Public Official of the Year, Governing Magazine
2000 - 25 Most Dynamic Mayors in America, Newsweek Magazine
1998 - Newsmaker of the Year/Award of Excellence, Engineering News Record
Unknown - Most Influential Black Americans, Ebony Magazine

FSU INVOLVEMENT

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FSU Relationship

Volunteer

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<th>Type</th>
<th>Status</th>
<th>Start Date</th>
<th>End Date</th>
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Memberships

Alumni Association:
Presidents Club:
Westcott Society: No
CONFIDENTIAL - NOMINEE PROFILE

Boosters:

Ringling: Mr. Archer has been a Circle Member since 2014.

Family

Affiliations

Co-Chair, National Transportation Policy Project - Bipartisan Policy Center
Global Senior Advisory Board, Jeffries Group
At-Large Member, Democratic National Committee
Former Trustee, Western Michigan University
Former Board of Directors, Compuware Corporation
Member, Alpha Phi Alpha
Member, Geometry Lodge #49
Member, F&amp;AM PHA
Member, Prince Hall Freemasonry
Former President, American Bar Association
Former President, National Bar Association
CONFIDENTIAL - NOMINEE PROFILE

Leon Roland Ellin
Sarasota, FL

BACKGROUND

Organization Foundation Background

Although research was unable to confirm, it is reported that Mr. Ellin serves as Chief Financial Officer and Executive Vice President for Voit Corporation, headquartered in San Antonio, TX.

Mr. Ellin is 75 years old and has served as a business consultant for the following companies: Champion Products, Inc.; Wilton Brands, LLC (Wilton Industries, Inc); Edward Don & Company, LLC; and Colgate-Palmolive Company.

He is married to Margaret "Marge", and together they have three grown children. Mr. and Mrs. Ellin are known as one of those Sarasota couples who go to everything, opera, orchestra, and theater. Mr. Ellin's mother was a docent for 30 years, and exposed Mr. Ellin to the Arts at an early age. When the Ellins moved to Sarasota full-time in 2009, the Ringling Museum became a passion for them. And in honor of his late-mother, Dorothy Stotter Ellin, Mr. Ellin has established the Dorothy Ellin endowed fund that serves docents.

Mr. Ellin's community involvement include his service on the Board of Directors as Treasurer of Pierian Spring Academy.

Thumbnail

Mr. and Mrs. Ellin mostly enjoy modern and contemporary art and have a small studio glass collection.

Personal

Education -Bachelor of Arts in History, University Chicago, 1965
Master of Business Administration, University Pennsylvania, 1967.

AWARDS & ACHIEVEMENTS

Awards & Achievements

FSU INVOLVEMENT

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FSU Student Activities, Involvement, Honors, and Awards

FSU Relationship

Mr. Ellin has been a long standing member and support of FSU's Ringling Museum.
The Dorothy Ellin Endowment Fund was established to support docents.
Mr Ellin's late-mother (Dorothy Ellin) was Ringling's first 30 year docent.
CONFIDENTIAL - NOMINEE PROFILE

Volunteer

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Memberships

Alumni Association:
Presidents Club: Doak Campbell Society, Edward Conradi Society, Robert Strozier Society
Westcott Society: No
Boosters:
Ringling: Curator, Friends of Art of Our Time

Family

Mr. Ellin born on August 4, 1943 in Chicago.
Father - Late- Frederick R. Ellin.
Mother - Late-Dorothy (Stotter) Ellin
-She was a docent at The Ringling and lived on Bird Key for many years. They have an endowed fund in her honor.
Daughter - Jennifer
Son - Matthew
Son - Jonah

COMMUNITY INVOLVEMENT

Affiliations

2019 Supporter - Florida Studio Theatre’s Ovation Luncheon
2018 Supporter - Sarasota Harvard Club’s
2018-2019 Supporter - The Jewish Federation
Supporter - Westcoast Black Theatre Troupe-Live Theater
Supporter - Jewish Family & Children’s Services of Sarasota-Manatee, Inc.
Debra Jean Short  
Bradenton, FL

BACKGROUND

Organization Foundation Background

Mrs. Short served as a buyer for Bealls Department Stores and JC Penney Department Store. She is married to Stephen Short.

Thumbnail

They joined The Ringling in 2007. She became a volunteer in 2011 and works to support the education department in the museum. They are both well-traveled and visit museums all over the world. Last year they visited Ireland, Scotland, England and Paris. This year they have traveled to Spain and are planning a trip to Turkey in the fall (Mid October). They support The Ringling and St Jude’s Hospital in their Philanthropy. They live in Bradenton and generally keep a low profile in the Community. Her passion is really the Museum of Art.

PERSONAL

AWARDS & ACHIEVEMENTS

Awards & Achievements

FSU INVOLVEMENT

Education

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FSU Student Activities, Involvement, Honors, and Awards

FSU Relationship

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Memberships

Alumni Association:
Presidents Club:
Westcott Society: Yes
Boosters:
Ringling:

Family

COMMUNITY INVOLVEMENT

Affiliations
CONSENT ITEM N
ACTION ITEM: RECOMMENDING APPROVAL OF AMENDMENTS DSO BYLAWS:

FSU ALUMNI ASSOCIATION
ALUMNI
ASSOCIATION

Bylaws of the Florida State University Alumni Association

as amended: November 20, 2020 TBD

ARTICLE I – GENERAL

SECTION A. NAME. The name of this association (the “Association”) is the Florida State University Alumni Association, a nonprofit corporation incorporated under the laws of the State of Florida.

SECTION B. LOCATION. The principal office and place of business of the Association is located at Florida State University (the “University”), Tallahassee, Leon County, Florida.

SECTION C. OFFICIAL SEAL. The official seal of the Association shall be kept by the President (the “President”) of the Association in the Association’s principal office and shall be affixed to all legal documents or transactions as required.

SECTION D. PURPOSE AND OBJECTIVES. The Association is organized and operated with all powers of a Florida not for profit corporation under Chapter 617, Florida Statutes and a University direct support organization established pursuant to Section 1004.28, Florida Statutes, to promote the welfare, development and advancement of the University and its educational, scientific and programmatic purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code, or the corresponding provisions of any future Internal Revenue Service Law. To the extent permitted within the meaning of Section 501(c)(3) of the Internal Revenue Code, the Association serves Members, Alumni and Constituents (all as defined in Article II) by:

1. Developing and sustaining meaningful relationships between and among Members, Alumni, Constituents and the University;

2. Fostering a sense of responsibility among Members, Alumni and Constituents to support the Association and the University through membership and private giving;

3. Perpetuating among Members, Alumni and Constituents a sentiment of affection for the University;

4. Recognizing the accomplishments of Members, Alumni and Constituents;

5. Encouraging the support of Members, Alumni and Constituents for the University’s programs and future development; and

6. Serving Members, Alumni and Constituents in pursuit of their careers and professional development.

SECTION E. LIMITATIONS. The Association is organized and operated exclusively for charitable and educational purposes within the meanings of Section 501(c)(3) and Section 170(c)(2)(b) of the Internal
Revenue Service Code or the corresponding provisions of any future United States Internal Revenue Law. No part of net earnings shall be to the benefit of or be distributable to its Directors or Officers, other private individuals, or associations organized and operating for a profit, except that the Association shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of those purposes as hereinabove stated. No substantial part of the activities of the Association shall be the carrying on of propaganda or otherwise attempting to influence legislation, and the Association shall not participate or intervene in, including the publishing or distributing statements, any political campaign on behalf of or in opposition to any candidate for public office.

SECTION F. FISCAL YEAR. The Fiscal Year of the Association is July 1 through June 30, inclusive, unless otherwise defined.

SECTION G. EXISTENCE. This Association shall have perpetual existence.

ARTICLE II - MEMBERSHIP

SECTION A. The Association will have the following classes of membership:

1. ALUMNI. All persons who have been enrolled and successfully completed one academic term as a full-time student at the University will be Alumni.

2. CONSTITUENTS: All employees, donors, supporters, advocates, associates and friends of the University, together with families of (a) all of the foregoing, (b) students of the University and (c) Alumni.

3. HONORARY ALUMNI. Subject to reasonable due diligence and a background check, any Constituent(s) may be granted or removed from Honorary Alumni status, in recognition of conspicuous, ongoing, enduring and dedicated service on behalf of the University or the Association.

4. MEMBERS. Those classifications of individuals identified in this Section and all other persons who pay the continuing annual, five-year or lifetime dues as established by the Association from time to time shall be members (individually, a “Member” and collectively “Members”) of the Association.

SECTION B. RIGHT TO HOLD OFFICE. Everyone who serves on the Association’s Board (individually a “Director” and collectively, “Directors”) must be a Member of the Association. Every Director who serves on a committee of the Association’s Board shall be a Director and be appointed by the chair (“Chair”) of the Board.

SECTION C. PROPERTY RIGHTS. No Member shall have any right, title or interest in any of the property or assets, including any earned or investment income of this Association, nor shall any of the property or assets be distributed to any Member upon dissolution of the Association.

ARTICLE III- SEMINOLE CLUBS AND CHAPTERS

SECTION A. PURPOSE. This Association, with the support, funding and authorization of the University, shall establish, promote and serve local clubs (collectively, “Seminole Clubs” or “Clubs”) and chapters (collectively, “Seminole Chapters” or “Chapters”) composed of Members and Constituents. The purpose of these Clubs and Chapters is to further the purposes of the University by supporting academic, athletic and other programs.
SECTION B. ORGANIZATION. Any individual or group desiring to organize as a Chapter shall notify the Association. To be formally established, a Chapter must be approved by the Board for club status.

Further, the Board of the Association has the authority to terminate a Club or Chapter at any time by a two-thirds (2/3) vote of its Directors present at a regular meeting.

ARTICLE IV - CONSTITUENT NETWORKS

SECTION A. PURPOSE. From time to time, the Board may recognize affiliated groups of the University (individually, a "Constituent Network" and collectively, "Constituent Networks") organized to further the purposes of the University. Such Constituent Networks will be organized and recognized and regulated in accordance with policies or criteria to be established by the Board from time to time.

ARTICLE V - MEETINGS OF THE ASSOCIATION AND ITS MEMBERS

SECTION A. ANNUAL MEETINGS. An Annual Meeting of the Association and its Members shall be held as determined by the Chair in consultation with the President and CEO. The time and place of the Annual Meeting shall be announced by written notice conveyed to the Members and Directors at least thirty (30) calendar days in advance of the meeting.

SECTION B. SPECIAL MEETINGS. Special meetings of the Association and its Members for any purpose may be called by the Chair or President and CEO or at the request in writing of a majority of the Directors. Special meetings shall be held at the time and place as designated by the Chair or the President and CEO.

ARTICLE VI - DIRECTORS

SECTION A. POWERS. The primary functions of the Board include establishment of policy, organizational vision and prudent care and development with respect to the Association's Members and resources. The Board determines the general and financial policies of the Association and may delegate the performance of any duties or the exercise of any powers to the Officers, committees and its designees as the Board determines by resolution.

SECTION B. RESOLUTION. The Board may, after duly adopting an appropriate resolution, authorize any Officer of this Association, in addition to the Officers authorized by these Bylaws, to enter into any contract or to execute and deliver any instrument in the name of and on behalf of the Association. The authority may be general or confined to specific instances.

SECTION C. ELIGIBILITY. Only Alumni who are Members shall be eligible to serve on the Board.

SECTION D. NUMBER OF DIRECTORS. The number of Directors serving on the Board shall not exceed forty (40).

1. The Board shall include six (6) continuing directors (collectively, the "Continuing Directors"):  

   (1) the President and CEO of the Association;  
   (2) the President of the University (or his or her designee);  
   (3) the President of the FSU Emeritus Board;
(4) the President of the FSU Black Alumni Board;
(5) the President of the Student Alumni Association; and
(6) the Chair of the FSU Board of Trustees.

(6) a representative of the Seminole Tribe of Florida

2. Other members shall be appointed by the Board (all directors other than the Continuing Directors collectively referred to as the “Regular Directors”), with:

(1) Ten (10) of such Directors subject to approval by the President of the University.
(2) At least eight (8) Regular Directors must reside outside the State of Florida as of the commencement of service as a Director.

SECTION E. DEFINITIONS.

1. Continuing Director: A voting Director serving as a result of elected position as approved by the President and CEO, Chair and Executive Committee.

2. Ex-Officio Director: A non-voting Director with all of the duties and obligations of a Regular or Continuing Director; appointment term is designated by the organization represented:

(1) Chair of the Foundation Board of Trustees
(2) Chair of the Seminole Boosters, Inc.
(3) Student Body President
(4) Chair of the Faculty Senate

3. Regular Director: A voting Director named through an application, interview, and voting process; serves one 3-year term with the ability to remain for a second 3-year term at the invitation of the Board Chair in consultation with the President and CEO and Secretary.

4. Invited Guests: From time to time at the invitation of the President and CEO and Board Chair, Guest Speakers will be invited to board meetings for presentations. Guest Speakers will be present to speak on matters to advance the university and inform/educate Board Members.

General guests are welcome to attend Full Board Meetings and observe. This includes, but is not limited to, former board members and former board chairs.

SECTION F. TERMS OF DIRECTORS. A Regular Director shall be elected or appointed to a three-year term. Terms shall be staggered such that up to one-third of all Regular Directors stand for re-election or re-appointment every year. Regular Directors may be re-elected or re-appointed for one additional three-year term. Continuing Directors shall be appointed to a one-year term. If a Continuing Director is elected to the board as a Regular Director and serves an initial three-year term, he or she may be re-elected for one additional three-year term. If a Regular Director is an officer, that director may be re-elected for such additional time needed to fulfill the requirements of that office. If a Director is deployed into active duty of the United States military, and is not able to continue serving a specific term of office, such Director’s
remaining tenure on the board shall be extended for the amount of time of the deployment, but shall not exceed three years.

SECTION G. COMMITTEES. The Board shall establish an executive committee, a board development committee and an audit and finance committee and approve a committee charter for each. In consultation with the President and CEO, the Board may designate one or more other committees, each committee to consist of one or more of the Directors of the Association. The charter for such additional committees must be approved by the executive committee. Any committee, to the extent allowed by law and provided in the committee charter approved by the Board establishing such committee, shall have and may exercise all the powers and authority of the Board in the management of the business and affairs of the Association. Each committee shall keep regular minutes and report to the Board when required. A majority of any committee may determine its action and fix the time and place of its meetings. Notice of such meetings shall be given to each member of the committee in the manner provided for in these bylaws. The Board Chair shall have power at any time to fill vacancies in, or to change the membership of any such committee. Any committee designated by the board may be dissolved by a majority vote of the Board.

SECTION H. VACANCIES AND REMOVAL. Vacancies may arise in the event of resignation, removal, death, incapacity, absence, inability, or refusal to act by a Director. Any Director may resign from the Board at any time upon delivering written notice to the Chair. If any vacancy occurs among Regular Directors of the Board, the Chair in consultation with the President and CEO may nominate a replacement Director to be approved by a vote of the Board. To the extent that the resigning director was approved by the University President such Director’s replacement will also be subject to approval by the University President. A replacement Director so approved shall hold office for the duration of the replaced Director’s remaining term. Any Director approved to fulfill the remainder of his or her predecessor’s term due to resignation, removal, or other cessation of that term of that predecessor Director shall be eligible for election to two full subsequent terms as a Director.

In addition to vacancies presented by the preceding circumstances, it may be necessary, in rare cases, to remove existing Directors for various reasons prior to the end of his or her term. The removal of a Director can only be undertaken through the following process:

1. A removal petition, signed by two existing Directors and the President and CEO, is brought to the Board Development Committee for discussion.

2. Subsequent to discussion, the Board Development Committee votes whether to send the removal request to the full Board. Passage must be by two-thirds (2/3) of the Committee.

3. Subsequent to passing committee, the motion is brought before the full Board for discussion and voting. Passage must be by two-thirds (2/3) of the Board at the Board Meeting.

SECTION I. MEETINGS. The Board shall hold at least three meetings yearly, including the Annual Meeting. The Board shall meet during the Annual Meeting of the Association prescribed by Article V, Section 1.

1. The time and place of meetings of the Board shall be announced and conveyed to the Members and Directors by written notice at least thirty (30) calendar days in advance of the meeting.

2. A special meeting of the Board may be held at any time upon reasonable notice no less than three (3) calendar days in advance to the Members and Directors called by the Chair or President and CEO.
3. Public notice of any meeting of the Board or any committee shall be made by posting notice in a section of the Association’s website maintained for the purpose of providing public notices of meetings of the Board and committees.

4. Minutes of all meetings shall taken by the Secretary or Secretary’s designee and submitted to the Board for review and approval at a future board meeting.

SECTION J. VOTING:

1. Quorum For Board Action. One-half (1/2) of the Directors then serving (excluding any vacancies on the Board) constitutes a quorum of the full Board. An action approved by a majority of the Directors present at a meeting of the Board at which a quorum is present constitutes an act of the Board. A majority vote consists of more than one-half (1/2) of the votes cast at a meeting at which a quorum is present.

2. Quorum for Committee Action. One-half (1/2) of the Directors then serving on a committee of the Board (excluding any vacancies on the applicable committee) constitutes a quorum of that respective committee. An action approved by a majority of the Directors present at a meeting of the committee at which a quorum is present constitutes an act of that committee. A majority vote consists of more than one-half (1/2) of the votes cast at a meeting at which a quorum is present.

3. Voting By Proxy. A Director may not vote by proxy, and may not appoint any person to serve as his or her proxy, in connection with any Board or Board committee meeting or other Board or Board committee action.

4. Voting, Sunshine Law. Any action required or permitted by the Florida Not For Profit Corporation Act, University Regulation 6C2R-2.025, Board of Governors Regulation 9.011, or these bylaws to be taken at a Board meeting or Board committee meeting shall be taken in accordance with Chapter 286, Florida Statutes.

ARTICLE VII- DUTIES OF OFFICERS AND DIRECTORS

SECTION A. GENERAL RESPONSIBILITIES. The Officers and Directors of the Association shall have the following duties and responsibilities:

1. All Directors shall be subject to the following expectations and standards: (a) Directors are expected to attend Board and Committee meetings, make meaningful contributions to the Association, remain engaged with the Association and its Members and advance the purposes and objectives of the Association outlined in Article I, Section D; (b) Directors are expected to comply fully and completely with the Conflict of Interest provisions contained in Article VII, Section C; and (c) Directors shall not commit any actions that cause or are reasonably calculated to cause the Association or its Members or the University to suffer any adverse or negative consequences.

2. All Directors shall support the Association financially on an annual basis above and beyond a membership in the Association, and prospective Directors shall be advised of this prior to appointment to the Board.

3. Chair – Serves as the Chair of the Board; in consultation with the President and CEO setting the agenda for and presiding at all meetings of the Board and the Members; appoints the standing committees, appoints special committees; serves as a member of all committees; and exercises
the powers generally associated with the Chair of the Board. The Chair will automatically serve as the Immediate Past Chair in the Fiscal Year commencing upon the expiration of the Chair’s term.

4. Vice Chair – Takes on the responsibilities of the Chair in the event of the Chair’s death, disability, resignation or absence; serves as an Ex-Officio Member of all committees in absence of the Chair. The Vice Chair will automatically serve as Chair in the Fiscal Year commencing upon the expiration of the then Chair’s term.

5. Secretary – Serves as the secretary to the Board and as Parliamentarian at all meetings of the Board, the Association and its Members; prepares the official minutes of all meetings of the Board and the Members, signs and attests to instruments and documents as required. Directors are ineligible to run for this office during their last year of eligibility.

6. Treasurer – Serves as the treasurer of the Board; assists in the direction of the development and maintenance of the financial accounts and records; signs and certifies all checks, drafts, vouchers, notes, instruments and documents as required in the event of the President and CEO’s death, disability, resignation or absence, or at the direction of the Chair. Directors are ineligible to run for this office during their last year of eligibility.

7. Immediate Past Chair – Serves on the Executive Committee and as Chair of the Awards Committee and is available for advice and consultation with the Officers and Directors of the Association on an as-needed basis.

8. President and CEO – Serves as the chief executive officer of the Association; serves as parliamentarian at meetings of the Board, the Association and its Members when the Secretary is not present; serves as a member of all special Board committees; and exercises the powers generally associated with the Office of the President and CEO. The President and CEO is not empowered to authorize or consummate any individual transactions or expenditures in excess of Twenty-Five Thousand and No/100 Dollars ($25,000.00) annually without the express written consent and approval of the Board except when included in the Association’s approved budget. The President and CEO of the Association shall be selected and appointed by the Board, with prior approval of the President of the University, and shall report to the President of the University or the University President’s designee, and the University’s Board of Trustees. The President and CEO of the Association shall be an employee of the University, and the University shall be responsible for the President and CEO’s base salary and employee benefits. Additional employment benefits or compensation may be provided by the Association to the President and CEO, subject in all respects to applicable law.

SECTION B. NO DISCRIMINATION. The Association will follow and enforce the non-discrimination policies established and modified by Florida State University from time to time.

SECTION C. CONFLICT OF INTEREST.

1. Directors stand in a fiduciary relationship to the University and the Association. Therefore, Directors shall act in good faith, with due regard to the interests of the University and Association. The Association shall maintain the highest ethical standards in all of its operations in order to protect and preserve the Association’s good name, business interests, and relationships with the donors and the community at large.

2. A Director is considered to have a conflict of interest if:
The Director has existing or potential financial or other interests in a matter before the Board which might reasonably be calculated to impair that Director’s independent, unbiased judgment in the discharge of the Director’s responsibility; or

The Director is aware that a family member in his/her household, or any organization of which the Director is an officer, director, employee, member, partner, agent, trustee or stockholder, has existing or potential financial or other interest in such matter before the Board.

3. No Director may vote on any matter in which that Director has a conflict of interest. Additionally, the minutes from that meeting shall reflect that a disclosure was made that the Director having a conflict of interest abstained from voting.

4. A Director who is uncertain of a conflict of interest may request the Board or Executive Committee to resolve the uncertainty by majority vote.

ARTICLE VIII - Financial Affairs

SECTION A. SOURCE OF FUNDS. The Board, in conjunction with the University, shall establish sources of funds to ensure adequate operation of the Association for the Fiscal Year. Such funding sources shall include, but not be limited to, member dues established by the Board from time to time.

SECTION B. BUDGETS. The President and CEO in consultation with the Association’s staff and representatives of the Foundation’s accounting staff shall prepare a proposed annual budget for revenues and expenditures of the Association, which shall be reviewed by the Audit and Finance Committee and submitted for approval by the Board. After approval by the Board, the proposed annual budget shall be submitted to the President of the University for his review and recommendation to the University’s Board of Trustees for approval. The annual budget shall be completed and submitted for approval in accordance with the requirements of the University. The President and CEO shall ensure that quarterly reports of expenditures are provided to the President of the University, or his or her designee, and to the Treasurer.

SECTION C. AUDITS. An audit of the Association’s financial statements shall be performed in accordance with generally accepted auditing standards (“GAAS”) promulgated by the American Institute of Certified Public Accountants by a Florida certified public accountant at the close of every Fiscal Year. The Audit and Finance Committee shall meet annually with the independent auditor in audit session about internal controls and the completeness and accuracy of the Association’s financial statements. All audit reports required by GAAS, including an expression of an opinion as to the fairness of the presentation of the Association’s financial statements under GAAS, shall be presented to the Audit and Finance Committee and made available to the Board. A copy of the audit report shall be available for review by Members at the Executive Office of the Association.

The appointment of the auditor shall be approved by the Audit and Finance Committee. The Audit and Finance Committee shall evaluate the auditor’s qualifications, performance and independence annually. Such evaluation should include the review and evaluation of the lead partner of the independent auditors and take into account the opinions of the Association’s management. Within a recommended time frame of every three to five years, the Audit and Finance Committee shall consider rotation of the audit partner and/or key engagement staff, and shall also consider solicitation of bids for performance of the audit and preparation of Form 990 by qualified, reputable firms with experience in performing audits of non-profit organizations.
ARTICLE IX - EXECUTIVE OFFICE

SECTION A. EXECUTIVE OFFICE. The Association shall establish and maintain an Executive Office at the University, or at such other location in Tallahassee, Florida as may be designated by the Board from time to time. The Executive Office shall be the central headquarters for the Association. All membership records, budgets, financial accounts and records, minutes, instruments, documents, other records and reports shall be kept in the Executive Office, except that funds and other specified items shall be deposited in banks and other institutions as directed by the Board from time to time.

ARTICLE X - AMENDMENTS TO BYLAWS

SECTION A. BY BOARD. As provided in Article VIII of the Articles of Incorporation of the Association, these Bylaws may be made, altered or rescinded, in whole or in part, by a majority vote of the board.

SECTION B. PROPOSALS BY DIRECTORS.

1. Any voting director who wishes to propose an amendment or revision to the Bylaws shall submit the proposal to the Chairman with a copy to the Secretary at least thirty (30) calendar days prior to the date of the regular winter annual meeting of the Board.

2. The Chairman and/or Secretary shall provide written notice of the proposed amendment or revision to each Director at least fifteen (15) calendar days prior to the date of the next regular winter meeting of the Board, and shall place the proposal on the agenda for the regular winter annual meeting.

SECTION C. APPROVAL OF BOARD OF TRUSTEES. If approved, the amendment or revision shall be submitted by the President of the University to the Board of Trustees of the University for its approval. Upon approval by the Board of Trustees of the University, the amendment or revision shall become immediately effective.

SECTION D. PUBLICATION. A copy of the Articles of Incorporation and these Bylaws, and any amendments or revisions thereto, shall be available for review in the Executive Office of the Association.

ARTICLE XI - OTHER MATTERS

SECTION A. LIMITATIONS. The articles of incorporation and bylaws of the association will be consistent with the laws of the State of Florida and all applicable rules of the University and the University’s Board of Trustees.

SECTION B. RULES OF ORDER. All meetings shall be conducted according to the provisions contained in the latest edition of Robert’s Rules of Order, Newly Revised, which shall also be the authority for all matters of procedures not specifically covered by the bylaws or by special rules of procedure adopted by the Association. Where the language of the bylaws comes in conflict with Robert’s Rules of Order, Newly Revised, the language of the bylaws shall control. When determining the order of business for a meeting, the Board Chair, committee chair or staff liaison has the authority to deviate from the standard order of business outlined in Robert’s Rules of Order, Newly Revised.

ARTICLE XII - LIABILITY
SECTION A. MEMBERS. No Member will be personally liable for any of the Association's debts, liabilities or obligations, nor will any Member be assessed for the debts, liabilities or obligations of the Association.

SECTION B. SEMINOLE CLUBS AND CHAPTERS. The Association shall not be liable or in any way responsible for any actions of the local Seminole Clubs or Seminole Chapters, including, without limitation, any negligence or willful misconduct of such Clubs or Chapters or their members agents, employees or invitees.

SECTION C. CONSTITUENT NETWORKS. The Association shall not be liable or in any way responsible for any actions of such Constituent Networks or their members, agents, employees or invitees, including, without limitation, any negligence or willful misconduct of such Constituent Networks or their members, agents, employees or invitees.

SECTION D. INDEMNIFICATION OF DIRECTORS. Each person (including the heirs, executors, administrators, or estate of such person) (1) who is or was a Director or Officer of the Association, or (2) who is or was an agent, employee or representative of the Association other than an Officer and as to whom the Association has agreed to grant such indemnity, shall be indemnified by the Association as of right to the fullest extent permitted or authorized by current or future legislation or by current or future judicial or administrative decision, against any fine, liability, cost or expense, including attorneys' fees, asserted against him or incurred by him in his capacity as such Director, Officer, agent, employee or representative. The foregoing right of indemnification shall not be exclusive of other rights to which those seeking such indemnification may be entitled. The Association may maintain insurance, at its expense, to protect itself and any such person against any fine, liability, cost or expenses, whether or not the Association would have the legal power to directly indemnify such person against such liability.
Provisos Relating to Transition

1. The office of Chair-Elect: The aforementioned office will cease to exist June 30, 2022 and all references to it shall be null and void. Effective July 1, 2021 the position of Vice Chair will replace the office of Chair-Elect. The next election for the office of Vice Chair will occur in the spring of 2022.
CONSENT ITEM O
ACTION ITEM: RECOMMENDING APPROVAL OF AMENDMENTS DSO BYLAWS:
FSU FOUNDATION
BYLAWS OF
THE FLORIDA STATE UNIVERSITY FOUNDATION, INC.
A Nonprofit Foundation
ADOPTED OCTOBER 15, 1965
Amended:

February 9, 1991  October 16, 2004  May 19, 2017
February 12, 1994  October 8, 2005  April 13, 2018
October 7, 1995  October 20, 2006  June 4, 2020
May 18, 1996  October 21, 2011  June 17, 2021
November 15, 1997  May 18, 2012

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ARTICLE I—GOVERNANCE

Section 1: Definitions and Organization

a. Definitions

As used in these bylaws, except where the context otherwise clearly indicates:

1) Foundation: refers to the Florida State University Foundation Inc., a nonprofit corporation created as a direct support organization of Florida State University;

2) University: refers to Florida State University;

3) Trustee or member: these terms shall be interchangeable and refer to any member of the board whether elected, appointed, ex officio, voting or non-voting;

4) Annual meeting: refers to the board meeting held in the spring;

5) Regular trustee: refers to those trustees who have voting privileges and are elected by majority vote of the voting trustees;

6) Voting trustee: refers to all board members who have voting privileges, whether regular trustees or ex officio;

7) Non-voting trustee: refers to board members who have no voting privileges;

8) Ex officio trustee: refers to board members whose board service is by virtue of holding another designated non-board office rather than election to the board and who may be voting members or non-voting members;

9) Founding member or founding trustee: refers only to those members who were members of the board at its incorporation in 1960 and who have subsequently been recognized as founding trustees by the board;

10) Board: refers to the board of trustees of the Florida State University Foundation unless otherwise specifically denoted;

11) FSU: refers to Florida State University and is used as an abbreviation.

b. The organization and operation of the Foundation shall be in compliance with Florida Statutes.

c. The board is the governing and policy-making body for the Foundation and has full legal authority to raise, accept, hold, invest and disburse any private gift made through the Foundation for the benefit of Florida State University, its programs,
colleges or administrative units as outlined in these bylaws. As set forth in these bylaws, the board may delegate its authority to specified offices of the Foundation so that delegates may raise, accept, hold, invest and disburse any gift made through the Foundation to the university.

Section 2: The Board of Trustees

a. Each trustee must demonstrate outstanding qualities of leadership and a serious personal intention to promote the advancement of higher education and the university through dedicated service to the Foundation. Each regular trustee must set an example of charitable interest in the university and the Foundation that alumni and other friends of the university may emulate. Each trustee must contribute time and financial support to the university and be supportive of the Foundation, its board and its policies and procedures. Each regular trustee must contribute financial support to the university as outlined in the FSU Foundation Board of Trustees Minimum Giving Requirement.

b. The board shall include not less than thirty-six (36) regular trustees elected by a majority vote of the voting trustees.

c. A regular trustee who satisfies the criteria and requirements established by the board may, by majority vote of the voting trustees, be elected as a non-voting trustee emeritus for a life term.

d. The board shall also include the following six (6) ex officio, voting trustees:

1. the university president or designee;
2. the chair of the FSU Board of Trustees or designee;
3. the Foundation president;
4. the president of the university Faculty Senate;
5. the chair of the Deans Advancement Committee of the Academic Deans Council, or the representative of a similar successor organization of university deans presided over by the university provost; and
5. a dean appointed by the university provost to serve a two-year term, concurrent with the Foundation’s officer and chair cycle; and
6. the chair of the FSU Student Foundation.
e. The board shall also include founding trustees, who shall hold all rights and privileges of regular members and serve as members during their lifetime, unless removed pursuant to the provisions of these bylaws.

f. The board shall also include the following four (4) ex officio, non-voting trustees:
   1. the chair of the FSU Alumni Association National Board of Directors or designee;
   2. the chair of the Seminole Boosters, Inc. Board of Directors or designee;
   3. the chair of The John and Mable Ringling Museum Board of Trustees or designee; and
   4. the president of the FSU Student Government Association.

g. Regular trustees shall be elected each year at the annual meeting for a term of three (3) years. A regular trustee may be re-elected for a second term of three (3) years.

h. Upon appointment, each committee chair shall serve a two-year term.

i. If a regular trustee serves as an officer of the board or chair of a committee, the member may be re-elected as a trustee for a third term of three (3) years, based on their original term date.

j. In no event may a regular trustee serve for more than twelve (12) consecutive years.

k. Following a hiatus of at least one (1) year from membership on the board, former trustees become eligible for election under the same terms and conditions described for initial board membership.

l. Following a hiatus of at least one (1) year from membership on the board of a FSU advancement direct support organization, individuals become eligible for election to the board.

m. All regular trustees shall be elected by a majority vote of the voting trustees after recommendation by the Trusteeship and Engagement Committee and consultation with the university president. The election of trustees is approved by a majority vote of the FSU Board of Trustees.

Section 3: Meetings

a. Notice of each meeting shall be sent to each trustee by the secretary or designee not less than thirty (30) days before the meeting. Notice of each special meeting shall be sent to each trustee not less than fifteen (15) days before the meeting. Notice of
any meeting referenced in these bylaws may be effected by use of electronic communication.

b. If the notice is for a special meeting, the notice shall indicate the reason(s) for the meeting.

c. Notices of emergency meetings shall be sent to each trustee not less than 24 hours prior to the emergency meeting.

d. By a majority vote, the board may discuss additional matters not indicated in the notice of a meeting or special meeting.

e. Special meetings of the board may be held at any time and place designated by the board chair.

f. Any meeting may be conducted through teleconference, videoconference or other appropriate electronic means.

Section 4: Quorums and Voting

a. The presence of at least thirty-three and one-third (33 1/3) percent of the voting trustees, in person, by phone or other acceptable electronic means, shall constitute a quorum at any meeting of the board or any of its committees, unless otherwise provided by these bylaws.

b. Once a quorum is established, all questions shall be determined by majority vote of the voting trustees present.

Section 5: Attendance, Removal and Vacancies

a. All trustees are expected to attend board and committee meetings.

b. Prior to the completion of a trustee’s term, the Foundation shall present the attendance record of the trustee to the Trusteeship and Engagement Committee.

c. If a trustee fails to attend at least fifty (50) percent of the scheduled board meetings taking place during the trustee’s term in office, the Trusteeship and Engagement Committee shall recommend to the committee chair whether the trustee should be nominated to serve an additional term.

d. The Trusteeship and Engagement Committee chair will discuss the committee’s recommendation with the board chair, Foundation president and executive vice president to determine proper courses of action.
c. At the request of the university president or the chair of the Foundation board, the Executive Committee will review, at any point in his or her term, a trustee who is not performing according to the standards outlined in Article 1, Section 2 of these bylaws to determine appropriate action, up to and including immediate removal.

d. If a trustee vacates his or her position before expiration of his or her term, a successor may be elected by the board after consultation with the university president and will serve for the remainder of the term. The election of successors is approved by a majority vote of the FSU Board of Trustees.

Section 6: Conflicts of Interest

Trustees shall avoid conflicts of interest and abide by standards of conduct outlined in the Association of Fundraising Professionals’ Code of Ethical Principles and Standards of Professional Practice. A conflict of interest form shall be signed every year by each board member.

ARTICLE II—OFFICERS

Section 1: Chair

The chair shall be elected by a majority vote of the voting trustees during the annual meeting and shall serve a term of office of two (2) years beginning on July 1 in the year of the chair’s election. The chair shall:

a. preside at all meetings of the board;

b. deal with all business of the Foundation in the manner and with the authority prescribed by the board and these bylaws;

c. see that the orders of the board are carried out promptly or advise the board if its orders are not executed;

d. report to the university president, or designee, in accordance with the policies of the FSU Board of Trustees;

e. appoint chairs and vice chairs of committees, as appropriate;

f. appoint individuals to committees; and

g. attend any committee meetings and join in debate or discussion, but will serve as a voting member of only the Executive Committee and up to two additional committees that he or she assigns themselves to as an official member.
If, after serving as board chair, a trustee’s term is scheduled to expire in less than two years, the trustee’s term will be extended to allow him or her to complete a two-year term as immediate past chair, after which, the extended term will expire.

**Section 2: Chair-Elect**

The chair-elect shall be elected by a majority vote of the voting trustees during the annual meeting. The chair-elect will serve a term of office of two (2) years beginning on July 1 in the year of his or her election. The chair-elect shall assist the chair and, in the absence or inability of the chair to serve, shall assume the duties of the chair until the chair resumes the duties, or the board has elected a new chair.

**Section 3: Foundation President**

The university president shall recommend the selection of the Foundation president to the board, who shall, by majority vote of the voting trustees, be elected as the chief executive officer of the Foundation. The Foundation president shall:

a. provide leadership for the Foundation, subject to the direction of the university president and the board;
b. report to the university president, or designee;
c. execute the policies and directives of the board;
d. serve as an ex officio, voting member of all committees except the Audit Committee as stipulated by audit regulations governing direct support organizations;
e. carry out any business of the Foundation to include the exercise of authority prescribed by the board, these bylaws and applicable law;
f. be faithful in the performance of his or her duties as the board may require;
g. present a written report of the conduct of the office at each annual meeting of the board; and
h. delegate to the executive vice president of the Foundation any duties or responsibilities, as appropriate, relating to the conduct of the board, its meetings or the business of the Foundation.
Section 4: Executive Vice President

The executive vice president of the Foundation shall be a Foundation employee and be appointed by the Foundation president. The executive vice president shall:

a. execute the policies and directives of the board;
b. assist other officers of the Foundation in the performance of their duties;
c. carry out the day-to-day business of the Foundation to include the exercise of authority prescribed by the board and these bylaws;
d. be faithful in the performance of all duties as the board may require; and
e. delegate to the appropriate Foundation staff any duties or responsibilities, as appropriate, relating to the conduct of the board, its meetings or the business of the Foundation.

Section 5: Secretary

The secretary shall be elected by a majority vote of the voting trustees during the annual meeting and shall serve a term of office of two (2) years beginning on July 1 in the year of the secretary’s election. The secretary or designee shall:

a. attend all meetings of the board;
b. keep accurate minutes to serve as a permanent record, stored at the Foundation;
c. keep on record a copy of the Articles of Incorporation of the Foundation and a copy of its bylaws;
d. keep the official records of the Foundation, with the exception of the financial records kept by the board treasurer;
e. have the authority to sign the name of the Foundation to all papers, documents and writings requiring the signature of this Foundation authorized by the board, these bylaws and applicable law. In the absence or inability of the secretary to sign said documents, the signature of the assistant secretary or any other board officer may be substituted for that of the secretary;
f. keep the seal of the Foundation and affix the seal to such official documents, records and papers as may be required;
g. carry on such of the general correspondence of the Foundation as may be assigned by the chair; and
h. delegate to the assistant secretary any duties or responsibilities, as appropriate, relating to the conduct of the board, its meetings or the business of the Foundation.

Section 6: Assistant Secretary

The assistant secretary shall be elected by a majority vote of the voting trustees during the annual meeting, and may be an employee of the Foundation or other non-member of the board. The assistant secretary shall work with the secretary and perform such duties as delegated by the secretary. The assistant secretary shall serve a term of office of two (2) years beginning on July 1 in the year of the assistant secretary’s election. In the absence or inability of the secretary to serve, the assistant secretary shall assume the duties of the secretary until the secretary resumes the duties, or the board has elected a new secretary.

Section 7: Treasurer

The treasurer shall be elected by a majority vote of the voting trustees during the annual meeting and shall serve a term of office of two (2) years beginning on July 1 in the year of the treasurer’s election. The treasurer, or designee, shall:

a. oversee the receipt, deposit and custody of all funds and securities of the Foundation and deposit them in the name of the Foundation in such depositories as may be selected by the board, acting in conformance with these bylaws;

b. keep the official financial records and accounts of the Foundation;

c. review all financial statements, make reports as necessary to the board and carry out the Foundation’s routine administrative functions;

d. account to each successor in office for all funds and securities that were listed on the financial statements at the time of the last audit and all funds and securities that have come into the treasurer’s hands since the last audit of the financial statements of the office, and deliver over to the successor in office such funds and securities as remain on hand upon the appointment and qualification of the successor;

e. cause an audit of the financial statements of the Foundation to be made as soon as practicable after the close of the fiscal year of the Foundation, and have it reported to the chair at once and to the board at its next meeting; and

f. delegate to the assistant treasurer, or Foundation chief financial officer, any duties or responsibilities, as appropriate, relating to the conduct of the board, its meetings or the business of the Foundation as authorized by the board, these bylaws and applicable law.
Section 8: Assistant Treasurer

The assistant treasurer shall be elected by a majority vote of the voting trustees during the annual meeting, may be an employee of the Foundation or other non-member of the board. The assistant treasurer shall work with the treasurer and perform such duties as delegated by the treasurer. The assistant treasurer shall serve a term of office of two (2) years beginning on July 1 in the year of the assistant treasurer’s election. In the absence or inability of the treasurer to serve, the assistant treasurer shall assume the duties of the treasurer until the treasurer resumes the duties, or the board has elected a new treasurer.

Section 9: Removal and Vacancies

In the event of absence, inability or refusal to act by any of the officers of the Foundation, the board, or Executive Committee, may appoint any person to perform the officer’s respective duties, as provided in these bylaws, until the next meeting of the board or such time as members may hold an election to replace the appointed officer.

ARTICLE III—COMMITTEES

Section 1: Establishment or Dissolution of Committees

With majority vote of the voting trustees, the board chair may establish or dissolve committees as deemed necessary. The board chair shall appoint all committee chairs and membership.

Section 2: Conduct of Committee Meetings

a. A majority vote shall be necessary for the adoption of any resolution or recommendation before the committee.

b. Each committee shall meet at the call of its chair and minutes of all meetings shall be kept by the secretary, or designee, and stored within the Foundation.

c. All action taken at any committee meeting shall be captured in the minutes and reported at the next meeting of the board.

d. Meetings of committees may be conducted by teleconference, videoconference or through other appropriate electronic means.
Section 3: Executive Committee

a. The Executive Committee shall exercise the powers and authority of the board when the board is not in session.

b. The committee shall include the chair; past chair; Foundation president; treasurer; secretary; the university president or designee; the chair of the FSU Board of Trustees or designee; the president of the University Faculty Senate; and the chair of each standing committee.

c. The committee shall consider, evaluate and analyze issues that have implications for changes to the board and make recommendations of appropriate action to the board.

d. If the committee meets to exercise the powers and authority of the board when the board is not in session, the committee shall have no authority to alter, amend or repeal the Articles of Incorporation or bylaws or to elect trustees.

Section 4: Finance Committee

The committee shall assist the board in assuring that the budgetary and financial practices of the Foundation are sound and prudent. To meet these responsibilities, the committee shall:

a. review the annual operating budget and present its recommendations to the board;

b. approve submission of the Foundation’s annual budget to the university president or designee by May 1;

c. work closely with other committees where advice is necessary for budget considerations;

d. review the effectiveness of the Foundation’s management of financial functions and present recommendations to the board; and

e. review all financial statements.

Section 5: Audit Committee

The Audit Committee shall be composed of no less than three (3) members. At least one member must have strong professional working experience in accounting, business, finance, audit and internal controls. The committee shall review the audit plan of the Foundation, appraise and approve the effectiveness of the plan, assist the board in fulfilling its fiduciary responsibilities relating to accounting and reporting practices and maintain a direct line of
communication between the board and the Foundation’s independent auditors. The independent auditor will report to this committee and the committee shall be responsible for approving the auditor’s fees and engaging or disengaging an auditor with final approval by the FSU Board of Trustees. To meet these responsibilities, the committee shall:

a. review the scope of an overall audit plan for each annual examination;
b. appraise the effectiveness of the audit effort and present recommendations regarding audit findings to the board;
c. inquire into the effectiveness of the Foundation’s management of its financial and accounting functions, the Foundation’s system of internal controls and recommend to the board such changes as shall be advisable;
d. review the results of any internal audits performed by the university’s Office of Inspector General Services and provide recommendations based on such results;
e. review the Foundation’s tax returns for accuracy, prior to them becoming available to the full board for review; and
f. adhere to all provisions in University Regulation FSU-2.-025, Direct Support Organizations, and in the Foundation’s Audit Committee Charter.

Section 6: Investment Committee

The Investment Committee shall be composed of not less than three (3) and not more than nine (9) persons who have professional experience in the investments management field. The committee shall be responsible for the prudent investment of the Foundation’s assets in accord with long-term strategies and for establishing investment policies and practices consistent with fiduciary duty.

Upon nomination by the Investment Committee chair, and approval by both the chair of the Foundation and president of the Foundation, Investment Committee members who have served at least two terms as Foundation trustees—who would otherwise be rotating off the board at the end of their respective terms (and would therefore no longer be members of the Investment Committee)—may be retained as voting members of the Investment Committee for an additional three-year period following the end of the fiscal year subsequent to their last board meeting. Members retained for service on the Investment Committee past the completion of their board term are not considered Foundation trustees. Investment Committee members continuing to serve on the committee under this provision shall not constitute more than three of the nine total members of the committee. No member of the committee serving under this provision shall be allowed to serve more than two three-year periods. This mechanism for
staffing the Investment Committee will only be used if necessary following the annual trusteeship process.

A candidate seeking to serve as a voting member of the Investment Committee who is not a Foundation trustee must be:

a. nominated by the Investment Committee chair;
b. approved by both the Foundation chair and Foundation president; and
c. elected at the annual meeting of the Foundation trustees.

If so nominated, approved and elected, such member of the Investment Committee shall serve an initial term of three (3) years and may be re-elected for a second term of three (3) years; provided, however, that no such member of the Investment Committee shall be allowed to serve more than six (6) consecutive years; and provided, further, that no such member of the Investment Committee who has served six (6) consecutive years in that capacity shall be eligible for election to another three (3) year term unless at least one (1) year will have passed between the expiration of his or her immediately preceding three (3) year term and the commencement of an additional three (3) year term. Such Investment Committee member shall not be considered a Foundation trustee during the terms of service prescribed by this section. Such members shall not constitute a majority of the voting members of the Investment Committee. This mechanism for staffing the Investment Committee will only be used if necessary following the annual trusteeship process.

Because of the proprietary nature of the materials that come before the Investment Committee, as well as the frequency of meetings and the need for urgency in decision-making to respond to market conditions, this committee has the authority to vote on issues that fall under its purview without first consulting the full board. At the request of the board chair, specific actions taken or planned by the Investment Committee can be shared with the full board.

Section 7: Trusteeship and Engagement Committee

The Trusteeship and Engagement Committee shall be chaired by the board chair-elect. The committee shall recommend candidates for election as regular trustees, first to the university president and then to the full board. The committee will evaluate the performance of board members and recommend to the board and the university president persons deserving of election as trustee emeritus, honorary degrees, distinguished service awards or other such recognition the Foundation deems appropriate. The committee shall:
a. receive recommendations for trustees to the board at least forty-five (45) days prior to the annual meeting and make recommendations for new trustees to the board at such meeting;

b. review the attendance of and performance of trustees, including those considered for re-election, and make recommendations to the board chair regarding a trustee’s re-election or removal;

c. maintain a list of candidates for election as trustees and cultivate their interest in the Foundation;

d. oversee the orientation and development of new trustees;

e. review and finalize a slate of officers submitted to the committee by the chair-elect in even-numbered years. Advance the slate to the full board at the annual meeting as a recommendation of the committee; and

f. oversee and evaluate engagement programs and opportunities for trustees.

Section 8: Development Committee

The committee shall be responsible for making recommendations to the Foundation for raising private support for the university. To meet this responsibility the committee shall:

a. promote a comprehensive university development program, which involves trustees in the raising of private support;

b. provide advice to the board and the development staff in regard to fundraising policies, strategies and in the pursuit of private support emanating from alumni, faculty, students, friends, foundations and organizations; and

c. stimulate vigorous and aggressive efforts to attract private support to the university.

Section 9: Donor Stewardship Committee

The Donor Stewardship Committee will serve as a resource to the Foundation in its efforts to acknowledge, recognize and be accountable to donors. The committee shall:

a. serve as advocates to interpret and voice donors’ views regarding their continual relationship with the university and the Foundation;
b. advise, support and make recommendations to the Foundation on a broad range of stewardship issues, policies and strategies that strengthen the donor relationship program;

c. review and make recommendations regarding the Foundation's donor relations/stewardship program, especially as constituent groups in need of more personalized stewardship activities are identified; and

d. when appropriate, engage all trustees in stewardship activities and initiatives.

ARTICLE IV—AMENDMENTS

These bylaws may be altered, amended, rescinded or repealed at any meeting of the board by a majority vote of the board and shall become effective immediately upon such vote or on such date as otherwise determined by law or by the board.

ARTICLE V—SEAL

The seal of the Foundation shall be in the form of a circle and shall bear, among other things, the name of the Foundation and the date of its incorporation.

ARTICLE VI—INDEMNIFICATION

The Foundation shall indemnify its trustees, officers, employees and/or agents to the full extent allowed by law, including but not limited to Section 617.0831, F.S., Section 607.0831, F.S., and Section 607.0850, F.S., as applicable and as they may be amended from time to time. The board shall maintain an ongoing plan for risk management and indemnification of the employees, trustees and officers of the Foundation, taking into consideration federal and state laws and rules as well as rules and policies of the university and the FSU Board of Trustees.

ARTICLE VII—FISCAL MATTERS

Section 1: Fiscal Year

The fiscal year of the Foundation shall be July 1 to June 30.
Section 2: Contributions

Any contributions, bequests, grants or gifts for the purposes of the Foundation shall only be accepted or collected pursuant to procedures authorized by the board. All contributions, bequests, grants or gifts shall be reported to the board in a timely manner.

Section 3: Depositories

All funds of the Foundation shall be deposited to the credit of the Foundation under such conditions and in such banks as shall be approved by the Finance Committee.

Section 4: Financial Review

An annual audit of the financial statements of the Foundation shall be conducted by an independent public accounting firm, and the results shall be submitted to the Audit Committee of the board, the board and the university president.

Section 5: Authorized Actions

Any two of the following may endorse any and all checks, drafts, notes, bills of exchange and orders for the payment of money for deposit or cashing or other negotiation on bank accounts established from time to time by the board: chair, Foundation president, treasurer and executive vice president. Notwithstanding the above requirement, endorsements for deposit-only may be a written or stamped endorsement of the Foundation made or authorized by any officer of the Foundation.

Any two of the following may draw and sign checks, bills of exchange and orders on bank accounts, select banks and open or negotiate accounts and account terms, with banks as approved by the Finance Committee as described in these bylaws: chair, Foundation president, treasurer and executive vice president. Any one of the following may authorize the Foundation chief financial officer to open accounts with financial institutions to accept estate distributions: Finance Committee chair, Foundation president or executive vice president.

Any one of the following may execute, by telephone, email or oral direction, orders for investing/reinvesting of funds, purchasing of foreign currency and/or transferring funds among Foundation accounts or to Foundation investment managers: chair, Foundation president, executive vice president, Foundation chief financial officer, or a Foundation employee designated in writing by one of those officers.
ARTICLE VIII—OPERATIONAL MATTERS

Section 1: Execution of Documents

Any one of the following may execute documents on behalf of the Foundation relating to the administration and operation of the Foundation, including receipts, gift agreements and other instruments and documents pertaining to or evidencing donations, contributions, gifts, bequests, pledges, estates, trusts and/or other instances in which assets are or may be transferred or pledged to the Foundation, providing they do not conflict with the stated purposes of the Foundation and providing they have received all approvals required by these bylaws and/or applicable Foundation policies: Foundation president, executive vice president, chief financial officer or a Foundation employee designated in writing by one of those officers.

Any one of the following is authorized to enter into any contract or execute any instrument in the name of or on behalf of the Foundation in furtherance of the operations of the Foundation and in compliance with the annual budget adopted by the board: Foundation president, executive vice president or chief financial officer. In addition, the Foundation president, executive vice president or chief financial officer may designate in writing one or more Foundation employees who are authorized to execute contracts on behalf of the Foundation for the purchase of items and/or services as long as the amount of each such contract is no more than $5,000. Otherwise, the board by resolution may authorize any officer, officers, agent, or agents to enter into any contract or to execute any instrument in the name of and on behalf of the Foundation.

No officer, agent, employee or other person purporting to act on behalf of the Foundation shall have any power or authority to bind the Foundation in any way, to pledge the Foundation’s credit or to render the Foundation liable for any purpose or in any amount, unless that person was acting with authority duly granted by the board as set forth in these bylaws or unless an unauthorized act was later ratified by the board.

Section 2: Books and Records

The Foundation will keep correct and complete books and records of account, and will also keep minutes of the proceedings of the board and committees. The Foundation shall keep, at its principal place of business, a list containing the names, addresses and other relevant information of each trustee and officer and the original or a copy of these bylaws.

Section 3: Nonprofit Operations—Compensation and Reimbursement

The Foundation will not have or issue shares of stock. No dividend will be paid and no part of the income of the Foundation will be distributed to any trustee.
Section 4: Limitations

a. The Foundation shall make no loans to its officers or trustees.

b. No officer or trustee may have any vested right, interest or privilege of, in or to the assets, functions, affairs or franchises of the Foundation. No officer or trustee has any right, interest or privilege that may be transferable or inheritable or that will continue if his or her service ceases or while he or she is not in good standing.

c. Former trustees, officers and employees shall have no property rights to assets of the Foundation.

d. The organization and operation of the Foundation shall, at all times, be in compliance with Florida Statutes and applicable rules of the Board of Governors and the FSU Board of Trustees.

ARTICLE IX—OTHER MATTERS

Section 1: Rules of Order

In the event of a parliamentary dispute, Robert’s Rules of Order, Newly Revised, shall be the authority for all matters of procedures not specifically covered by the bylaws or by special rules of procedure adopted by the Foundation. When determining the order of a business for a meeting, the board chair, committee chair and staff liaison have the authority to deviate from the standard order of business outlined in Robert’s Rules of Order, Newly Revised.

Section 2: Dissolution

In the event of the dissolution of the Foundation, the assets of the Foundation remaining after the discharge of all liabilities shall be assigned in conformance with FSU regulation FSU-2.025(7) Direct Support Organizations.
CONSENT ITEM P
ACTION ITEM: RECOMMENDING APPROVAL OF THE BOARD OF TRUSTEES ADVANCEMENT COMMITTEE CHARTER
Section 1. Creation and Purpose

A. The Advancement Committee ("Committee") of the Florida State University Board of Trustees was created by the Florida State University Board of Trustees ("Board") in accordance with the Board's Operating Procedures and has been in continuous existence since that time.

B. The purpose of the Committee is to review and provide recommendations to the Board regarding the fundraising programs and initiatives of Florida State University ("FSU"). Such FSU activities are accomplished primarily, if not exclusively, through its Direct Support Organizations ("DSOs"), each a corporation with its own Board of Directors. The FSU Foundation is the primary support organization for general FSU fundraising with the Seminole Boosters, Alumni Association, Real Estate Foundation, Research Foundation and Ringling Museum Foundation each having more specific fundraising or other supporting responsibilities and purposes.

Section 2. Authority and Responsibility

A. The Board authorizes the Committee to perform actions and tasks consistent with its creation and purpose, as follows:

1. Review existing and recommend new fundraising and advancement programs to FSU and the DSOs to further FSU's purpose and to achieve fundraising and advancement goals.

2. Review and make a recommendation to the Board for its approval of each prospective DSO Board member as required by s. 1001.28, F.S. in coordination with the Governance Committee as directed by Chair.

3. Review and make a recommendation to the Board for its approval of new or amended DSO Bylaws as required by s. 1001.28, F.S. in coordination with the Governance Committee as directed by Chair.
4. Review and make any appropriate recommendations to Board for revisions of FSU and DSO policies relating to advancement.

5. Provide leadership in encouraging active Board participation in identifying potential individual and corporate donors known to Board members.

6. Review and recommendation regarding Gift Related Campus Namings [Note that the naming of any University Facility must be approved by the full board of trustees as a noticed, non-consent agenda item.]

Section 3. Membership and Term

The Board Chair shall appoint a Committee Chair and members of the Committee. Committee members shall serve until reassigned by the Board Chair, the Board member separates from the Board, or resigns from the Committee.

Section 4. Meetings and Records

1. The Committee shall be convened as necessary, and not less than three times per year.

2. A majority of the Committee shall constitute a quorum.

3. A majority vote of those present is necessary to take action on an item of business before the Committee.

4. Meetings shall be open to the public and noticed in advanced, as required by Florida law.

5. Written minutes of Committee proceedings shall be kept in accordance with Florida law.

6. The Vice President for Advancement or designee shall serve as staff support to the Committee and will function as Committee Secretary.

Section 5. Charter Review

The Committee shall review this Charter annually and recommend to the Board any modifications the Committee deems necessary.
Draft 5 27 22

Approved and Adopted,______________________
ACADEMIC AFFAIRS
COMMITTEE
ACTION ITEM 1
TO: President Richard McCullough
FROM: Provost James Clark
DATE: June 1, 2022
SUBJECT: Rescind Termination of the Master’s in Nursing Request for Approval

In its November 12, 2021 meeting, the Board of Trustees voted to approve the College of Nursing’s request that the following degree program be terminated at the Master’s level, effective Summer Term 2022:

51.3801 Nursing

The basis for that request was that faculty resources committed to this program were better deployed in other degree programs, because the professional standards for advanced nursing practice have shifted away from the master’s level and to the Doctor of Nursing Practice (DNP) level.

After a recent discussion convened by the Board of Governors Vice Chancellor for Academic Affairs, the College has determined to utilize the master’s degree, which has not yet been terminated, for purposes other than preparing advanced nursing practitioners. Dean Wang and her faculty are exploring a number of creative and forward-looking options for restructuring a master’s-level curriculum.

Therefore, the College requests that you rescind your November 12, 2021 decision to terminate the master’s level of the Nursing degree.

At the university’s request, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) has withdrawn the University’s request to terminate the program at the Master’s.
ACADEMIC AFFAIRS
COMMITTEE
INFORMATION ITEM
TO: President Richard D. McCullough  

FROM: Provost James Clark  

DATE: June 2, 2022  

SUBJECT: Report on Tenure Information Item  

The Promotion and Tenure process for 2021-2022 is complete. Tenure was granted to 38 faculty members effective Fall Semester 2022. Tenure was also granted to 9 new faculty members effective upon the date of their initial appointment. More detailed information is attached.
Tenure Criteria - Sustained Excellence in:
1. Scholarly or creative accomplishments
   Achieved national/international recognition
2. Teaching
   Excellence as teacher & mentor
3. Service
   To the university (leadership roles), academic discipline (grant, publication reviewer; leadership roles)

Eligibility for Tenure
1. In a “tenure-earning” position (typically Assistant Professor)
2. Minimum of 5 years of tenure-earning service (typically a tenure candidate in the 6th year of tenure-earning service)
3. “Up or Out” system: must either be tenured or “non-renewed” after 7 years

Withdrawal from Consideration
1. Within 5 days of being informed of the vote at any level (typically department, college), the candidate may withdraw from consideration
2. Candidates who receive a number of negative votes often withdraw rather than be denied

Tenure Upon Appointment
1. Streamlined process that enables dean to make faculty hiring offers “with tenure”.
2. Used only when hiring faculty at the Associate or Full Professor level and who have been in tenured or tenure-earning positions at other universities.
3. Reviews and votes occur at the department, college and university levels, as well as by the Provost and President.
Tenure Evaluation Materials

1. External letters from top scholars in the candidates’ disciplines
   • At least 3 letters, more typically 5 letters
   • Must be from Full Professors at other universities with whom the candidate does not have existing relationships

2. Evidence of Achievements & Impact
   • Publications, grants, contracts, patents & licenses, performances, presentations
   • Student & peer reviews of teaching, awards, curriculum innovations
   • Leadership and service contributions

3. Results of secret ballot votes at department, college, & university levels with narratives summarizing discussions

4. Letters from Chair and Dean

5. Annual Letters of Progress toward P&T

6. 3rd Year Review Narratives
<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>College</th>
<th>Hire Date</th>
<th>Degree &amp; Institution</th>
<th>Bio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abbott, Laurie</td>
<td>College of Nursing</td>
<td>Fall 2016</td>
<td>Ph.D. in Nursing Florida Atlantic University</td>
<td>Dr. Abbott’s program of research focuses on health disparities and disease prevention especially as it relates to diabetes and cardiovascular health. She does an excellent job of teaching a wide range of courses including Methods of Nursing Research, Health Assessment Lab, Population Health and Applied Epidemiology, and numerous clinical lab courses.</td>
<td></td>
</tr>
<tr>
<td>Balla, Samuel</td>
<td>Mathematics</td>
<td>Fall 2016</td>
<td>Ph.D. in Mathematics University of Texas at Austin</td>
<td>Dr. Balla’s research is in the broad area of geometry and topology. Dr. Balla has taught 5 undergraduate and 3 graduate courses, including the development of a new graduate course.</td>
<td></td>
</tr>
<tr>
<td>Broxterman, Daniel</td>
<td>Risk Management/Insurance, Real Estate and Legal Studies</td>
<td>Fall 2015</td>
<td>Ph.D. in Economics George Washington University</td>
<td>Dr. Broxterman’s research focuses on analysis of labor markets and households as they relate to real estate issues. His undergraduate course, Real Estate Principles, is a large-section course that serves as a feeder for those students considering the combination bachelor’s-to-master’s pathway.</td>
<td></td>
</tr>
<tr>
<td>Chouhy, Cecilia</td>
<td>College of Criminology and Criminal Justice</td>
<td>Fall 2016</td>
<td>Ph.D. in Criminology University of Cincinnati</td>
<td>Dr. Chouhy has achieved national recognition for her work on criminological theory, including tests of collective efficacy and modifying existing as well as developing new accounts of race, racism, and crime. Dr. Chouhy teaches undergraduate courses on research methods, corrections, and punishment and punishment.</td>
<td></td>
</tr>
<tr>
<td>Cortez, Michael</td>
<td>Biological Science</td>
<td>Fall 2019</td>
<td>Ph.D. in Applied Mathematics Cornell University</td>
<td>Dr. Cortez is a biologist and applied mathematician whose work straddles the boundary between ecology and evolution. Dr. Cortez teaches a graduate course in Theoretical Ecology and an honors section of an undergraduate gateway course, Biology 2.</td>
<td></td>
</tr>
<tr>
<td>Dogru, Tarik</td>
<td>Dedman College of Hospitality</td>
<td>Fall 2018</td>
<td>Ph.D. in Hospitality Management University of South Carolina</td>
<td>Dr. Dogru has achieved national recognition for his contributions to the fields of hospitality finance, behavioral finance, sharing economy, tourism economics, and block chain technology. Dr. Dogru is one of the most popular instructors at the Dedman College because of his innovative style of teaching and his fairness towards all students.</td>
<td></td>
</tr>
<tr>
<td>Frederick, James Harrison</td>
<td>Chemistry and Biochemistry</td>
<td>Fall 2014</td>
<td>Ph.D. in Synthetic Organic Chemistry University of California, Irvine</td>
<td>Dr. Frederick is an organic chemist whose research is aimed at understanding and explaining biological processes while addressing problems arising in chemical biology. Dr. Frederick teaches Organic Chemistry at the graduate and undergraduate level. By all measures he is a highly innovative and sought after professor.</td>
<td></td>
</tr>
<tr>
<td>Hiver, Phil Valant</td>
<td>School of Teacher Education</td>
<td>Fall 2017</td>
<td>Ph.D. in Applied Linguistics University of Nottingham (England)</td>
<td>Dr. Hiver is nationally and internationally known to be at the forefront of advances in research on language acquisition. Dr. Hiver has provided instruction at FSU that is synergistically informed by his research agenda in courses relevant to his expertise and the needs of various STE programs in addition to his home program of foreign and second language education (FSL/E).</td>
<td></td>
</tr>
<tr>
<td>Hoang, Viet</td>
<td>Computer Science</td>
<td>Fall 2016</td>
<td>Ph.D. in Computer Science University of California, Davis</td>
<td>Dr. Hoang is a cryptographer and security expert whose research is both foundational and practical. Dr. Hoang has taught four different regular theoretical computer science classes at undergraduate and graduate levels: Analysis of Data Structures and Algorithms, Cryptography, Analytic Methods in Computer Science, and Selected Topics in Computer Science.</td>
<td></td>
</tr>
<tr>
<td>Jones, Kevin</td>
<td>College of Music</td>
<td>Fall 2016</td>
<td>DMA, Music Jazz Performance University of Texas at Austin</td>
<td>Since 2016, 19 of his original arrangements have been performed, he has been featured on 7 recording projects and in 2021 released &quot;Sacrilege&quot;, an album on the Centaur Records label, which like all professional labels today is simultaneously streamed; a follow-up album has already been finished. Dr. Jones has used his strong background in performance to inform his teaching and the result has been an increase both in the quantity and quality of students in his studio.</td>
<td></td>
</tr>
<tr>
<td>Killian, Michael</td>
<td>College of Social Work</td>
<td>Fall 2018</td>
<td>Ph.D. in Social Work Florida State University</td>
<td>Dr. Killian is an innovator in the pediatric health field and has garnered national and international recognition and awards for his research on pediatric transplant outcomes. Dr. Killian is an extremely effective teacher. His capacity to communicate and teach complex, advanced statistics and methods has become an essential asset for the doctoral program in Social Work.</td>
<td></td>
</tr>
<tr>
<td>Kimmes, Jonathan</td>
<td>Human Development and Family Science</td>
<td>Fall 2016</td>
<td>Ph.D. in Family Studies and Human Services Kansas State University</td>
<td>Dr. Kimmes area of research is related to mindfulness, in various contexts and manifestations in the family and in romantic relationships. Dr. Kimmes has taught five different courses at Florida State University (three graduate-level courses and two undergraduate-level courses).</td>
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</tr>
<tr>
<td>Kolberg, Ted</td>
<td>Physics</td>
<td>Fall 2016</td>
<td>Ph.D. in Physics University of Notre Dame</td>
<td>Dr. Kolberg is an experimental high-energy physicist whose research is part of the experimental mission taking place at the Large Hadron Collider (LHC) located at CERN Switzerland. Dr. Kolberg makes important contributions to the doctoral program through his individual mentoring of doctoral students.</td>
<td></td>
</tr>
<tr>
<td>Lu, Guanly</td>
<td>Business Analytics, Information Systems, and Supply Chain</td>
<td>Fall 2018</td>
<td>Ph.D. in Information and Operations Management Texas A&amp;M University</td>
<td>Dr. Lu’s work has been published in the premier outlets of the field and at close to double the average rate of publications of his national peers. Dr. Lu consistently receives high marks from students in some of the most rigorous courses in our college.</td>
<td></td>
</tr>
<tr>
<td>Lumsden, Rachel</td>
<td>College of Music</td>
<td>Fall 2016</td>
<td>Ph.D. in Music Theory City University of New York</td>
<td>Dr. Lumsden studies the contributions of female musicians whose achievements remain under-recognized and seldom studied. Dr. Lumsden has created new courses and redesigned old ones. All her classes are designed as opportunities to encourage student participation and engage them with ideas that matter.</td>
<td></td>
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<tr>
<td>Manchiraju, Srikantharma</td>
<td>Jim Moran College of Entrepreneurship</td>
<td>Fall 2015</td>
<td>Ph.D. in Apparel, Events &amp; Hospitality Iowa State University</td>
<td>Dr. Manchiraju studies materialism and its applications for consumption, sustainability, body image, psychological health, cultural and personal values, and aesthetics, making his work highly useful to scholars in a variety of academic fields. Dr. Manchiraju has seven different graduate and undergraduate courses, of which he developed two.</td>
<td></td>
</tr>
</tbody>
</table>
Wenger, Marin
Chemical and Biomedical Engineering
College of Engineering
Fall 2016
Ph.D. in Chemical and Biomedical Engineering
University of British Columbia
Dr. Mohammadigoushki's research investigates the dynamics of complex fluid flows, a topic of both theoretical interest and practical application. Dr. Mohammadigoushki is a good teacher, who has improved his student evaluations over his time at the college to the extent that he was nominated for an FSU teaching award by his students and for teaching a challenging core course in the Department.

Nee, Derek Evan
Psychology
College of Arts and Sciences
Fall 2016
Ph.D. in Psychology
University of Michigan
Dr. Nee is a cognitive scientist who studies goal-oriented cognition. By all measures, Dr. Nee is an excellent classroom instructor and routinely receives very positive course evaluations from his students.

Papi, Mostafa
School of Teacher Education
College of Education
Fall 2016
Ph.D. in Second Language Studies
Michigan State University
Dr. Papi is recognized as an accomplished early career scholar who has published 16 peer refereed publications since arriving at FSU, with another two in process, including seven as the first author. He supervises a large number of PhD students and teaches a variety of undergraduate courses. Student ratings of his teaching are very positive.

Parker-Flynn, Christina
English
College of Arts and Sciences
Fall 2014
Ph.D in Comparative Literature
Emory University
Dr. Parker-Flynn is an expert in comparative literature and film studies scholar. Her work was recently published as a monograph by a leading press. She is an excellent teacher whose courses are popular, and she is demonstrating a talent for mentoring.

Rasweiler, Andrew
Biological Science
College of Arts and Sciences
Fall 2016
Ph.D in Ecology, Evolution, and Marine Biology
Univ. of California, Santa Barbara
Dr. Rasweiler's research focus is marine ecology, in particular the impact of climate change and fishing on nearshore kelp, coral, and fish populations. He has attracted external funding for his work. He teaches Conservation Biology and an Experimental Biology Laboratory (BSC3401) and student evaluations of his teaching are consistently excellent.

Ribeiro, Jessica Diana
Psychology
College of Arts and Sciences
Fall 2017
Ph.D in Clinical Psychology
Florida State University
Dr. Ribeiro is a clinical psychologist specializing in predicting and preventing suicidal thoughts and behaviors. She is a prolific scholar who has attracted more than $2 M in grant support. Dr. Ribeiro has taught both undergraduate and graduate courses for the Department and is a very effective and popular teacher.

Rousseau, Horatio
Management
College of Business
Fall 2017
Ph.D. in Strategic Management
IESE Business School, Barcelona Spain
Professor Rousseau's research focuses on sustainable development, looking to understand how organizations can effectively promote change regarding social and environmental issues by studying various organizational and community-level factors. He is an exceptional teacher who consistently receives very positive teaching evaluations from students in both the College of Business and the Moran College of Entrepreneurship.

Scholz, Lauren
College of Law
Fall 2017
J.D. Harvard Law School
Professor Scholz's main fields are privacy law, contract law, and labor and technology. Her work is published in premier publications and has a growing national and international reputation. She teaches Contracts, a large lecture course required for first-year law students, and has taught courses in Sales and leases, Secured Transactions, Commercial Law, and Privacy. Evaluations of her teaching are very positive.

Scholz, Maximilian
History
College of Arts and Sciences
Fall 2017
Ph.D in History
Yale University
Dr. Scholz is a historian of early-modern Europe and the Reformation who has exhibited exceptional productivity having published one book and made progress on two additional book projects. He is a top teacher in a department that is well known for excellent teachers.

Steacy, Laura
School of Teacher Education
College of Education
Fall 2016
Ph.D in Special Education
Vanderbilt University
Dr. Steacy is recognized as a leading early-career researcher focused upon reading development among children with, and at-risk for, reading difficulties and disabilities including dyslexia. During her time as an assistant professor at FSU, Dr. Steacy has provided excellent instruction in undergraduate and graduate courses relevant to her expertise and program needs.

Tang, Tian
Askw School of Public Administration and Policy
College of Social Sciences and Public Policy
Fall 2016
Ph.D. in Public Administration
Syracuse University
Dr. Tang is an expert in environmental and energy policy, technology policy, and policy implementation in the context of global climate change and sustainability. She has published fifteen peer-reviewed articles since joining the faculty, including several in top publication outlets. She receives very positive reviews of her teaching which includes some of the most difficult required courses in Public Administration graduate program.

Tibi, Sana
School of Communication Science and Disorders
College of Communication and Information
Fall 2016
Ph.D. in Cognitive Studies of Reading
Queen's University, Canada
Dr. Tibi is a leading investigator of assessments related to Arabic morphology. She received a Research Award from her college in 2020 in recognition of her research productivity. Dr. Tibi brings an international and multi-lingual aspect to her teaching that is particularly valuable for graduate students in the School who benefit from such preparation to provide high-quality culturally-responsive services to diverse populations.

Wenger, Marin
College of Criminology and Criminal Justice
Fall 2016
Ph.D. in Sociology and Criminology
Pennsylvania State University
Dr. Wenger has a strong research record, as evidenced by 20+ articles published in her field's top-tier journals and multiple grant awards in support of her research. She is recognized as one of her College's finest and effective teachers.

Wilber, Aaron
Psychology
College of Arts and Sciences
Fall 2016
Ph.D. in Neuroscience & Psychology
Indiana University
Dr. Wilber is a neuroscientist whose research focuses on special abilities possessed by animals (including humans) such as spatial navigation and memory. He is well-published and his research is supported by NIH grants. Dr. Wilber has a fine teaching record and has stood out as a mentor. He has served on a dozen graduate committees and is mentoring four doctoral students.

Wing, Allison
Earth, Ocean and Atmospheric Science
College of Arts and Sciences
Spring 2017
Ph.D. in Atmospheric Science
Massachusetts Institute of Technology
Dr. Wing is a meteorologist and climate scientist who is an expert on cloud clustering and atmospheric convection. Her research is currently funded by NASA, NSF and NOAA. Dr. Wing's classroom performance has been excellent and she is attracting a lot of interest from students who want to pursue research projects.
<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>College</th>
<th>Hire Date</th>
<th>Degree &amp; Institution</th>
<th>Bio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yohay, Rachel</td>
<td>Physics</td>
<td>College of Arts and Sciences</td>
<td>Fall 2016</td>
<td>Ph.D. in Experimental Particle Physics</td>
<td>Dr. Yohay is an experimental particle physicist working to understand the physics of high energy. Her contributions to a large international collaboration in CERN have been lauded by experts in her field. She received an Early Career Award from the Department of Energy. Dr. Yohay teaches several introductory physics courses with positive student evaluations.</td>
</tr>
<tr>
<td>Zhou, Tingyu</td>
<td>RMI, Real Estate and Legal Studies</td>
<td>College of Business</td>
<td>Fall 2018</td>
<td>Ph.D. in Finance</td>
<td>Dr. Zhou's research productivity and contributions to the real estate discipline received very positive reviews by experts in this field of study. He is an outstanding teacher who consistently receives very positive evaluations from students.</td>
</tr>
</tbody>
</table>

**Promotion to Professor with Tenure**

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>College</th>
<th>Hire Date</th>
<th>Degree &amp; Institution</th>
<th>Bio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thrasher, William Michael</td>
<td>College of Music</td>
<td>University of North Texas</td>
<td>Fall 2016</td>
<td>DMA in Clarinet Performance</td>
<td>Dr. Thrasher is a clarinet scholar and expert in higher education administration. He was hired as Associate Dean of the College of Music and has performed very well in this role. He is actively involved in teaching and mentoring doctoral and masters students. Evaluations of his teaching are uniformly positive.</td>
</tr>
</tbody>
</table>

**Tenure Only**

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>College</th>
<th>Hire Date</th>
<th>Degree &amp; Institution</th>
<th>Bio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooley, Lance</td>
<td>Mechanical Engineering</td>
<td>College of Engineering</td>
<td>Fall 2017</td>
<td>PhD in Materials Science</td>
<td>Dr. Cooley’s work has had impact in fields from high-energy physics to renewable energy because of the importance of magnets and radio-frequency cavities across the spectrum of science and engineering. Dr. Cooley has mentored three graduate students and three postdoctoral fellows at FSU.</td>
</tr>
<tr>
<td>Ennis Spence, Nicole</td>
<td>Behavioral Science and Social Med</td>
<td>College of Medicine</td>
<td>Fall 2019</td>
<td>Ph.D. in Clinical Psychology, Kent State U</td>
<td>Dr. Ennis' scholarship converges around the theme of developing and disseminating evidence-based interventions for those coping with chronic and/or life-limiting illnesses. Dr. Ennis has taken on an active role as a teacher for a range of students from the undergraduate level through postgraduate fellowship and junior faculty members.</td>
</tr>
<tr>
<td>Farquharson, Kelly</td>
<td>School of Communication Science and Disorders</td>
<td>College of Communication and Information</td>
<td>Fall 2018</td>
<td>Ph.D. in Speech-Language Pathology, University of Nebraska</td>
<td>Dr. Farquharson is a national leader in research on speech sound disorders and the nature and quality of clinical service on speech and language outcomes. Dr. Farquharson has taught four different courses while at FSU. These include two graduate courses that have been taught both in person and on-line in our Distance Learning program.</td>
</tr>
<tr>
<td>O'Shea, Joseph</td>
<td>Educational Leadership and Policy Studies</td>
<td>College of Education</td>
<td>NA</td>
<td>Ph.D. in Education, University of Oxford</td>
<td>Dr. O’Shea was reclassified from his position as Instructional Specialist/Faculty II to a tenure-associate Professor position in the Department of Educational Leadership and Policy Studies in the College of Education in Fall 2021. His scholarship on innovations in higher education has been recognized with a number of national and state awards. Dr. O’Shea also authored two higher education books.</td>
</tr>
<tr>
<td>Stanwood, Gregg</td>
<td>Biomedical Sciences</td>
<td>College of Medicine</td>
<td>Fall 2014</td>
<td>Ph.D. in Neuroscience University of Pennsylvania</td>
<td>Dr. Stanwood applies his training in neuroscience and pharmacology to a team-based translational human biobehavioral research program. From a teaching perspective, Dr. Stanwood has gone above and beyond. He serves as Co-Course Director of the Medical Neuroscience Course taught to the second-year medical students and has done this for the past 4 years.</td>
</tr>
</tbody>
</table>

**Tenure Upon Appointment**

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>College</th>
<th>Hire Date</th>
<th>Degree &amp; Institution</th>
<th>Bio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ahn, Myoung Brian</td>
<td>College of Nursing</td>
<td>University of Seoul</td>
<td>Fall 2021</td>
<td>Ph.D. in Electrical and Computer Engineering</td>
<td>Dr. Ahn was recruited from the Univ. of Texas where he served as a tenured Professor and Assistant Dean for Research. He was hired at FSU as a Professor and Associate Dean for Research in the College of Nursing. He has a very strong research program as evidenced by numerous national and international awards. Dr. Ahn has been successful in promoting interdisciplinary collaboration, which makes him a valuable asset to the College of Nursing and the University.</td>
</tr>
<tr>
<td>Akeson, Lonna</td>
<td>Political Science</td>
<td>College of Social Sciences &amp; Public Policy</td>
<td>Fall 2021</td>
<td>Ph.D. in Political Science</td>
<td>Dr. Atkeson is an award-winning expert in the areas of election administration, survey methodology, voting rights, public opinion, and political behavior who was recruited from University of New Mexico where she was a tenured Professor and Director of the Center for the Study of Voting, Elections and Democracy.</td>
</tr>
<tr>
<td>Gratton, Caterina</td>
<td>Psychology</td>
<td>College of Arts &amp; Sciences</td>
<td>Spring 2022</td>
<td>Ph.D. in Neuroscience University of Colorado</td>
<td>Dr. Gratton is a rising star in the field of cognitive neuroscience who was recruited from Northwestern University. She uses neuroimaging to develop and test interventions to help control effects of cognitive dysfunction caused by Parkinson's Disease and related medical conditions. Her research is funded by NINDS and NSF.</td>
</tr>
<tr>
<td>Lu, Tingting</td>
<td>College of Nursing</td>
<td>Emory University</td>
<td>Spring 2022</td>
<td>Ph.D. in Nursing</td>
<td>Dr. Lu was recruited from the University of Arizona to join the College of Nursing as an Associate Professor. Her research focuses on biological, physical, and psychological risk factors for cardiovascular disease in overweight/obese individuals with and without prediabetes. Her research is funded by NIH.</td>
</tr>
<tr>
<td>McCullough, Richard</td>
<td>Chemistry and Biochemistry</td>
<td>College of Arts &amp; Sciences</td>
<td>Fall 2021</td>
<td>Ph.D. in Organic Chemistry</td>
<td>Dr. McCullough was recruited from Harvard University to serve as President of FSU. He is an organic chemist by training and is internationally renowned for his contributions to our understanding of conducting polymers, a special class of organic polymers that conduct electricity. His pioneering work on chemical design has led to dynamic practical applications.</td>
</tr>
<tr>
<td>Miao, Hongyu</td>
<td>College of Nursing</td>
<td>University of Rochester</td>
<td>Spring 2022</td>
<td>Ph.D. in Mechanical Engineering</td>
<td>Dr. Miao was recruited away from the University of Texas Health Science Center to join FSU as a Professor in the College of Nursing. He has an impressive publication and funding record, including grants from NSF and NIH.</td>
</tr>
<tr>
<td>Name</td>
<td>Department</td>
<td>College</td>
<td>Hire Date</td>
<td>Degree &amp; Institution</td>
<td>Bio</td>
</tr>
<tr>
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<td>--------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Queen, M. Todd</td>
<td></td>
<td>College of Music</td>
<td>Spring 2021</td>
<td>DMA in Vocal Performance and Literature</td>
<td>Dr. Queen accepted a full-time faculty position as Dean and Professor of the College of Music effective January 11, 2021. He is a highly accomplished scholar in his field and distinguished himself as a leader at his prior institution, LSU.</td>
</tr>
<tr>
<td>Wang, Jing</td>
<td></td>
<td>College of Nursing</td>
<td>Fall 2021</td>
<td>Ph.D. in Nursing</td>
<td>Dr. Wang was recruited from the University of Texas at San Antonio to become Professor and Dean of FSU’s College of Nursing. She is an innovator and national nursing leader as well as a highly successful interdisciplinary researcher with an impressive record of publications and external research funding.</td>
</tr>
</tbody>
</table>
FINANCE AND BUSINESS COMMITTEE

ACTION ITEMS 1 – 5
MEMORANDUM

TO: President Richard McCullough
FROM: Kyle Clark
DATE: June 22, 2022
SUBJECT: 2022-2023 Operating Budget Request for Approval

As required by Florida Statute 1011.40 *Budgets for universities* and BOG Regulation 9.007 *State University Operating Budgets and Requests*, each University Board of Trustees shall adopt an operating budget for the operation of the university as prescribed by law and the regulations of the Board of Governors. The statute also requires that the proposed expenditures, transfers, and balances do not exceed the estimated income, transfers, and balances.

The following motions are presented for your consideration:

1. Approve the University’s fiscal year 2022-2023 operating budget of $2,242,950,757 which includes $293,579,238 for the Annual Capital Outlay Budget.
2. Approve the University’s fiscal year 2022-2023 Florida Medical Practice Plan operating budget of $14,161,537.
3. Approve the University’s fiscal year 2022-2023 Direct Support Organizations operating budgets totaling $109,766,275.
4. Grant approval for the President to make subsequent changes to the budgets outlined in motions 1, 2, and 3, as needed during the fiscal year, within available resources and fund balances, and consistent with applicable laws and regulations.
5. Continue the existing Tuition and Fee Regulation at current rates for fiscal year 2022-2023 and approve an amendment of the current regulation to that effect.

I recommend approval of these motions.

KCC/kp
FINANCE AND BUSINESS COMMITTEE
ACTION ITEM 6
MEMORANDUM

TO: President Richard McCullough
FROM: Kyle Clark, Vice President for Finance & Administration
DATE: June 22, 2022
SUBJECT: Request for Approval
FY 2023-2024 Capital Improvement Plan

Sections 1011.40(1), 1013.60 and 1001.706(12), Florida Statutes (F.S.), require each university to submit a legislative budget request for Fixed Capital Outlay (FCO) in the form of a Capital Improvement Plan (CIP), with established guidelines. The CIP is intended to represent the additional academic and academic support facilities needed for a five-year period. The updated CIP will be submitted to the Board of Governors on July 1, 2022.

The attached CIP documents identify the recommended list of PECO, CITF, and Back of Bill eligible project. Per the BOG guidelines, only PECO projects that have received an Educational Plant Survey recommendation have been included on this year’s list. Universities may include any survey-recommended PECO project; however, pursuant to F.S. 1001.706(12), the BOG will only consider/score those that are 1) incomplete (partially funded) projects and 2) the top two priorities for each university.

Each new capital project funded in whole or in part with Legislative appropriations must also have a plan for establishment of a reserve for future maintenance. Reserve requirements differ depending on the type of project (new construction, renovation, or remodeling) and its funding source.

It is recommended that the FSU Board of Trustees authorize the President to make any changes, where required, to the University’s Fixed Capital Outlay Budget Request before it is submitted to the Board of Governors on July 1, and any changes, where required, when the Board of Governors allows amendments. The updated information will then be brought back to the Trustees for their final review and approval.

I recommend approval of the FY 2023-2024 Fixed Capital Outlay Budget Request.

KC/rg
Attachments
Transmittal Letter
(Formerly Form CIP-1)

Summary of Projects (CIP-2)
CIP-2A PECO Eligible Projects
CIP-2B CITF Projects
CIP-2C Supplemental Funding

Project Detail (CIP-3)
Project Narrative
Reserve Escrow
Building Space Description
Pr. Component Costs & Projections
Project Funding

Electronic Copy

Cover Design
July 1, 2022

Mr. Tim Jones
Vice Chancellor
Finance/Administration and CFO
Florida Board of Governors
State University System
325 West Gaines Street
Florida Education Center
Tallahassee, Florida 32399-0400

RE: FY2023-2024 Fixed Capital Outlay Budget Request

Dear Mr. Jones,

Please find enclosed two copies of Florida State University’s FY2023-2024 Fixed Capital Outlay Budget Request as requested in your April 2022 electronic memorandum.

This year’s Budget Request is similar to the prioritized list of projects submitted last year. It complies with the directive to limit the number of projects in the first year to two and to only include those projects with Educational Plant Survey recommendations within the 5-year period. All project requests have been reviewed and updated, where necessary, to account for any changes in scope that may have been incurred since last year. To address concerns of high inflation, each project is showing a 30% increase over last year’s request.

Funding requests have been prioritized per the Board of Governor’s instructions included in your memo; There are no previously funded projects requested. The list begins with a capital renewal request followed by a new construction request. Each of the projects for which funding is requested are included in the University’s adopted Campus Master Plan and all of them were favorably considered during the most recent Educational Plant Survey.

Florida State is currently working on one P3 project which is the proposed development of a hotel on our Main Campus. We will continue to seek all necessary reviews by the Board of Governors at the appropriate time.

At this time, we will not be requesting either the reversion or re-appropriation of any previous funding nor are there any other special legislative fixed capital outlay requests.

Last month, at their June 22nd General Board Meeting, the Florida State University Board of Trustees discussed and approved our Five-Year Capital
Improvement Plan. Details of that meeting can be found at this link: https://trustees.fsu.edu/meetings/ We are therefore requesting your assistance in helping Florida State fulfill its capital needs.

If you have any questions concerning our submittal, please let us know. The University’s primary point of contact is Mr. Kyle Clark, Vice President for Finance and Administration.

Sincerely,

Richard D. McCullough
President
Florida State University

Peter Collins
Chairman
Florida State University
Board of Trustees

EB/mb
Enclosures

cc: President McCullough
    Provost Jim Clark
    Vice President Kyle Clark
# PECO-Eligible Project Requests (Only)

<table>
<thead>
<tr>
<th>Priority No.</th>
<th>Project Title</th>
<th>Total Supplemental (Non PECO) Funding</th>
<th>Total Prior PECO Funding Requested</th>
<th>Projected Annual PECO Funding Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ditmer Building Remodeling</td>
<td>-</td>
<td>-</td>
<td>7,000,000</td>
</tr>
<tr>
<td>2</td>
<td>Maintenance Complex</td>
<td>-</td>
<td>-</td>
<td>5,000,000</td>
</tr>
<tr>
<td>3</td>
<td>Veterans Legacy Complex</td>
<td>-</td>
<td>-</td>
<td>3,100,000</td>
</tr>
<tr>
<td>4</td>
<td><em>Kellogg Research Bldg. Remodeling</em></td>
<td>7,900,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>5</td>
<td>Library System Improvements (Ph 1)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>6</td>
<td><strong>FAMU-FSU Col. Of Engineering Bldg. C</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7</td>
<td>Land Acquisition</td>
<td>-</td>
<td>-</td>
<td>6,500,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programs to Benefit from Project</th>
<th>Net Assignable Sq. Ft. (NASF)</th>
<th>Gross Sq. Ft. (GSF)</th>
<th>Total Project Cost</th>
<th>Project Cost Per GSF</th>
<th>EPS Recommendation Date &amp; Rec. #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemistry</td>
<td>87,500</td>
<td>144,881</td>
<td>79,500,000</td>
<td>548.73</td>
<td>2018; 2.2c</td>
</tr>
<tr>
<td>Campus</td>
<td>63,000</td>
<td>94,500</td>
<td>59,000,000</td>
<td>624.34</td>
<td>2018; 3.1, 5.4 to 5.7</td>
</tr>
<tr>
<td>Academics/KUT C</td>
<td>39,330</td>
<td>56,028</td>
<td>40,800,000</td>
<td>728.21</td>
<td>2018; 4.1</td>
</tr>
<tr>
<td>Academics</td>
<td>23,000</td>
<td>47,161</td>
<td>27,200,000</td>
<td>576.75</td>
<td>2018; 2.2d</td>
</tr>
<tr>
<td>Library/Info</td>
<td>78,000</td>
<td>99,755</td>
<td>48,800,000</td>
<td>489.20</td>
<td>2018; 2.2b</td>
</tr>
<tr>
<td>Engineering</td>
<td>106,000</td>
<td>163,867</td>
<td>117,100,000</td>
<td>714.60</td>
<td>09/2017; 3.1</td>
</tr>
<tr>
<td>Campus</td>
<td>N/A</td>
<td>N/A</td>
<td>19,500,000</td>
<td>N/A</td>
<td>2018; 1.1</td>
</tr>
</tbody>
</table>

*Ph. 1 funding in place, project to begin now. Phase 2 and 3 start in next subsequent years. Addition is not survey recommended and does not appear on this table.

**F&E was in year 6 for last CIP and not shown on this table. Now is shown in Year 5, therefore increasing Total

1) EPS recommendation is required as per F.S. 1013.31.
State University System
5-Year Capital Improvement Plan (CIP)
FY 2023-24 through 2027-28
PLOC Project Detail

University: Florida State University
Project Name: Dittmer Building Remodeling
Project Address: 95 Chieftan Way, Tallahassee, Florida

Priority #: 1

PROJECT NARRATIVE
Built in 1967, the Dittmer Chemistry Lab Building served as primary teaching, research, and administrative space for the chemistry department. The building has received only minor remodeling and renovation but has not benefitted from a substantial and thorough rehabilitation effort. Funding for such a project is made in this request. This project should be considered an effort to meet stewardship and university strategic plan goals (Goal VI).*

Chemistry research and instruction have changed in the last 50 years since Dittmer was built. New equipment, procedures, and code requirements have changed how research buildings are designed in the field of chemistry. The advance of personal computing technology has changed the way offices and laboratories are designed and operated.

The scope of this remodeling effort includes the replacement of all building engineering systems, including mechanical, electrical and plumbing, corrective measures to the building envelope replacement/repair of interior architectural finishes, and the reallocation of space to meet the needs of the Chemistry Department.

Remodeling the existing facility is the most cost-effective alternative considered. If the project is delayed and not funded the facility will continue to deteriorate, thereby affecting the quality of the educational programs. It is anticipated that completion for the project will result in a reduction of annual operating and maintenance costs due to the avoidance of need to continually repair water intrusion damage and the repair of old mechanical, electrical, and HVAC equipment. In addition, energy savings will be realized by the replacement of inefficient HVAC equipment and deteriorated insulation.

Size of spaces in the facility were determined by SREF requirements, program need and industry standards. Costs of facility construction was determined through analysis of historical construction costs and industry standards. Project contingency exceeds 5% due to uncertainties involved in remodeling older structures including potential hazards associated with components to be demolished.

FSU has a commitment to sustainability and energy efficiency as codified in Goal VI of its Strategic Plan. Specific tactics include reducing greenhouse gas emissions and expanding resource conservation. FSU will demonstrate its commitment to climate action by reducing greenhouse gas emissions and optimizing energy consumption. FSU will improve resource stewardship by increasing water conservation, improving its landfill diversion rate and deploying resource conscious landscape practices*.

The University strives to LEED certify all major projects, including this one, targeting a minimum USGBC LEED level of Silver.

In 2018, the University completed its most recent Educational Plant Survey. Please refer to Recommendation 2.2c for the needs verification for this project.

*https://strategicplan.fsu.edu

RESERVE ESCROW PLAN

<table>
<thead>
<tr>
<th>Renovation/Remodeling Projects</th>
<th>New Construction Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1% per s. 1001.706(12)(c) F.S.)</td>
<td>(2% per Board Regulation 14.002)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Estimated Bldg Value</th>
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BUILDING SPACE DESCRIPTION (account for all building space below)

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<tr>
<th>Space Type (per FICM)</th>
<th>Net Sq. Ft. (NSF)</th>
<th>Net-to-Gross Conversion Factor</th>
<th>Gross Sq. Ft. (GSF)</th>
<th>Unit Cost * (per GSF)</th>
<th>Building Cost</th>
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NEW CONSTRUCTION

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* Apply Unit Cost to total GSF based on Space Type
## Project Component Costs & Projections

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<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
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<td>9,100,000</td>
<td>1,632,911</td>
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<tr>
<td><strong>Total Project Cost:</strong></td>
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<td>17,779,089</td>
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## Project Funding

<table>
<thead>
<tr>
<th>Funding Received to Date (all sources)</th>
<th>Projected Supplemental Funding</th>
<th>Projected PECO Requests</th>
<th>Total Project Cost</th>
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<tr>
<td>Source FY Amount</td>
<td>Source FY Amount</td>
<td>FY Amount</td>
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<td>PECO Carry Forward</td>
<td>23-24</td>
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<td>Donations/Gifts</td>
<td>24-25</td>
<td>43,000,000</td>
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<td>Others</td>
<td>25-26</td>
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<tr>
<td></td>
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<td>Should equal Total Project Cost above</td>
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</table>

### Source FY Amount

- | - | 79,500,000 | 79,500,000 |
## Project Narrative

Forty-five years ago, the university was funded to build a new Maintenance Complex which was proposed to be built on Lake Bradford. The old facility was demolished but, because we had yet to secure all the property at the proposed site and the funds were going to revert, the Vice Chancellor of the Board of Regents directed us to construct the new facility in the same location as the old facility. Over the years the need for relocating the Complex to the Lake Bradford site has become even more apparent due to its central location and the construction of academic facilities, student housing and student services facilities on the surrounding properties. The location of the complex has had an increasingly negative impact on trips generated by maintenance personnel and visitors and the use and storage of hazardous materials impacts surrounding facilities and the fenced compound which forces students to detour around the compound to get from one location to another.

This project has been studied during every major update of the Campus Master Plan and the consensus has always been to move the Complex to Lake Bradford. Funds have been requested in this project to not only construct a new maintenance facility, but to address the site preparation to remove the old Motor Pool Facility (currently being used by FDLE for its mail scanning operations), and to upgrade utilities (including fiber optic connection) and landscaping to improve the overall appearance and take advantage of the Regional Stormwater Facility water feature. Funds are also requested for the demolition of the old compound structures.

This project was recommended for new construction in the 2018 Educational Plant Survey, 3.1 Academic Support Facility. Furthermore, under 5.4 Mendenhall A, 5.5 Mendenhall B, 5.6 Mendenhall Annex, and 5.7 FDLE Mail Scan Building, were also recommended for demolition.

<table>
<thead>
<tr>
<th>Renovation/Remodeling Projects</th>
<th>New Construction Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Bldg Value:</td>
<td>$ 59,000,000</td>
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<tr>
<td>Value Basis/Source:</td>
<td>Total construction cost or insurable value, whichever is greater.</td>
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<tr>
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<td>No additional funds required as previously funded space to be demolished equals new space to be constructed.</td>
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</table>

### Building Space Description

#### New Construction

<table>
<thead>
<tr>
<th>Space Type (per FICM)</th>
<th>Net Sq. Ft. (NSF)</th>
<th>Net-to-Gross Conversion Factor</th>
<th>Gross Sq. Ft. (GSF)</th>
<th>Unit Cost * (per GSF)</th>
<th>Building Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
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<td>30,000</td>
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Subtotal NASF: -
Other: -
Total: 63,000 94,500 36,855,000

* Apply Unit Cost to total GSF based on Space Type

### Remodeling / Renovation

Remodeling Projects Only

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Subtotal NASF: -
Other: -
Total: 63,000 94,500 36,855,000
### Basic Construction Costs

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<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Total</th>
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<tbody>
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<td>Plaza / Walks</td>
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<td>Energy Efficient Equipment</td>
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### Other Project Costs

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<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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</thead>
<tbody>
<tr>
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<td>Fire Marshall Fees</td>
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**Total Project Cost:** - 5,000,000 42,500,000 6,500,000 5,000,000 - 59,000,000

### Funding Received to Date (all sources)

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<tr>
<td>-</td>
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</tbody>
</table>

**Should equal Total Project Cost above**

**Total Project Cost:** 59,000,000
The FSU Veterans Legacy Complex will better address the unique academic, social and compliance issues concerning the Florida State’s student veteran and active-military student population, while also elevating these students’ unique and significant contributions to the campus. Veteran and military students’ special needs, including deployment, withdrawal, re-enrollment, etc., can be more directly attended to through the Veterans Legacy Complex. Physical, mental and emotional concerns impacting military students will be better and more immediately addressed at the VLC. It will also empower current and former military students to complete their degrees in a timely manner by providing support services and resources in all degree fields, thereby elevating the overall number of graduates among this minority population of students.

In keeping with Florida’s commitment to be the most veteran-friendly state in the nation, Florida State University has significantly enhanced its services and programs for Florida State veterans. Among the many positives forged by this collaboration is an annual networking event exclusively for employers and student veterans, where recruiters and veterans can interact the evening before the university’s fall career fair. This event takes place, however, outside the Student Veterans Center because of space limitations, a circumstance that the Veterans Legacy Complex will alleviate.
The primary tenants of the Veterans Legacy Complex – the Student Veterans Center, Army and Air Force ROTC programs, and World War II Institute – are currently in separate and widely dispersed locations on the FSU campus. By bringing these units under one roof, the university will achieve greater efficiencies and provide each entity with sorely needed upgrades. In addition, the Veterans Legacy Complex will include a 400-seat auditorium, which will provide the university with additional and necessary large-classroom space.

The aging ROTC building and the World War II Institute stores valuable artifacts in conventional office space. As the federal government does not fund the construction of ROTC facilities, and the WWII Institute is bursting at the seams with artifacts (largely due to the huge number of items provided by Tom Brokaw, whose "Greatest Generation" books prompted an outpouring of donations), consideration should be given to develop modern facilities in the near future; the Veterans Legacy Complex is poised to meet those needs.

Size of spaces in the facility were determined by SREF requirements, program need and industry standards. Cost of facility construction was determined through analysis of historical constructions costs and industry standards. Project contingency exceeds 5% due to potential hazards associated with previous site uses and components to be demolished; and karst topography in the general region.

FSU has a commitment to sustainability and energy efficiency as codified in Goal VI of its Strategic Plan. Specific tactics include reducing greenhouse gas emissions and expanding resource conservation. FSU will demonstrate its commitment to climate action by reducing greenhouse gas emissions and optimizing energy consumption. FSU will improve resource stewardship by increasing water conservation, improving its landfill diversion rate and deploying resource conscious landscape practices*.

The University strives to LEED certify all major projects, including this one, targeting a minimum USGBC LEED level of Silver.

In 2018, the University completed its most recent Educational Plant Survey. Please refer to Recommendation 4.1 for the needs verification for this project.

*https://strategicplan.fsu.edu

### Reserve Escrow Plan

<table>
<thead>
<tr>
<th>Renovation/Remodeling Projects</th>
<th>New Construction Projects</th>
</tr>
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<tbody>
<tr>
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### Building Space Description

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<tr>
<th>Space Type (per FICM)</th>
<th>Net Sq. Ft. (NSF)</th>
<th>Net-to-Gross Conversion Factor</th>
<th>Gross Sq. Ft. (GSF)</th>
<th>Unit Cost * (per GSF)</th>
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<td><strong>Total:</strong></td>
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* Apply Unit Cost to total GSF based on Space Type

### Remodeling / Renovation

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FSU BOARD OF TRUSTEES - PAGE 271
Page 2
Form CIP-3 (Rev. 3/31/22)
### PROJECT COMPONENT COSTS & PROJECTIONS

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<th>Costs Incurred to Date</th>
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<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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### PROJECT FUNDING

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<tr>
<td>Carry Forward</td>
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<td></td>
</tr>
<tr>
<td>Donations/Gifts</td>
<td></td>
<td></td>
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<tr>
<td>Others</td>
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<thead>
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<th>Source</th>
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<tr>
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<tr>
<td>Donations/Gifts</td>
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**Projected PECO Requests**

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<tr>
<td>Donations/Gifts</td>
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**Total Project Cost**

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<tr>
<td>Others</td>
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Should equal Total Project Cost above

**Funding Received to Date (all sources)**

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**Total Project Cost**

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<tr>
<td>PECO</td>
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Should equal Total Project Cost above.
The Kellogg Research Building, built over 50 years ago, originally housed the Department of Psychology. With the long-since completion of the newer Psychology Center, located next to the College of Medicine, the University proposes a major remodeling of the Kellogg Research Building for new occupancy.

It will be difficult to maintain or achieve any higher level of preeminence without the operational resources that are necessary to support it. Those operational resources, in this case, include the remodeling of the Kellogg Research Building which will ensure that the appropriate learning/research environments necessary to achieve higher levels of preeminence and accomplishment are provided.

Generally speaking, the current level of research funding achieved by the University is due, in large part, to the condition of the University’s physical plant and the levels of service necessary to maintain it. If research funding is projected to increase, then the capacity and capability of the services necessary to support it must likewise be increased. Increases in operational performance, which can be achieved through improvements such as a major remodeling of an important academic building like the Kellogg Research Building make a building that is more efficient to operate.

This project is entirely focused on the improvement of existing space. As the Kellogg Research Building has not been substantially renovated or remodeled since it opened in 1965, much of the space within it is marginal at best. This project seeks to correct that situation. Not only are increases in academic/research performance anticipated but also the performance of the building’s engineering and building systems. This project anticipates three major outcomes: a reduction in energy consumption; increases in sustainable performance; and a healthier interior environment for the building occupants.

The scope of the remodeling effort will be extensive including replacement of all building engineering systems, including mechanical, electrical and plumbing, corrective measures to the building envelope, replacement/repair of interior architectural finishes, and the reallocation of space to meet the needs of the proposed occupants. This project carries cost, estimated by campus engineer, to improve chilled water piping from the central plant, left undone would now provide needed capacity for project.

The University strives to LEED certify all major projects, including this one, targeting a minimum USGBC LEED level of Silver.

Remodeling the existing facility is the most cost-effective alternative considered. If the project is not funded or delayed this facility will continue to deteriorate, thereby affecting the quality of the educational programs. Completion of this project will also help address the problem of adequate educational space on the east side of campus.

This project should be considered an effort to meet stewardship and university strategic plan goals (Goal VI).*

It is anticipated that completion of this project will result in a reduction of annual operating and maintenance costs due to avoidance of need to continually repair water intrusion damage and the repair of old mechanical, electrical, and HVAC equipment. In addition, energy savings will be realized by the replacement of inefficient HVAC equipment and deteriorated insulation.

Size of spaces in the facility were determined by SREF requirements, program need and industry standards. Costs of facility construction through analysis of historical construction costs and industry standards. Project contingency exceeds 5% due to uncertainties involved in remodeling older structures including potential hazards associated with components to be demolished.

Florida State University has a commitment to sustainability and energy efficiency as codified in Goal VI of the FSU Strategic Plan 2017-2022. Specific tactics include reducing greenhouse gas emissions and optimizing energy consumption. FSU is expanding resource conservation by improving stewardship by increasing water conservation, improving its landfill diversion rate and deploying resource conscious landscape practices.*

The University strives to LEED certify all major projects, including this one, targeting a minimum USGBC LEED level of Silver.

In 2018, the University completed its most recent Educational Plant Survey. Please refer to Recommendation 2.2d for the needs verification for this project.

*https://strategicplan.fsu.edu

**RESERVE ESCROW PLAN**

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<thead>
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<th>Renovation/Remodeling Projects</th>
<th>New Construction Projects</th>
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**BUILDING SPACE DESCRIPTION** (account for all building space below)

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<th>Net Sq. Ft. (NSF)</th>
<th>Net-to-Gross Conversion Factor</th>
<th>Gross Sq. Ft. (GSF)</th>
<th>Unit Cost * (per GSF)</th>
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* Apply Unit Cost to total GSF based on Space Type

**REMODELING / RENOVATION**

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**Other Project Costs**

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<th>Projected PECO Requests</th>
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<td>25-26 17,000,000</td>
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7,900,000 - 19,300,000 27,200,000
The study revealed library and study space was significantly undersized for the current campus population, to say nothing of future growth in students and faculty. Additionally, it indicated the need for major renovations of both structures. This project should be considered an effort to meet stewardship and university strategic plan goals (Goal VI).*

A three-phase approach is recommended to address the quantitative and qualitative issues facing the University's library systems. Phasing this project was recommended to facilitate the funding and to minimize disruption of essential library function and use for this expansion and renovation.

The first phase of this series of library improvements involves the renovation of the 30-year-old Dirac Science Library. Although some remodeling has been done recently, at the time of the study Dirac had not benefitted from any kind of major renovation effort. Designed to serve the science areas of the Main Campus its design is no longer indicative of a contemporary library facility. A large portion of the space is dedicated to library stacks even though most of the collections are now available on the user preferred electronic format. There is no common study space or collaborative group space. Funding is requested in this project to renovate the building and to transform Dirac into a contemporary, collaborative learning environment. Building envelope and its systems will be addressed as well as significant interior upgrades in architectural finishes and space layout.

The second and third phases of these library improvements will be centered on Strozier Library. For decades, as one of the finest research libraries in the country, it has served as the cornerstone of the University's central library system. The building from which it operates is a venerable structure that sits prominently on the northern edge of Landis Green located in the heart of the Main Campus.

In its 50 years of existence, Strozier has benefitted from several renovations and remodeling efforts. Most recently, a major effort was embarked upon to address several life safety, building system, and functional issues. Unfortunately, due to a shortfall in funding its scope was reduced, resulting in a majority of the area not being renovated.

This project attempts to address two chronic issues facing Strozier; first, to complete the original scope of work that was not completed in the most recent renovation project and second, to expand the Library's functional space. During its lifetime, the headcount at FSU has grown six-fold, virtually under the same building footprint. The renovation and expansion of Strozier Library addresses both issues while creating a common environment where students/faculty can study and conduct research in a non-traditional library space.

The last two phases seek to expand Strozier Library and to renovate the building's interior. It has been suggested that the expansion of Strozier should occur first, which would then generate surge space for the subsequent renovation of the existing space. While some details of the phasing plan are being worked out, building envelope and building systems improvements as well as life safety and ADA concerns will be addressed. Strozier Library space will primarily remain in the Study space category, but the configuration of each floor plate will likely be improved.

Size of spaces in the facility were determined by SREF requirements, program need and industry standards. Costs of facility construction was through analysis of historical construction costs and industry standards. Project contingency exceeds 5% due to uncertainties involved in remodeling older structures including potential hazards associated with components to be demolished.

FSU has a commitment to sustainability and energy efficiency as codified in Goal VI of its Strategic Plan. Specific tactics include reducing greenhouse gas emissions and expanding resource conservation. FSU will demonstrate its commitment to climate action by reducing greenhouse gas emissions and optimizing energy consumption. FSU will improve resource stewardship by increasing water conservation, improving its landfill diversion rate and deploying resource conscious landscape practices*.

The University strives to LEED certify all major projects, including this one, targeting a minimum USGBC LEED level of Silver.

In 2018, the University completed its most recent Educational Plant Survey. Please refer to Recommendation 2.2b for the needs verification for this project.

*https://strategicplan.fsu.edu

**RESERVE ESCROW PLAN**

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<th>Renovation/Remodeling Projects</th>
<th>New Construction Projects</th>
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<td>(1% per s. 1001.706(12)c F.S.)</td>
<td>(2% per Board Regulation 14.002)</td>
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Total construction cost or insurable value, whichever is greater.
**BUILDING SPACE DESCRIPTION** (account for all building space below)

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<th>Net-to-Gross Conversion Factor</th>
<th>Gross Sq. Ft. (GSF)</th>
<th>Unit Cost *(per GSF)</th>
<th>Building Cost</th>
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* Apply Unit Cost to total GSF based on Space Type

**REMODELING / RENOVATION**

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**Remodeling Projects Only**

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**Grand Total:**

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### PROJECT COMPONENT COSTS & PROJECTIONS

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### PROJECT FUNDING

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FSU BOARD OF TRUSTEES - PAGE 278
Page 3
Form CIP-3 (Rev. 3/31/22)
Florida State University strives to LEED certify all major projects, including this one, targeting a minimum USGBC LEED level of Silver.

The Project serves six (6) critical engineering disciplines that are all of strategic importance within the STEM area. Engineering is critical for startups, job creation and the overall health of the State economy. The investment is bound to pay off significantly with the production of high quality and entrepreneurial students who will positively impact Florida’s economy and workforce.

Size of spaces in the facility were determined by SREF requirements, program need and industry standards. Costs of facility construction and extra utility capacity, site development, roads, parking, etc. have been budgeted through analysis of historical construction costs, industry standards and estimates included in a project specific study. Project contingency exceeds 5% due to potential hazards associated with previous site uses and components to be demolished, and karst topography in the general region.

FSU has a commitment to sustainability and energy efficiency as codified in Goal VI of its Strategic Plan. Specific tactics include reducing greenhouse gas emissions and expanding resource conservation. FSU will demonstrate its commitment to climate action by reducing greenhouse gas emissions and optimizing energy consumption. FSU will improve resource stewardship by increasing water conservation, improving its landfill diversion rate and deploying resource conscious landscape practices*. Florida State University strives to LEED certify all major projects, including this one, targeting a minimum USGBC LEED level of Silver.

In September 2017, the University conducted a joint Educational Plant Survey. This project's proposed space is the exact recommendations by the Survey Team. (Please refer to Recommendation FAMU/FSU College of Engineering 3.1 for the needs verification for this project). Changes in program, facility maintenance and utility costs which would occur as a result of completing this project cannot be reasonably determined at this time.

*https://strategicplan.fsu.edu
### RESERVE ESCROW PLAN

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<tr>
<th>Building Cost</th>
<th>Value Basis/Source</th>
<th>Estimated 1st Yr Deposit</th>
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### BUILDING SPACE DESCRIPTION (account for all building space below)

#### NEW CONSTRUCTION

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<th>Net-to-Gross Conversion Factor</th>
<th>Gross Sq. Ft. (Gsf)</th>
<th>Unit Cost * (per GSF)</th>
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#### REMODELING / RENOVATION

| Subtotal NASF: | 15,000 | 1.4 | 21,000 | 450 | 9,450,000 |
| Total:         | 15,000 | 21,000 | 9,450,000 |

| Grand Total:   | 121,000 | 184,867 | 86,131,905 |

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</table>

Should equal Total Project Cost above
**PROJECT NARRATIVE**

In 1986, Florida State University completed and adopted a master plan to guide future University development for the next twenty years. One of the basic tenets of that plan recognized the serious need for additional land on which the University could expand its operations and provide areas for new programs. In 2021, the University’s Board of Trustees adopted the current version of the Campus Master Plan. That version of the Plan likewise provides testament to the fact that the expansion of the University’s campuses, especially the Main Campus, is a critical need.

Though certain aspects of the Campus Master Plan have changed over the years, the basic premise that the University needs to expand the boundaries of the Main Campus and the Panama City Campus have not wavered. In fact, the need for additional land has been made even more urgent due to growth in student enrollment, additional academic programs, more vibrant student life activities, and expanded utility/infrastructure needs. There are no building sites within the existing campus that can be developed without cannibalizing essential and historic public open spaces or demolishing some kind of improvement that will need to be replaced somewhere else.

An expanded campus will allow Florida State to better accommodate increases and changes in enrollment, expansion of research and academic programs, and growth in student life and academic support facilities.

It will be difficult to maintain or achieve any higher level of preeminence without adequate and expanded academic and research space. The density of development on the Main Campus, especially in the science area, creates planning challenges for future development. In some areas, there is simply no room for expansion. Funding to acquire additional land will address these planning challenges.

In the past, the University has received several appropriations to acquire property which it has done according to the policies outlined in the Campus Master Plan. With those funds however the University was unable to acquire all of the property recommended in the plan, which totals approximately 150 more acres. Funding therefore is requested to allow the University to continue its land acquisition program. Due to the magnitude of the need documented in the Campus Master Plan, it is unreasonable to assume that all of this property can be acquired in any means other than a gradual, phased approach. Therefore, three phases of funding are sought as shown on the University's list of priorities.

In 2018, the University completed its most recent Educational Plant Survey. Please refer to Recommendation 1.1 for the needs verification for this project.

**RESERVE ESCROW PLAN**

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<th>New Construction Projects</th>
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<td>(2% per Board Regulation 14.002)</td>
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<td>Estimated Bldg Value: N/A</td>
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<td>Value Basis/Source: Not applicable to this request</td>
<td>Total construction cost or insurable value, whichever is greater.</td>
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<td>Estimated 1st Yr Deposit: $ -</td>
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<tr>
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<td>Comments: Not applicable to this request</td>
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**BUILDING SPACE DESCRIPTION** (account for all building space below)

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<th>Space Type (per FICM)</th>
<th>Net Sq. Ft. (NSF)</th>
<th>Net-To-Gross Conversion Factor</th>
<th>Gross Sq. Ft. (GSF)</th>
<th>Unit Cost *(per GSF)</th>
<th>Building Cost</th>
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**NEW CONSTRUCTION**

- 

**REMODELING / RENOVATION**

- 

* Apply Unit Cost to total GSF based on Space Type

**Remodeling Projects Only**

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<th>BEFORE</th>
<th>AFTER</th>
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**Grand Total:** 

- 

**STATE UNIVERSITY SYSTEM**

**Florida State University**

**Land Acquisition**

**Project Address:** TBD

**Priority #: 7**

FSU BOARD OF TRUSTEES - PAGE 282

Page 1
## PROJECT COMPONENT COSTS & PROJECTIONS

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<th>Costs Incurred to Date</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
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## PROJECT FUNDING

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</table>

Should equal Total Project Cost above

FSU BOARD OF TRUSTEES - PAGE 283
Page 2
Form CIP-3 (Rev. 3/31/22)
Please contact the Florida State University Facilities Planning and Space Management Section at (850) 644-9783 if you wish to receive an electronic copy or hard copy of the FY2023-2024 Fixed Capital Outlay Budget Request.
A rendering of the proposed Kellogg Research Building Remodeling is featured on the cover for the 2023-2024 Fixed Capital Outlay Budget Request.

The Kellogg Research Building, originally named the Psychology Research Building was constructed in 1964 as an animal research lab for the Psychology Department. Psychology remained in KRB until 2008 when a new facility was built on the west side of the main site campus. The KRB is physically attached to its adjacent neighboring building via a pedestrian bridge. The neighboring building, formerly known as Eppes Hall, is known today as the College of Criminology and Criminal Justice Building, as this College has occupied this neighboring building for nearly a decade. The College of Criminology and Criminal Justice Building has no elevator and is dependent upon and the KRB elevator for vertical transportation for ADA accessibility, service and general convenience. Therefore, utilizing the KRB was a natural for the much-needed consolidation for the various factions of the College of Criminology and Criminal Justice. This project is expected to have an architectural relationship and physical linkage to the College of Criminology and Criminal Justice Building (Eppes Hall).

The project in this Fixed Capital Outlay Budget request is for a remodeling project, however, an addition may follow this project but is not expected to qualify or receive PECO funding. This remodeling along with a future expansion of the building is expected to provide many opportunities for collaboration. Without this project, the College will be limited in its ability to provide offices both for new faculty, and its growing graduate program, its rapidly expanding Center for Criminology and Public Policy Research, and Distance Learning.
FINANCE AND BUSINESS COMMITTEE
ACTION ITEM 7
MEMORANDUM

TO: President Richard McCullough

FROM: Kyle Clark, Vice President for Finance & Administration

DATE: June 22, 2022

SUBJECT: Request for Approval
Resolution for Executing Legacy Hall Financing with FSU Foundation

The attached Resolution requests the Florida State University Board of Trustees to authorize execution of a loan in an amount not to exceed $20,000,000 from the FSU Foundation in accordance with the terms of the Promissory Note, the form of which is also attached.

Please accept this memo as our formal request for the Florida State University Board of Trustees to consider this matter and provide final approval during the upcoming board meetings scheduled on June 22, 2022.

KC/rg

Attachments
A RESOLUTION OF THE FLORIDA STATE UNIVERSITY BOARD OF TRUSTEES AUTHORIZING A LOAN IN AN AMOUNT NOT TO EXCEED $20,000,000 FROM THE FLORIDA STATE UNIVERSITY FOUNDATION, INC. FOR THE PURPOSE OF FINANCING A PORTION OF THE COSTS OF THE COLLEGE OF BUSINESS LEGACY HALL FACILITY AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, The Florida State University Board of Trustees (the "Board") expects to incur capital expenditures aggregating approximately $120,000,000 to finance the construction, installation and equipping of the College of Business Legacy Hall facility (the "Project") on the main campus in Tallahassee; and

WHEREAS, The Florida State University Foundation, Inc. (the “Foundation”) has agreed to loan funds to the Board for the purposes of financing a portion of the costs of the Project; and

WHEREAS, the Foundation desires to loan the proceeds for the financing of the Project (the "Loan") with existing cash resources of the Foundation and pursuant to the terms of a Promissory Note authorized to be issued by the Board (the "Promissory Note"); and

WHEREAS, the Foundation and the Board have agreed to the terms of the Promissory Note; and

NOW, THEREFORE, BE IT RESOLVED BY THE FLORIDA STATE UNIVERSITY BOARD OF TRUSTEES AS FOLLOWS:

SECTION 1. The Board hereby authorizes the Loan in an amount not to exceed $20,000,000 from the Foundation in accordance with the terms of the Promissory Note, the form of which is attached hereto as Exhibit A.

SECTION 2. The Board hereby authorizes the President or his designee, to execute and deliver any certificates and documents necessary to document the Loan and delivery of the Promissory Note to the Foundation.

SECTION 3. The Board hereby ratifies and confirms all prior actions related to the Loan to the Board.

SECTION 4. This Resolution shall become effective immediately upon its adoption.
ADOPTED this ___ day of ____________, 2022.

THE BOARD OF TRUSTEES OF FLORIDA
STATE UNIVERSITY, a public body corporate

(SEAL)

By: ________________________________
   Chair

ATTEST:

______________________________
Secretary
EXHIBIT A

FORM OF PROMISSORY NOTE
THE FLORIDA STATE UNIVERSITY BOARD OF
TRUSTEES PROMISSORY NOTE
(College of Business Legacy Hall Project)

<table>
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<tr>
<th>Principal Sum</th>
<th>Note Rate</th>
<th>Final Maturity Date</th>
<th>Dated Date</th>
</tr>
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<tbody>
<tr>
<td>Not to exceed $20,000,000</td>
<td>3.03% annual</td>
<td>August 1, 2033</td>
<td>____________</td>
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</tbody>
</table>

THE FLORIDA STATE UNIVERSITY BOARD OF TRUSTEES, a public body corporate of Florida, acting for and on behalf of the Florida State University ("FSU" or "University"), for value received, hereby promises to pay, from the sources described in this Note to the order of THE FLORIDA STATE UNIVERSITY FOUNDATION, INC., or its successors and assigns (the "Holder"), at 325 W College Ave, Tallahassee, Florida 32301, or at such other place as the Holder may from time to time designate in writing, the Principal Sum stated above, together with interest thereon as hereinafter provided, until the Final Maturity Date stated above or the date the principal amount of this Note is paid in the manner hereinafter set forth in any coin or currency of the United States of America which, at the time of payment, is legal tender for the payment of public and private debts, which payments shall be made to the Holder by bank wire or bank transfer as directed by the University or otherwise as the University and the Holder may agree.

This Note shall bear a fixed rate of interest at the Note Rate stated above. The Note Rate shall be payable semi-annually on each February 1 and August 1, commencing February 1, 2024. Interest on the Note shall be computed on the basis of a 30/360 day year for the actual number of days elapsed. The principal of this Note shall be payable on the Final Maturity Date.

At the time of delivery of this Note, proceeds from the sale of the Note shall be used to finance a portion of the costs of the construction of the College of Business Legacy Hall (the "Project"), in accordance with the provisions of the next paragraph.

The University shall make written requests for disbursement (each, a "Draw") from the authorized Principal Sum of the Note signed by the President, or his designee. Proceeds from Draws on the Note shall be deposited, when drawn, with the University and shall be used for the purposes described above.

The University shall make Draws on this Note for the purposes stated in the preceding paragraph in an amount that, when combined with prior Draws, shall not exceed the face amount of this Note. A schedule of the Draws made on this Note shall be maintained on the books and records of the Holder which shall be conclusive unless manifest error.

This Note can be prepaid in whole or in part on any business day at the option of the
University without penalty.

All payments made by the University hereon shall apply first to accrued interest, then to other amounts due the Holder, and the balance thereof shall apply to the principal amount then due on this Note.

This Note is authorized to be issued in the outstanding aggregate principal amount not to exceed the Principal Sum under the authority of and in full compliance with the Constitution and statutes of the State of Florida, including, particularly, Chapter 617, and Section 1010.62 Florida Statutes, as amended and supplemented, and any other applicable provisions of law (collectively, the "Act"), and duly authorized at a meeting of the Board. Payments will be made from private funds through donations and pledges of gifts raised by the University and FSU Foundation, Inc. and other available University resources to construct the Project (the “Designated Revenues”).

Notwithstanding any provision in this Note to the contrary, in no event shall the interest contracted for, charged or received in connection with this Note (including any other costs or considerations that constitute interest under the laws of the State of Florida which are contracted for, charged or received) exceed the maximum rate of non-usurious interest allowed under the State of Florida as presently in effect and to the extent an increase is allowable by such laws, but in no event shall any amount ever be paid or payable by the University greater than the amount contracted for herein.

THIS NOTE, WHEN DELIVERED BY THE UNIVERSITY, SHALL NOT BE OR CONSTITUTE AN INDEBTEDNESS OF THE FLORIDA STATE UNIVERSITY, WITHIN THE MEANING OF ANY CONSTITUTIONAL, STATUTORY OR CHARTER LIMITATIONS OF INDEBTEDNESS, BUT SHALL BE PAYABLE FROM AND SECURED SOLELY BY THE DESIGNATED REVENUES, AS PROVIDED HEREIN. THE HOLDER SHALL NEVER HAVE THE RIGHT TO COMPEL THE EXERCISE OF THE TAXING POWER OF THE STATE OF FLORIDA, OR ANY OTHER POLITICAL SUBDIVISION OF THE STATE OR TAXATION IN ANY FORM OF ANY PROPERTY THEREIN TO PAY THIS NOTE OR THE INTEREST THEREON. NEITHER SHALL THE HOLDER HAVE ANY INTEREST IN THE PROJECT OR UNDERLYING LAND BY OR THROUGH THIS NOTE OR ANY JUDGEMENT ARISING THEREFROM.

Notwithstanding anything herein to the contrary, this Note may not be transferred in whole or in part.

The University hereby waives presentment, demand, protest and notice of dishonor.

This Note is exempt from State documentary stamp and intangible taxes.

IN WITNESS WHEREOF, the University has caused this Note to be signed by its President, on behalf of The Florida State University Board of Trustees, either manually or with facsimile signature, and this Note to be dated the Dated Date set forth above.
THE FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES, a public body
corporate, acting for and on behalf of THE
FLORIDA STATE UNIVERSITY

By: ____________________________

Name: Richard McCullough
Title: President
## LEGACY HALL PROJECT
### FSU FOUNDATION LOAN
#### TENTATIVE DEBT SERVICE SCHEDULE

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**Totals:**
- Ending Balance: $20,000,000
- Annual Interest: $3,333,000
- Total Payment: $21,272,400
- Total Principal: $20,000,000
UNIVERSITY ADVANCEMENT COMMITTEE ACTION ITEM 1
June 3, 2022

TO: Dean Michael Hartline, College of Business
FROM: Janet Kistner, VP for Faculty Development & Advancement
RE: Rockwood Naming request

The naming of the Dr. Persis E. Rockwood School of Marketing received unanimous approval from the Committee on Campus Names. In accordance with university policy for naming of academic units, this naming request was sent to the Council of Deans and to the Faculty Senate for their review. There was unanimous support for this naming request from the Council of Deans. The Faculty Senate, represented by the Faculty Senate Steering Committee, supported naming the Department of Marketing for Dr. Persis E. Rockwood but raised some concerns about including “School” in the title. President McCullough and Provost Clark decided that the concerns raised by the Faculty Senate Steering Committee could be effectively managed by the University and they approve this naming request.

cc: Caroline Poole, Chief of Staff, University Advancement
    Eric Chicken, Faculty Senate President
INFORMATION ITEM: UPDATE ON PRESIDENT’S ANNUAL GOALS AND EVALUATION
Excerpt from President McCullough's contract related to Annual Evaluation:

Section 4.2 Annual Evaluation. On or before July 1st of each calendar year, Dr. McCullough shall initiate the evaluation process for the period that began on July 1st of the previous calendar year by submitting to the Board a self-appraisal of his performance during that period. This self-appraisal shall address performance related to each of the goals agreed upon by the Board and the President in the preceding year. After the President has submitted the self-appraisal to the Board, the Board shall evaluate his performance for the previous year based on his achievement of the mutually agreed upon goals and, to a lesser extent, other such criteria the Board deems appropriate. To aid the Board in its annual performance review, the President agrees to furnish to the Board such additional oral or written reports as it may request.
FY22 Goals

President Richard McCullough

Goal 1: Overarching goal: Work on making Florida State University one of the nation’s top 15 public universities, make progress toward membership to the AAU, and maintain FSU’s status as a Preeminent University in Florida.

- Improve metrics toward a rise in the rankings, including improving (e.g.):
  - Academic reputation
  - Faculty resources
  - Financial resources per student
- Satisfy the state’s preeminence metrics.

Goal 2: Build and develop a strong leadership team with a focus on improving organizational structure and implementing practices that drive efficiency and effectiveness.

- Launch and complete searches for a new Provost (Chief Academic Officer); a new Vice President for Research; a new Chief of Staff; a new Dean of Engineering; and other senior leadership positions.
- Retain and promote key leaders in the leadership team.

Goal 3: Invest in academic excellence to drive greater student success.

- Improve Presidential Scholars program and increase undergraduate advising support.
- Increase funding to the CARE and Unconquered Scholar’s programs.
- Support engagement initiatives to ensure career and graduate school success.
- Establish relationships with student leaders and the general student populations through personal relationships and attending key student events.

Goal 4: Enhance research profile, provide faculty support, and increase research funding at Florida State University.

- Provide new resources to support the faculty including faculty salaries.
- Launch successful new research initiatives.
- Strengthen initiatives related to National Institutes of Health (NIH) funding.
- Increase the number of tenured track faculty searches and numbers.

Goal 5: Expand overall diversity, equity, and inclusion (DEI) initiatives to become a community leader fully committed to inclusive excellence.

- Act on the recommendations of the President’s Task Force on Anti-Racism, Equity, and Inclusion report.
- Form DEI implementation teams reporting to the President.
- Meet and establish relationships with key stakeholders.
Goal 6: Create a supportive entrepreneurial culture at Florida State University.
- Explore and revise tech transfer processes and create a policy with the goal of increasing the number of university-based startups.
- Work on promoting the formation of university-based startup companies, both from the faculty and student populations.
- Establish community connections that will be important to support economic development.

Goal 7: Continue to promote excellence in Athletics through strategic planning, financial management, and increased funding.
- Expand fundraising for athletics.
- Monitor and support efforts around Name, Image and Likeness (NIL) focusing on supporting our student-athletes.
- Provide leadership for FSU in the ACC conference, NCAA, and network contracts.

Goal 8: Establish and cultivate relationships with elected and appointed governmental officials at the federal, state, and local levels.
- Meet frequently with legislative leaders.
- Meet with federal representatives to promote Florida State University’s vision.
- Establish relationships with key state and local officials.
- Seek increased support for key university initiatives.

Goal 9: Improve fundraising efforts to increase the number of gifts to support the university. Improve recognition of Florida State University’s successes by utilizing targeted and effective marketing strategies to elevate the university’s image.
- Initiate a comprehensive review for University Advancement to prepare for the upcoming capital campaign.
- Identify multidisciplinary and interdisciplinary fundraising priorities to leverage university strengths.
- Hire a new Director of Marketing and implement new marketing strategies.
- Increase alumni engagement events and efforts.

Goal 10: Build upon Florida State University’s history of productivity and continue to be recognized as being among the most efficient universities.
- Identify new resources to continue to build excellence at Florida State University.
- Work to retain key staff members.
- Improve and enhance sustainability initiatives.
Please provide any other comments you may have below.