

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

GENERAL MEETING AGENDA

Friday, August 29, 2025
9:00 AM

Augustus B. Turnbull Conference Center
555 W Pensacola St, Tallahassee, FL 32306
Room 208

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

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

II. PLEDGE OF ALLEGIANCE

III. MOMENT OF SILENT REFLECTION

IV. APPROVAL OF MINUTES
June 12, 2025, Meeting Minutes
June 23, 2025, Meeting Minutes
July 24, 2025, Meeting Minutes

V. PUBLIC COMMENT

VI. PRESIDENT'S REPORT
Dr. Richard McCullough, President

VII. CONSENT ITEMS

- **A. Request for Approval:** 2026-2027 Institutional General Education Course Offerings (Academic Affairs)
- **B. Request for Approval:** 2026-2027 Academic Calendar (Academic Affairs)
- **C. Request for Approval:** Proposal to Implement Emergency Management and Intelligence Studies – New Degree Program (Academic Affairs)
- **D. Request for Approval:** Annual Textbook and Instructional Materials Affordability Report (August 2024-July 2025) (Academic Affairs)
- **E. Request for Approval:** 2024-2025 Self Supporting and Market Rate Programs Annual Report (Academic Affairs)

F. **Request for Approval:** 2025-2026 Linking Industry to Nursing Education (LINE) Fund Proposal (Academic Affairs)
G. **Request for Approval:** The John and Mable Ringling Museum of Art Foundation, Inc. Bylaws Revision (Advancement & Governance)
H. **Request for Approval:** John and Mable Ringling Museum of Art Foundation, Inc. Articles of Incorporation Revision (Advancement & Governance)
I. **Request for Approval:** Nominations to the Board of Trustees of the John and Mable Ringling Museum of Art, Inc. (Advancement & Governance)
J. **Request for Approval:** FY 2025-2026 Audit Plans (Audit & Compliance)
K. **Request for Approval:** FSU Board of Trustees Audit and Compliance Committee Charter Revision (Audit & Compliance and Governance)
L. **Request for Approval**: Fiscal Year 2025 Foreign Countries of Concern Agreements Report Pursuant to BOG Regulation 9.012 (Audit & Compliance)
M. **Request for Approval:** 2025-2026 Carryforward Spending Plan (Finance & Business)
N. **Request for Approval:** 2025-2026 Fixed Capital Outlay Budget (Finance & Business)
O. **Request for Approval:** Status Report on Purchase Orders Over $1M and 5+ Years of Service Contracts (Finance & Business)
P. **Request for Approval:** Florida State University Employee Bonus Plan Report (Finance & Business)
Q. **Request for Approval:** Nomination to the Board of Directors of the FSU College of Business Student Investment Fund - Tallahassee, Inc. (Governance)
R. **Request for Approval:** Nomination to the Board of Directors of the FSU Research Foundation, Inc. (Governance)
S. **Request for Approval:** FSU Board of Trustees Student Affairs Committee Charter (Governance & Student Affairs)
T. **Request for Approval:** Amend FSU Regulation 3.0041 Student Organization Conduct Code (Student Affairs)
U. **Request for Approval:** Amend FSU Regulation 3.004 Student Conduct Code (Student Affairs)

VIII. NEW BUSINESS AND UPDATES

A. **Athletics Update**
Mr. Michael Alford, Vice President and Director of Athletics

Information Item: Student Athlete Highlight

Action Item: Request for Approval: ACC Governing Board Certification Form - Academic Year 2025-2026

B. **Faculty Senate Steering Committee**
Dr. Jennifer Proffitt, Vice Chair, Faculty Senate Steering Committee

C. **Student Government Association**
Ms. Natalia Ramirez-Romero, Vice President, Student Government Association

D. **Legislative Affairs**
Mr. Clay Ingram, Chief Legislative Affairs Officer
Mr. Josh Duncan, Director of Federal Relations

E. Academic Affairs Committee
Trustee Vivian de las Cuevas-Diaz, Chair
Dr. James Clark, Provost and Executive Vice President for Academic Affairs

Information Items:

i. Introduction of Dr. Pamela Keel, 2025-2026 Robert O. Lawton Distinguished Professor
ii. Introduction of Dr. Jeanette Taylor, Vice President of Faculty Development & Advancement
iii. Introduction of Joe O'Shea, Vice President of Student Academic Success
iv. CiTTA Final Report

F. Advancement Committee
Trustee Brian Murphy, Chair
Dr. Marla Vickers, Vice President for University Advancement &President, FSU Foundation, Inc.

Action Item: Request for Approval: Naming Opportunities within FSU College of Business' Legacy Hall

G. Audit and Compliance Committee
Trustee Peter Jones, Chair
Mr. Undra Baldwin, Chief Audit Officer
Mr. Robert Large, Chief Compliance and Ethics Officer

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

I. Governance Committee
Trustee Maximo Alvarez, Chair
Ms. Carolyn Egan, Vice President for Legal Affairs and General Counsel

Information Item: 2025 FSU Board of Trustees Self-Evaluation Results

Action Item: Election of FSU Board of Trustees Chair

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

Information Item: Student Organization Highlight

K. University Research Committee
Trustee Jorge Gonzalez, Chair
Dr. Stacey Patterson, Vice President for Research

IX. CHAIR'S REPORT
Mr. Peter Collins, Chair

Action Item: Request for Approval: FY 2024-2025 Presidential Evaluation and Contract

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

XI. ADJOURNMENT
Mr. Peter Collins, Chair

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

Meeting Minutes
June 12, 2025

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

MEETING MINUTES (DRAFT)

Thursday, June 12, 2025

Meeting via Zoom

Attended: Peter Collins (Chair), Vivian de las Cuevas-Diaz (Vice Chair), Kathryn Ballard, Carson Dale, Jorge Gonzalez, Jim Henderson, Roxanne Hughes, Peter Jones, Deborah Sargeant, John Thiel, and Drew Weatherford.

Absent: Maximo Alvarez; Justin Roth.

I. CALL TO ORDER AND ROLL CALL

Mr. Peter Collins, Chair

As previous committee meetings concluded early, Chair Collins welcomed everyone and called the meeting to order at 1:35 pm.

Heather Mayo called the roll and a quorum was confirmed.

II. MOMENT OF SILENT REFLECTION

Chair Collins asked everyone to take a moment of silent reflection.

III. APPROVAL OF MINUTES

February 28, 2025, Meeting Minutes
March 4, 2025, Meeting Minutes
March 26, 2025, Meeting Minutes
April 22, 2025, Meeting Minutes

Chair Collins asked for a motion to approve all four sets of meeting minutes.

Trustee Sargeant moved to approve the February 28, 2025, March 4, 2025, March 26, 2025, and April 22, 2025, minutes. Trustee Thiel seconded the motion, and all four sets of meeting minutes were approved unanimously by all present at the meeting.

IV. PUBLIC COMMENT

There were no public comments.

Chair Collins read the Ethics Conduct Policy. He welcomed President McCullough to give his report.

V. PRESIDENT'S REPORT

Dr. Richard McCullough, President

President McCullough began his report by thanking the Board for all they do.

President McCullough recognized the recent losses of esteemed members of the Florida State University family, first acknowledging the passing of President Emeritus John Thrasher, who passed away on May 30.

President McCullough shared his memories of President Emeritus Thrasher, noting that he was a remarkable human being. President McCullough commented that President Emeritus Thrasher did many great things for the university, was a loyal alumnus, a dedicated public servant, the chair of the Board of Trustees, and a tireless advocate for FSU. As president, he commented that President Emeritus Thrasher had a remarkable record at FSU, elevating the university's national profile and rankings in a significant way. He said that he was a great friend to many students, faculty members, and staff, and served as a wonderful mentor, and that he'll be sorely missed. President McCullough noted that the university will celebrate President Emeritus' remarkable life on August 19, 2025, in Ruby Diamond Concert Hall.

President McCullough reported that the university is also mourning the loss of two esteemed faculty members: Dr. Robert Holton and Dr. Alan Marshall. Dr. Holton, a renowned chemist from FSU, passed away on May 21. President McCullough noted Dr. Holton's groundbreaking synthesis of the cancer drug Taxol and that his work has saved countless lives. He also highlighted Dr. Alan Marshall's contributions as a pioneer in mass spectrometry and said that he served as the chief scientist of the MagLab's Ion Cyclotron Resonance Program.

President McCullough congratulated Trustee Carson Dale on his recent election as chair of the Florida Student Association. He commented on spring commencement and how FSU had graduated its largest class in the university's history. He also noted that Trustee Henderson will be one of the commencement speakers in August 2025.

President McCullough commented that the university is preparing to welcome a remarkable freshman class – out of 86,000 applications, 90% of admitted students ranked in the top 10% of their high school class, and 22% are first-generation students.

President McCullough reported that 21 of the university's graduate programs are among the Top 25 in public universities. He commented that the College of Law reached No. 17 nationally — its highest ranking ever. The law school was No. 1 in Florida, along with the university's programs in medicine, nursing, and business.

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President McCullough commented on recent faculty achievements:

- Gwen Welliver, Associate Professor in the School of Dance, was named a Guggenheim Fellow.
- Professor of Psychology Pam Keel received the Robert O. Lawton Distinguished Professor award.
- Biomedical sciences professor Robert Tomko Jr. received the university's Distinguished Teacher Award.

President McCullough gave an update on the university's legislative efforts, and an update on federal research. He noted that he would be traveling to Washington, D.C., later in June for meetings and for university advancement activities.

President McCullough welcomed Dr. Jeanette Taylor as the new Vice President for Faculty Development and Advancement. He also stated that the university is currently seeking a Vice President and Chief Clinical Operations Officer. He noted that the administration is making good progress on the new organizational structure positions as well. President McCullough noted Dean Gale Etschmaier's retirement, and that the university has initiated a search for the next Dean of University Libraries. He also commented that Dr. Carlos Gomez will begin on June 23 as Associate Vice President for Health, Wellness, and Safety, as well as Dean of Students.

President McCullough commented on FSU athletics. He concluded his report by commenting that he looks forward to providing the Board with his self-evaluation in July 2025.

Chair Collins expressed his appreciation for President McCullough and the entire senior staff.

VI. CONSENT ITEMS

Chair Collins noted that the committee meeting format allowed for Trustees to hear reports from the committees and discuss the items. However, he commented that if any Trustee would like to move an item off the consent agenda to the regular agenda, they may do so.

A. Request for Approval: Repeal of FSU Regulation-2.0244 Materials and Supply (Lab) Fees (Academic Affairs)
B. Request for Approval: Gift Acceptance and Counting Policy (Advancement)
C. Request for Approval: Nominations to the Board of Directors of the FSU Alumni Association, Inc. (Advancement & Governance)
D. Request for Approval: Nominations to the Board of Directors of Seminole Boosters, Inc. (Advancement & Governance)
E. Request for Approval: Nominations to the Board of Trustees of the FSU Foundation, Inc. (Advancement & Governance)
F. Request for Approval: Nominations to the Board of Directors of the John and Mable Ringling Museum of Art Foundation, Inc. (Advancement & Governance)
G. Request for Approval: FSU Foundation, Inc. Bylaw Revisions (Advancement & Governance)
H. Request for Approval: Seminole Boosters, Inc. Bylaw Revisions (Advancement & Governance)

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I. **Request for Approval:** External Auditor for FSU Research Foundation, Inc. (Audit & Compliance)
J. **Request for Approval:** External Auditor for FSU Medical Practice Plan (Audit & Compliance)
K. **Request for Approval:** External Auditor for FSU Athletic Association, Inc. (Audit & Compliance)
L. **Request for Approval:** External Auditor for FSU Schools (Audit & Compliance)
M. **Request for Approval:** Regulation Amendment to FSU 2.009, Parking and Traffic (Finance & Business)
N. **Request for Approval:** Amendment of the 2023-2028 Educational Plant Survey (Finance & Business)
O. **Request for Approval:** FY 2026-2027 Capital Improvement Plan (Finance & Business)
P. **Request for Approval:** FSU Athletic Association Inc. Bylaw Revisions (Governance)

Chair Collins asked for a motion to approve Consent Items A-P.

Board Vice Chair de las Cuevas-Diaz made the motion to approve consent items A-P; the motion was seconded by Trustee Henderson and was unanimously approved by all present at the meeting.

VII. NEW BUSINESS AND UPDATES

A. Faculty Senate Steering Committee

Ms. Bridgett Birmingham, Immediate Past President, Faculty Senate

Ms. Bridgett Birmingham, the Immediate Past President of the FSU Faculty Senate, reported on behalf of the Vice Chair of the Faculty Senate, Jennifer Proffitt, who was unable to join the meeting. She commented on the university's response to the April 17 shooting on FSU's campus, passing along gratitude to the university leadership for their response and efforts. Other topics within her report included grant funding, immigration, FSU faculty awards and accomplishments.

B. Student Government Association

Ms. Natalia Ramirez-Romero, Vice President, Student Government Association

Ms. Natalia Ramirez-Romero, Vice President of the Student Government Association, reported on behalf of the Student Government Association. The topics addressed included an introduction to their new administration, campus safety and student response, academic and support programs, and student excellence and engagement.

C. Advancement Committee[1]

Trustee John Thiel, Chair
Dr. Marla Vickers, Vice President for University Advancement and President, FSU Foundation, Inc.

Trustee John Thiel, Chair of the Advancement Committee, provided a brief overview of the committee meeting, highlighting their two committee action items.

[1] **Chair Collins moved the Advancement Committee report up in the agenda.**

Trustee Thiel asked Mr. Stephen Ponder, President of the Seminole Boosters, Inc., to provide an overview of the action item.

<u>Action Item I</u>: Request for Approval: Naming of the Albert J. and Judith A. Dunlap Football Center - "Dunlap Football Center"

Trustee Thiel asked for a motion to approve the naming of the naming of the Albert J. and Judith A. Dunlap Football Center - "Dunlap Football Center."

Trustee Henderson made the motion to approve the Naming of the Albert J. and Judith A. Dunlap Football Center - "Dunlap Football Center"; the motion was seconded by Chair Collins and was unanimously approved by all present at the meeting.

<u>Action Item II</u>: Request for Approval: Naming opportunities within the Dunlap Football Center

Trustee Thiel asked Mr. Stephen Ponder, President of the Seminole Boosters, Inc., to provide an overview of the action item.

The list presented to the Board within their materials was as follows:

Name	Recognition	Space
Alan R. Flaumenhaft	The Flaumenhaft Family Locker Room	Locker Room
Bruce E. Harrell	The Family of Bruce and Anne Harrell Cardio Balcony	Cardio Balcony
Thompson-Hartford Foundation, Inc.	The Thompson Hartford Foundation Recruiting Command Center	Recruiting Command Center/Workroom
Albert L. Langford	The Lawton & Beth Langford Offensive Coordinator Office	Offensive Coordinator Office
James A. Owens	The Owens Family Strength & Conditioning Center	Strength and Conditioning Center
James P. Owens	The Owens Family Strength & Conditioning Center	Strength and Conditioning Center
Thomas F. Petway	The Tom Petway Recruiting Lobby	Recruiting Lobby
Bob Sasser	The Sasser Family Team Meeting Room	Team Meeting Room
Courtney E. Simons	The Rory, Donna, Courtney, and Rion Simons Hydrotherapy Suite	Hydrotherapy Suite
Steven M. Summey	The Summey Family Atrium	Main Entry Lobby
Brian K. Williams	The Brian and Cortney Williams Walk of Champions	Practice Field Corridor

Trustee Thiel asked for a motion to approve the naming opportunities within the Dunlap Football Center.

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Chair Collins made the motion to approve the Naming Opportunities within the Dunlap Football Center. The motion was seconded by Trustee Henderson and was unanimously approved by all present at the meeting.[2]

D. Legislative Affairs[3]

Mr. Clay Ingram, Chief Legislative Affairs Officer
Mr. Josh Duncan, Director of Federal Relations

Mr. Clay Ingram, Chief Legislative Affairs Officer, presented a report on the Florida legislative session, highlighting the statutory creation of the FSU Institute for Pediatric Rare Diseases. He also highlighted bill language and gave PECO funding updates. Mr. Ingram thanked the Board for their efforts and support.

Mr. Josh Duncan, Director of Federal Relations, provided an update on the federal appropriations schedule.

E. Athletics Update

Mr. Michael Alford, Vice President and Director of Athletics

Mr. Michael Alford, Vice President and Director of Athletics, gave an update on FSU Athletics. The topics within his report included student-athletes academic success and athletic achievements, which included national and conference success. He also provided an update on construction projects and an update on the House Settlement.

F. Finance and Business Committee

Trustee Jim Henderson, Chair
Mr. Kyle Clark, Senior Vice President for Finance and Administration

Trustee Jim Henderson, Chair of the Finance and Business Committee, provided a brief overview of the committee's items.

Mr. Kyle Clark, Senior Vice President for Finance and Administration, introduced the first action item, noting that an updated version had been sent to the Finance and Business Committee and the full Board prior to the general meeting.

Mr. Clark noted that tuition and fees have not been increased since 2013-2014. He noted that the request before the Board is to continue the existing Tuition and Fee Regulation at the current rates for Fiscal Year 2025-2026 and to request the Board to approve an amendment of the current regulation to that effect. Additionally, Mr. Clark requested the Board to grant permission to the President to make any necessary administrative corrections.

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[2] The Seminole Boosters staff have subsequently indicated that some space names have required minor technical adjustments since FSU Board of Trustees approval to the final name. These were to the space name use description to comply with various existing building space description requirements. For each space name change, the donor has agreed and there is no change to the honoree name and the general board approved purpose of the space.

[3] Chair Collins moved the Legislative Affairs report up in the agenda.

<u>Action Item I</u>: Request for Approval: Regulation Amendment to FSU 2.024, Tuition and Fees

Chair Collins asked for a motion to approve the Regulation Amendment to FSU 2.024, Tuition and Fees.

Trustee Henderson made the motion to approve the Regulation Amendment to FSU 2.024, Tuition and Fees; the motion was seconded by Trustee Dale and was unanimously approved by all present at the meeting.

Mr. Clark provided an overview of the Fiscal Year 2025-2026 Operating Budget.

<u>Action Item II</u>: Request for Approval: FY26 Operating Budget

1. Approve the University's fiscal year 2025-2026 operating budget of $2,818,856,719 which includes $485,637,264 for the Annual Capital Outlay Budget.
2. Approve the University's fiscal year 2025-2026 Florida Medical Practice Plan operating budget of $18,829,557.
3. Approve the University's fiscal year 2025-2026 Direct Support Organizations operating budgets totaling $129,750,096.
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.

Chair Collins asked for a motion to approve the Fiscal Year 2026 Operating Budget Items 1 – 4.

Trustee Henderson made the motion to approve the Fiscal Year 2026 Operating Budget Items 1-4; the motion was seconded by Vice Chair de las Cuevas-Diaz and was unanimously approved by all present at the meeting.

G. Governance Committee
Peter Collins, Chair, Board of Trustees
Ms. Carolyn Egan, Vice President for Legal Affairs and General Counsel

Chair Collins introduced Ms. Carolyn Egan, Vice President for Legal Affairs and General Counsel.

Ms. Egan provided an overview of the Board Self-Evaluation Instrument and noted that it is distributed every other year to the Board and coincides with the end of the Board Chair's term. She commented that the self-evaluation helps the Board assess the Board's effectiveness in policymaking and governance issues. Ms. Egan noted that the instrument consists of a Likert scale as well as free-response questions.

Ms. Egan commented that the self-evaluation instrument will be sent to the Board in July 2025, and the results will be discussed with the Board in August 2025 at their next general meeting.

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<u>Action Item I</u>: Request for Approval: Board Self-Evaluation Instrument

Chair Collins asked for a motion to approve the Board Self-Evaluation Instrument.

Vice Chair de las Cuevas-Diaz made the motion to approve the Board Self-Evaluation Instrument; the motion was seconded by Trustee Henderson and was unanimously approved by all present at the meeting.

VIII. CHAIR'S REPORT

Mr. Peter Collins, Chair

Chair Collins congratulated Trustee Carson Dale on being elected as chair of the Florida Student Association. He thanked everyone at the university for their work.

IX. OPEN FORUM FOR BOARD OF TRUSTEES

Mr. Peter Collins, Chair

Trustee Henderson extended his gratitude for President McCullough and Vice Chair de las Cuevas-Diaz echoed her gratitude as well.

X. ADJOURNMENT

Mr. Peter Collins, Chair

Vice Chair de las Cuevas-Diaz motioned to adjourn the meeting; Trustee Henderson seconded, and the meeting was adjourned at 3:24 pm.

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FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

Meeting Minutes
June 23, 2025

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

MEETING MINUTES (DRAFT)

Monday, June 23, 2025

Meeting via Zoom

Attended: Peter Collins (Chair), Vivian de las Cuevas-Diaz (Vice Chair), Maximo Alvarez, Kathryn Ballard, Carson Dale, Jorge Gonzalez, Jim Henderson, Roxanne Hughes, Peter Jones, Justin Roth, Deborah Sargeant, and John Thiel.

Absent: Drew Weatherford.

Also in Attendance: President Richard McCullough, and other university administrators and staff.

I. CALL TO ORDER AND ROLL CALL

Mr. Peter Collins, Chair

Chair Collins welcomed everyone and called the meeting to order at 9:00 am.

Marissa Langston called the roll and a quorum was confirmed.

II. MOMENT OF SILENT REFLECTION

Chair Collins asked everyone to take a moment of silent reflection.

III. PUBLIC COMMENT

There were no public comments.

Chair Collins read the Ethics Conduct Policy.

IV. NEW BUSINESS AND UPDATES

Chair Collins invited Senior Vice President for Finance and Administration, Kyle Clark to give an overview of the action item.

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A. Finance & Business
Mr. Kyle Clark, Senior Vice President for Finance & Administration

Clark provided an overview and background of the action item. He began his report by defining auxiliaries as they are defined in the FSU Operating Budget. He provided an overview of the Florida Board of Governors Regulation Amendment to Board of Governors Regulation 9.013, Auxiliary Operations.

Mr. Clark invited Mr. Michael Alford, Vice President and Director of Athletics, to share on athletics' impact on FSU.

Mr. Clark continued his report by presenting a projected FSU Athletics Multi-Year Budget. He continued by presenting proposed auxiliary support, further noting that

- All funds are non-recurring
- There will be no impact on funds used to support academic instruction, research, or available student services
- This change will not affect tuition and fees
- Auxiliary support is generated predominately from enterprise operations and auxiliary interest earnings
- Balances are accumulated over multiple years
- Procurement Rebates are all generated from external companies

Action Item I: **Request for Approval:** Utilize unreserved auxiliary cash to support University operations

Chair Collins asked for a motion to approve the action item to utilize unreserved auxiliary cash to support University operations.

Trustee Henderson made the motion to approve the action item to utilize unreserved auxiliary cash to support University operations. The motion was seconded by Vice Chair de las Cuevas-Diaz.

Chair Collins and Trustee Henderson both provided comments.

The action item to utilize unreserved auxiliary cash to support University operations was unanimously approved by all present at the meeting.

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

Chair Collins noted that there would be a virtual meeting on July 24, 2025.

President McCullough thanked Chair Collins for his work.

VI. ADJOURNMENT
Mr. Peter Collins, Chair

The meeting was adjourned at 9:24 am.

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FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

Meeting Minutes
July 24, 2025

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

MEETING MINUTES (DRAFT)

Thursday, July 24, 2025
9:30AM

Meeting held via Zoom

Attended: Peter Collins (Chair), Vivian de las Cuevas-Diaz (Vice Chair), Maximo Alvarez, Kathryn Ballard, Carson Dale, Jorge Gonzalez, Jim Henderson, Roxanne Hughes, Peter Jones, Brian Murphy, Justin Roth, and Deborah Sargeant.

Absent: Drew Weatherford.

Also in Attendance: President Richard McCullough, and other university administrators and staff.

I. CALL TO ORDER AND ROLL CALL

Mr. Peter Collins, Chair

Chair Collins welcomed everyone and called the meeting to order at 9:30 am.

Heather Mayo called the roll and a quorum was confirmed.

Chair Collins welcomed Trustee Brian Murphy to his first meeting and acknowledged that he assumed the seat previously held by former Trustee John Thiel.

II. MOMENT OF SILENT REFLECTION

Chair Collins asked everyone to take a moment of silent reflection.

III. PUBLIC COMMENT

There was one public comment by Mr. Clifton Alexander.

Chair Collins read the Ethics Conduct Policy.

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IV. NEW BUSINESS AND UPDATES

A. Finance & Business

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

Mr. Kyle Clark, Senior Vice President for Finance & Administration, provided an overview and background of the action item.

As specifically authorized by the Florida Board of Governors on June 18, 2025, Mr. Clark noted that the University is requesting increases to the Out-of-State Fee and the Out-of-State Financial Aid Fee assessed on non-resident students by the allowed 10 percent. Mr. Clark advised that all other Undergraduate and Graduate basic Tuition and Fees will remain unchanged, having not increased since Fall 2013. He further pointed out that FSU has not increased the Out-of-State Fees since September 2011.

Mr. Clark compared the fees to those of peer institutions among the top 25 public universities, as well as to out-of-state law peer institutions and medicine peer institutions. He concluded his report by comparing the current out-of-state fee with the proposed new out-of-state fee, as well as the current out-of-state financial aid fee with the proposed new out-of-state financial aid fee.

Action Item I: **Request for Approval:** Amend FSU Regulation 2.024 Tuition and Fees

Vice Chair de las Cuevas-Diaz made the motion to approve the action item to amend FSU Regulation 2.024 Tuition and Fees. The motion was seconded by Trustee Henderson.

A discussion was held amongst the Board on the action item, during which President McCullough also shared brief comments.

The action item to amend FSU Regulation 2.024 Tuition and Fees was unanimously approved by all present at the meeting.

B. Academic Affairs

Dr. James Clark, Provost and Executive Vice President for Academic Affairs

Dr. James Clark, Provost and Executive Vice President for Academic Affairs, presented an overview of the 2026-2027 Legislative Budget Request. Chair Collins and President McCullough shared brief comments. There were no questions from the Board regarding the action item.

Action Item II: **Request for Approval:** 2026-2027 Legislative Budget Request

Trustee Henderson made the motion to approve the 2026-2027 Legislative Budget Request. The motion was seconded by Vice Chair de las Cuevas-Diaz, and it was unanimously approved by all present at the meeting.

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V. OPEN FORUM FOR BOARD OF TRUSTEES

Mr. Peter Collins, Chair

President McCullough, Chair Collins and Trustee Henderson shared further comments during the open forum. Chair Collins also announced upcoming important dates.

VI. ADJOURNMENT

Mr. Peter Collins, Chair

Chair Collins asked for a motion to adjourn the meeting.

Vice Chair de las Cuevas-Diaz motioned to adjourn. Trustee Dale seconded the motion, and the meeting was adjourned at 10:17 am.

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FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM A

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM I

August 28, 2025

SUBJECT: 2026-2027 Institutional General Education Course Offerings

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PROPOSED COMMITTEE ACTION

Request to approve the Florida State University Academic Year 2026-2027 Institutional General Education Course Offerings

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governors Regulation 8.005: General Education Course Options

BACKGROUND INFORMATION

Board of Governors Regulation 8.005: General Education Course Options requires each university's President and Board of Trustees review and approve all general education offerings on an annual basis. The courses must be approved at a public meeting and be submitted to the Articulation Coordinating Committee by September 1st of each year.

General education courses must be reviewed and approved to be in compliance with Florida State Statutes 1007.24, 1007.25, and 1007.55.

The FSU 2026-2027 Institutional General Education Course Offerings list includes 157 courses, with 155 courses from the 2025-2026 Institutional General Education Course Offerings list being reviewed with no updates, 1 course being removed, and 2 courses being added.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: FSU 2026-2027 General Education Course Offering Spreadsheet, Fall 2026 General Education Course Certification Form

Submitted by: Office of Faculty Development and Advancement

Prefix	Level	Course Number	Lab	Course Title	Credit	General Ed Core Discipline Area	General Ed Discipline Area	Course Review Status	General Education Updates	Total # Institutions Offering Course	Included in 2025-26 Gen Ed List	Last Semester & Year Course Taught
AFA	2	000		INTRODUCTION TO AFRICAN AMERICAN STUDIES	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	6	Yes	2025 Fall
AFA	2	100		THE AFRICAN AMERICAN EXPERIENCE	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	2	Yes	Not Yet Taught
AMH	2	010		A HISTORY OF THE UNITED STATES TO 1877	3	Social Sciences	Social Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	40	Yes	2025 Fall
AMH	2	020		A HISTORY OF THE UNITED STATES SINCE 1877	3	Social Sciences	Social Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	40	Yes	2025 Fall
AMH	2	091		SURVEY OF AFRICAN AMERICAN HISTORY IN THE UNITED STATES	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	18	Yes	2025 Fall
AMH	2	095		INTRODUCTION TO NATIVE AMERICAN HISTORY	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Spring
AMH	2	097		THE HISTORY OF IMMIGRATION TO THE UNITED STATES	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	2	Yes	2025 Fall
ANT	2	000		INTRODUCTION TO ANTHROPOLOGY	3	Social Sciences	Social Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	30	Yes	2025 Fall
ANT	2	100		INTRODUCTION TO ARCHAEOLOGY	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	10	Yes	2025 Fall
ANT	2	100	L	INTRODUCTION TO ARCHAEOLOGY LABORATORY	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
ANT	2	416		CHILDHOOD AROUND THE WORLD	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
ANT	2	511		INTRODUCTION TO BIOLOGICAL ANTHROPOLOGY	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	16	Yes	2025 Fall
APK	2	322		EXERCISE AS MEDICINE	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	2	Yes	Not Yet Taught
ARH	2	000		ART, ARCHITECTURE, AND ARTISTIC VISION	3	Humanities	Humanities	Reviewed: No Updates	Both General Education (Core/Institution)	38	Yes	2025 Fall
ARH	2	050		HISTORY AND CRITICISM OF ART I	3		Humanities	Reviewed: No Updates	General Education (Institution)	34	Yes	2025 Fall
ARH	2	051		HISTORY AND CRITICISM OF ART II	3		Humanities	Reviewed: No Updates	General Education (Institution)	33	Yes	2025 Fall
ARH	2	090		GREAT DISCOVERIES IN WORLD ARCHAEOLOGY	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
ART	2	003	C	CONTEMPORARY ART SCHOLARSHIP AND PRACTICE	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
ASH	1	044		A SURVEY OF MIDDLE EASTERN HISTORY	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	2	Yes	2025 Fall
AST	1	002	L	PLANETS, STARS, AND GALAXIES LABORATORY	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	14	Yes	2025 Fall
AST	1	002		PLANETS, STARS, AND GALAXIES	3	Natural Sciences	Natural Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	36	Yes	2025 Fall
BSC	1	005	L	GENERAL BIOLOGY LABORATORY FOR NONMAJORS	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	24	Yes	2025 Fall
BSC	1	005		GENERAL BIOLOGY FOR NON-MAJORS	3	Natural Sciences	Natural Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	32	Yes	2025 Fall
BSC	2	010	L	BIOLOGICAL SCIENCE I LABORATORY	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	26	Yes	2025 Fall
BSC	2	010		BIOLOGICAL SCIENCE I	3	Natural Sciences	Natural Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	27	Yes	2025 Fall
BSC	2	011		BIOLOGICAL SCIENCE II	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	26	Yes	2025 Fall
BSC	2	011	L	BIOLOGICAL SCIENCE II LAB	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	26	Yes	2025 Fall
BSC	2	085	L	ANATOMY & PHYSIOLOGY I LABORATORY	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	23	Yes	2025 Fall
BSC	2	085		ANATOMY AND PHYSIOLOGY I	3	Natural Sciences	Natural Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	24	Yes	2025 Fall
BSC	2	086		ANATOMY AND PHYSIOLOGY II	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	24	Yes	2025 Fall
BSC	2	086	L	ANATOMY AND PHYSIOLOGY II LAB	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	23	Yes	2025 Fall
CCJ	2	020		INTRODUCTION TO CRIMINAL JUSTICE	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	30	Yes	2025 Fall
CHM	1	020	C	CHEMISTRY FOR LIBERAL STUDIES	4	Natural Sciences	Natural Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	6	Yes	2025 Fall
CHM	1	045	L	GENERAL CHEMISTRY I LABORATORY	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	32	Yes	2025 Fall
CHM	1	045		GENERAL CHEMISTRY I	3	Natural Sciences	Natural Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	30	Yes	2025 Fall
CHM	1	046		GENERAL CHEMISTRY II	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	30	Yes	2025 Fall
CHM	1	046	L	GENERAL CHEMISTRY II LABORATORY	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	31	Yes	2025 Fall
CHM	1	082		KITCHEN CHEMISTRY	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
CHM	1	020	L	CHEMISTRY FOR LIBERAL STUDIES LABORATORY	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	8	Yes	2019 Summer
CLT	2	374		CLASSICAL MYTHOLOGY	3		Humanities	Reviewed: No Updates	General Education (Institution)	4	Yes	2025 Fall
CLT	2	375		ANCIENT MYTHOLOGY, EAST AND WEST	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
CPO	2	002		INTRODUCTION TO COMPARATIVE GOVERNMENT AND POLITICS	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	14	Yes	2025 Fall
DAN	2	100		DANCE APPRECIATION	3		Humanities	Reviewed: No Updates	General Education (Institution)	12	Yes	2022 Summer
DAN	2	140		CLASSICAL PERSPECTIVES ON DANCE	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
ECO	2	000		INTRODUCTION TO ECONOMICS	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	9	Yes	2025 Fall
ECO	2	013		PRINCIPLES OF MACROECONOMICS	3	Social Sciences	Social Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	39	Yes	2025 Fall
ECO	2	023		PRINCIPLES OF MICROECONOMICS	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	39	Yes	2025 Fall
ENC	1	101		FRESHMAN COMPOSITION AND RHETORIC	3	Communication	Communication	Reviewed: No Updates	Both General Education (Core/Institution)	40	Yes	2025 Fall
ENC	2	135		RESEARCH, GENRE, AND CONTEXT	3		Communication	Reviewed: No Updates	General Education (Institution)	2	Yes	2025 Fall
ENL	2	022		BRITISH LITERATURE/CULTURE II	3		Humanities	Reviewed: No Updates	General Education (Institution)	30	Yes	2025 Spring
ENL	2	330		PLAYING WITH SHAKESPEARE	3		Humanities	Reviewed: No Updates	General Education (Institution)	11	Yes	1995 Summer
ESC	1	000	L	INTRODUCTION TO EARTH SCIENCE LABORATORY	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	11	Yes	2025 Fall
ESC	1	000		INTRODUCTION TO EARTH SCIENCE	3	Natural Sciences	Natural Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	26	Yes	2025 Fall
EUH	2	000		ANCIENT AND MEDIEVAL CIVILIZATIONS	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	18	Yes	2025 Fall
EVR	1	001	L	INTRODUCTION TO ENVIRONMENTAL SCIENCE LABORATORY	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	11	Yes	2025 Fall
EVR	1	001		INTRODUCTION TO ENVIRONMENTAL SCIENCE	3	Natural Sciences	Natural Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	30	Yes	2025 Fall
FAD	2	230		FAMILY RELATIONSHIPS: A LIFE SPAN DEVELOPMENT APPROACH	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
FIL	2	001		INTRODUCTION TO CINEMA STUDIES: ANALYSIS AND PRACTICE	3		Humanities	Reviewed: No Updates	General Education (Institution)	4	Yes	2025 Fall
FIL	2	860		FILM STYLES	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
FOW	2	100		LITERATURE AND THE WORLD: AN INVITATION TO READING	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
GEA	1	000		WORLD GEOGRAPHY	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	21	Yes	2025 Fall
GEO	1	330		ENVIRONMENTAL SCIENCE	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
GEO	1	400		HUMAN GEOGRAPHY	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	4	Yes	2025 Fall
GLY	1	000		DYNAMIC EARTH	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	4	Yes	2023 Spring
GLY	1	000	L	DYNAMIC EARTH LABORATORY	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	2	Yes	2016 Fall
GLY	1	030		ENVIRONMENTAL ISSUES IN GEOLOGY	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	4	Yes	2025 Fall
GLY	1	102		DINOSAURS AND DISASTERS ON AN EVOLVING EARTH	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	4	Yes	2019 Fall
GLY	2	010	C	PHYSICAL GEOLOGY	4		Natural Sciences	Reviewed: No Updates	General Education (Institution)	13	Yes	2025 Fall
HIS	2	466		SURVEY OF THE HISTORY OF SCIENCE	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
HUM	2	020		THE ART OF BEING HUMAN: EXAMINING THE HUMAN CONDITION	3	Humanities	Humanities	Reviewed: No Updates	Both General Education (Core/Institution)	38	Yes	2025 Fall
HUN	1	201		THE SCIENCE OF NUTRITION	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	35	Yes	2025 Fall
IDS	2	170		MUSIC IN THE WORLD	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
IDS	2	173		A SOCIAL HISTORY OF AMERICA'S POPULAR MUSIC	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Spring
IDS	2	180		DEAD CITIES	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2024 Fall
IDS	2	227		SUSTAINABLE SOCIETY	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
IDS	2	291		LANGUAGE BIRTH, LANGUAGE DEATH	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Spring
IDS	2	393		THE HUNGER GAMES TRILOGY: COLLECTIVE ACTION AND SOCIAL	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
IDS	2	453		REALITY AND ILLUSION IN WORLD CINEMA	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Summer
IDS	2	455		THE ROLE OF THE PUBLIC INTELLECTUAL	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Spring
IDS	2	461		MUSIC AND INTERNATIONAL HUMAN RIGHTS	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2023 Spring
IDS	2	471		GLACIERS, GEYSERS AND GLADES: EXPLORING US NATIONAL	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2024 Spring
IDS	2	473		PUTTING SCIENCE INTO ACTION: FIELD METHODS IN PLANT	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2019 Spring
IDS	2	651		LANGUAGE: BODY, MIND, AND WORLD	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
IDS	2	672		MUSIC AND FILM	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
IDS	2	673		POPULAR MUSIC IN LITERATURE	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
IDS	2	674		ANIMATION AND IDENTITY	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2023 Spring
IDS	2	677		FRIENDSHIP ALLIANCES IN SHAKESPEARE	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2023 Fall
INR	2	002		INTRODUCTION TO INTERNATIONAL RELATIONS	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	28	Yes	2025 Fall
ISC	1	057		COMPUTATIONAL THINKING	3		Mathematics	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
LEI	2	318		EVENTS: LOVE THEM, THEN LEAVE THEM. WHATS MY FOOTPRINT?	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Spring

LIN	2	004		WORLD LANGUAGES	3		Humanities	Reviewed: No Updates	General Education (Institution)	3	Yes	2025 Fall
LIS	3	103		INFORMATION AND SOCIETY	3		Social Sciences	Reviewed: Removed from General Education	General Education (Institution)	1	Yes	2014 Summer
LIT	2	000		INTRODUCTION TO LITERATURE	3	Humanities	Humanities	Reviewed: No Updates	Both General Education (Core/Institution)	33	Yes	2025 Fall
LIT	2	010		INTERPRETATION OF FICTION	3		Humanities	Reviewed: No Updates	General Education (Institution)	2	Yes	2025 Fall
LIT	2	024		INTRODUCTION TO THE SHORT STORY	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
LIT	2	030		INTRODUCTION TO POETRY	3		Humanities	Reviewed: No Updates	General Education (Institution)	7	Yes	2025 Fall
MAC	1	105		COLLEGE ALGEBRA	3	Mathematics	Mathematics	Reviewed: No Updates	Both General Education (Core/Institution)	38	Yes	2025 Fall
MAC	1	114		ANALYTIC TRIGONOMETRY	3	Mathematics	Mathematics	Reviewed: No Updates	Both General Education (Core/Institution)	34	Yes	2025 Fall
MAC	1	140		PRECALCULUS ALGEBRA	3	Mathematics	Mathematics	Reviewed: No Updates	Both General Education (Core/Institution)	33	Yes	2025 Fall
MAC	2	233		APPLIED CALCULUS	3		Mathematics	Reviewed: No Updates	General Education (Institution)	37	Yes	2025 Fall
MAC	2	311		CALCULUS WITH ANALYTIC GEOMETRY I	4	Mathematics	Mathematics	Reviewed: No Updates	Both General Education (Core/Institution)	40	Yes	2025 Fall
MAC	2	312		CALCULUS WITH ANALYTIC GEOMETRY II	4	Mathematics	Mathematics	Reviewed: No Updates	Both General Education (Core/Institution)	38	Yes	2025 Fall
MAC	2	313		CALCULUS WITH ANALYTIC GEOMETRY III	5	Mathematics	Mathematics	Reviewed: No Updates	Both General Education (Core/Institution)	38	Yes	2025 Fall
MET	1	010		INTRODUCTION TO THE ATMOSPHERE	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	16	Yes	2025 Fall
MET	1	050		NATURAL HAZARDS AND DISASTERS: FROM HURRICANES TO	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2023 Spring
MET	1	010	L	INTRODUCTION TO THE ATMOSPHERE LAB	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	2	Yes	2025 Fall
MGF	1	130		MATHEMATICAL THINKING	3	Mathematics	Mathematics	Reviewed: No Updates	Both General Education (Core/Institution)	39	Yes	2025 Fall
MGF	1	131		MATHEMATICS IN CONTEXT	3		Mathematics	Reviewed: No Updates	General Education (Institution)	33	Yes	2025 Spring
MUC	2	301		INTRODUCTION TO ELECTRONIC MUSIC	3		Humanities	Reviewed: No Updates	General Education (Institution)	4	Yes	1980 Spring
MUH	1	005		ARTISTIC REVELATION	3		Humanities	Reviewed: No Updates	General Education (Institution)	2	Yes	Not Yet Taught
MUH	2	019		MODERN POPULAR MUSIC	3		Humanities	Reviewed: No Updates	General Education (Institution)	7	Yes	2025 Fall
MUH	2	051		MUSIC IN WORLD CULTURES	3		Humanities	Reviewed: No Updates	General Education (Institution)	4	Yes	2025 Fall
MUH	2	054		AMERICAN ROOTS MUSIC	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
MUH	2	512		MUSIC IN WORLD CULTURES	2		Humanities	Reviewed: No Updates	General Education (Institution)	3	Yes	2025 Fall
MUH	2	111		SURVEY OF MUSIC HISTORY: ANTIQUITY TO 1750	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	4	Yes	2025 Fall
MUL	2	010		MUSIC LITERATURE, LISTENING AND UNDERSTANDING	3	Humanities	Humanities	Reviewed: No Updates	Both General Education (Core/Institution)	39	Yes	2025 Fall
MUL	2	110		SURVEY OF MUSIC LITERATURE	2		Humanities	Reviewed: No Updates	General Education (Institution)	3	Yes	2025 Fall
MUM	1	054		SOCIAL IMPACT OF MUSIC ENTREPRENEURS	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	Not Yet Taught
MUN	1	130		SYMPHONIC BAND	1		Humanities	Reviewed: No Updates	General Education (Institution)	6	Yes	2025 Fall
MUN	1	320		WOMEN'S GLEE CLUB	1		Humanities	Reviewed: No Updates	General Education (Institution)	6	Yes	2025 Fall
MUN	1	330		MEN'S GLEE CLUB	1		Humanities	Reviewed: No Updates	General Education (Institution)	5	Yes	2025 Fall
MUT	1	005		THE ART OF SONGWRITING	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
OCE	1	001		ELEMENTARY OCEANOGRAPHY	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	27	Yes	2025 Fall
PAD	1	000		INTRODUCTION TO PUBLIC ADMINISTRATION	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	3	Yes	2025 Fall
PHI	2	010		INTRODUCTION TO PHILOSOPHY	3	Humanities	Humanities	Reviewed: No Updates	Both General Education (Core/Institution)	39	Yes	2025 Fall
PHI	2	138		MAKING THE ARGUMENT: SYMBOLIC LOGIC AND THE FORMS OF	3		Mathematics	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
PHI	2	620		ENVIRONMENTAL ETHICS	3		Humanities	Reviewed: No Updates	General Education (Institution)	5	Yes	2024 Summer
PHI	2	630		ETHICAL ISSUES AND LIFE CHOICES	3		Humanities	Reviewed: No Updates	General Education (Institution)	10	Yes	2025 Fall
PHI	2	635		INTRODUCTION TO BIOMEDICAL ETHICS	3		Humanities	Reviewed: No Updates	General Education (Institution)	6	Yes	2025 Fall
PHM	2	300		INTRODUCTION TO POLITICAL PHILOSOPHY	3		Humanities	Reviewed: No Updates	General Education (Institution)	3	Yes	2025 Fall
PHY	1	020	L	PHYSICS AND TECHNOLOGY FOR FUTURE PRESIDENTS LABORATORY	1		Natural Sciences	Reviewed: No Updates	General Education (Institution)	6	Yes	2025 Fall
PHY	1	020		FUNDAMENTALS OF PHYSICS	3	Natural Sciences	Natural Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	26	Yes	2025 Fall
PHY	2	048	C	GENERAL PHYSICS A	5	Natural Sciences	Natural Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	17	Yes	2025 Fall
PHY	2	049	C	CALCULUS-BASED PHYSICS II	5		Natural Sciences	Reviewed: No Updates	General Education (Institution)	15	Yes	2025 Fall
PHY	2	053	C	COLLEGE PHYSICS A	4	Natural Sciences	Natural Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	17	Yes	2025 Fall
POS	1	041		AMERICAN NATIONAL GOVERNMENT	3	Social Sciences	Social Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	40	Yes	2025 Fall
PSB	2	000		INTRODUCTION TO NEUROSCIENCE	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
PSY	2	012		GENERAL PSYCHOLOGY	3	Social Sciences	Social Sciences	Reviewed: No Updates	Both General Education (Core/Institution)	39	Yes	2025 Fall
REL	1	300		INTRODUCTION TO WORLD RELIGIONS	3		Humanities	Reviewed: No Updates	General Education (Institution)	36	Yes	2025 Fall
REL	2	121		RELIGION IN THE UNITED STATES	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	6	Yes	2025 Fall
REL	2	149		RELIGION AND SOCIETY	3		Humanities	Reviewed: No Updates	General Education (Institution)	2	Yes	Not Yet Taught
REL	2	210		INTRODUCTION TO THE OLD TESTAMENT	3		Humanities	Reviewed: No Updates	General Education (Institution)	13	Yes	2025 Fall
REL	2	211		THE LOST BOOKS OF THE BIBLE	3		Humanities	Reviewed: No Updates	General Education (Institution)	1	Yes	2024 Spring
REL	2	334		RELIGIONS OF INDIA	3		Humanities	Reviewed: No Updates	General Education (Institution)	2	Yes	1996 Fall
REL	2	240		INTRODUCTION TO THE NEW TESTAMENT	3		Humanities	Reviewed: No Updates	General Education (Institution)	12	Yes	2025 Fall
SPA	2	001		INTRODUCTION TO COMMUNICATION SCIENCES AND DISORDERS	3		Natural Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
STA	1	013		STATISTICS THROUGH EXAMPLES	3		Mathematics	Reviewed: No Updates	General Education (Institution)	2	Yes	2025 Fall
STA	2	023		FUNDAMENTAL BUSINESS STATISTICS	3	Mathematics	Mathematics	Reviewed: No Updates	Both General Education (Core/Institution)	40	Yes	2025 Fall
STA	2	122		INTRODUCTION TO APPLIED STATISTICS	3	Mathematics	Mathematics	Reviewed: No Updates	Both General Education (Core/Institution)	6	Yes	2025 Fall
STA	2	171		STATISTICS FOR BIOLOGY	4	Mathematics	Mathematics	Reviewed: No Updates	Both General Education (Core/Institution)	1	Yes	2025 Fall
SYG	1	000		INTRODUCTORY SOCIOLOGY	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	38	Yes	2025 Fall
SYO	2	101		FAMILIES IN THE UNITED STATES	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	3	Yes	2025 Fall
THE	2	000		INTRODUCTION TO THEATRE	3	Humanities	Humanities	Reviewed: No Updates	Both General Education (Core/Institution)	36	Yes	2025 Fall
URS	1	006		WORLD CITIES: QUALITY OF LIFE	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	1	Yes	2025 Fall
WOH	2	023		THE MODERN WORLD TO 1815	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	3	Yes	2025 Fall
WOH	2	030		THE MODERN WORLD SINCE 1815	3		Social Sciences	Reviewed: No Updates	General Education (Institution)	5	Yes	2025 Fall
AMS	2	010		CIVIL DISCOURSE AND THE AMERICAN POLITICAL ORDER	3		Humanities	Reviewed: Updated	General Education (Institution)	2	No	Not Yet Taught
CHM	1	020		CHEMISTRY FOR LIBERAL STUDIES	3	Natural Sciences	Natural Sciences	Reviewed: Updated	Both General Education (Core/Institution)	26	No	2020 Fall

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM B

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM II

August 28, 2025

SUBJECT: Approval of the 2026-2027 Academic Calendar

PROPOSED COMMITTEE ACTION

Request to approve the 2026-2027 Academic Calendar

AUTHORITY FOR BOARD OF TRUSTEES ACTION

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.

BACKGROUND INFORMATION

The University Calendar Committee met and approved a 2026-2027 academic calendar that meets these requirements and aligns with the academic calendars of both Florida A&M University and Tallahassee State College.

ADDITIONAL COMMITTEE CONSIDERATIONS

Per BOG Regulation 8.001, an official copy of the annual calendar adopted by each institution shall be filed with the Board of Governors on an annual basis in a manner prescribed by the Chancellor.

Supporting Documentation Included: Florida State University, Academic Calendar 2025-2026
Submitted by: Office of Faculty Development and Advancement

FLORIDA STATE UNIVERSITY
ACADEMIC CALENDAR,
APPROVED 2026-2027

Fall 2026

Event	Date	Day	Notes
Beginning Date:	August 24	Monday	
Law Beginning Date	August 24	Monday	
FAMU Beginning Date:	August 24	Monday	Joint College of Engineering Alignment
Labor Day	September 7	Monday	
Veteran Day	November 11	Wednesday	
Thanksgiving	November 25 - 27	Wed-Friday	
Ending Date	December 11	Friday	
Law Ending Date	December 11	Friday	
FAMU Ending Date:	December 11	Friday	Joint College of Engineering Alignment
Medicine (MD)	See Medicine calendar for each specific Med cohort		

Five (5) working days between the end of Fall and start of Winter Break: TBD

Spring 2027

Event	Date	Day	Notes
Beginning Date:	January 6	Wednesday	
Law Beginning Date	January 6	Wednesday	
FAMU Beginning Date:	January 6	Wednesday	Joint College of Engineering Alignment
Martin Luther King, Jr Day	January 18	Monday	
Spring Break	March TBD	Monday-Friday	Align with Leon County Schools
Ending Date	April 30	Friday	
Law Ending Date	April 30	Friday	
FAMU Ending Date:	April 30	Friday	Joint College of Engineering Alignment
Medicine (MD)	See Medicine calendar for each specific Med cohort		

Five (5) working days between semesters.

Summer 2027

Event	Date	Day	Notes
Beginning Date :	May 10	Monday	
Law Beginning Date	May 10	Monday	
FAMU Beginning Date:	May 10 (need to confirm)	Monday	Joint College of Engineering Alignment
Memorial Day	May 31	Monday	
July 4t #	July 5	Monday	(observed)
Ending Date	July 30	Friday	
Law Ending Date	July 30	Friday	
FAMU Ending Date:	July 30 (need to confirm)	Friday	Joint College of Engineering Alignment
Medicine (MD)	See Medicine calendar for each specific Med cohort		

Summer Sessions

Event	C/ 12 week	A/ 6 week1	B/ 6 week2	F/ 8 Week	Law 8 week
Beginning Date:	May 10	May 10	June 21	May 10	May 10
Memorial Day	May 31	May 31	---	May 31	May 31
July 4th#	July 5	---	July 5	July 5	July 5
Ending Date	July 30	June 17	July 30	July 2	July 2

Holiday observed Monday

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM C

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM III

August 28, 2025

SUBJECT: Proposal to Implement Emergency Management and Intelligence Studies BS Degree

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PROPOSED COMMITTEE ACTION

Request to approve the Emergency Management and Intelligence Studies Request to Offer a New Degree Program

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governors Regulation 8.011

BACKGROUND INFORMATION

The proposed undergraduate degree in Emergency Management and Intelligence Studies will include majors in Emergency Management and US Intelligence Studies. The Emergency Management curriculum will cover key Emergency Management principles, encompassing policy, planning, and activities through all four phases of emergency management: preparedness, mitigation, response, and recovery. For students interested in a career in security or intelligence, the US Intelligence Studies curriculum focuses on preparing students in all aspects of intelligence analysis and communications.

The College of Social Sciences and Public Policy currently offers three certificate programs in Emergency Management and Intelligence Studies, all of which have significantly grown in enrollment over the past 14 years. When surveyed, over 61% of the FSU undergraduate students taking the certificate courses noted interest in pursuing a bachelors degree if offered by FSU. These data indicate that the demand for the new degree would be significant.

The Emergency Management and Intelligence Studies BS degree will be the first in the state offered in CIP Code 43.0301. Graduates of the program will be prepared for careers at a variety of agencies that support the defense of our state and country from both natural disasters and national security threats.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Florida BOG Request to Offer a New Degree Program – Emergency Management and Intelligence Studies

Submitted by: Office of Faculty Development and Advancement

Docusign Envelope ID: 723B90A5-9044-4714-A25C-29FD34167E1B

FSU New Academic Degree Proposal to Implement
SIGNATURE PAGE

COLLEGE: Social Sciences and Public Policy

DEPARTMENT:

NAME OF DEGREE PROGRAM: Emergency Management and Intelligence Studies

DEGREE PROGRAM CIP CODE: 43.0301

CONTACT PERSON: David Merrick

LEVEL: BS Bachelor's (Specify BA, BS, or BFA)

_____ Master's (Specify MA, MS, or MFA)

_____Thesis _____Non-Thesis _____Project

_____ Doctoral

SEMESTER TO BE IMPLEMENTED: Fall 2025

APPROVED:

DocuSigned by: Bradley Skillman 52EA788AD166486...
Department Curriculum Committee Date

DocuSigned by: David Merrick 3C055223AB4B4AE...
Department Chair Date

DocuSigned by: David Berlau 7D4E3C0...
College Curriculum Committee Date

DocuSigned by: Tanya ...
Academic Dean Date

DocuSigned by: Galiya Tabulda 8E0DA12BE9624F0...
Director of Institutional Performance and Assessment Date

Signed by: Daniel Mears 7F8BFBC8B6B40F...
Undergraduate Policy Committee (Undergraduate Proposal) Date

Graduate Policy Committee (Graduate Proposal) Date

Vice President for Faculty Development and Advancement Date

SACSCOC Liaison Date

Note: OFDA will obtain the signatures of the Provost, President, and FSU Board of Trustees Chair on the BOG Proposal to Implement form once approved at the Board of Trustees meeting.

STATE UNIVERSITY SYSTEM OF FLORIDA

Request to Offer a New Degree Program

In accordance with Board of Governors Regulation 8.011,
Academic Degree Program Coordination and Approval

Florida State University
Institution Submitting Proposal

Fall 2026
Proposed Implementation Term

Social Sciences and Public Policy
Name of College(s) or School(s)

Name of Department(s)/Division(s)

Academic Specialty or Field

Emergency Management and Intelligence Studies
Complete Name of Degree

43.0301
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 before the program's initiation.

Date Approved by the University Board of Trustees

President's Signature **Date**

Board of Trustees Chair's Signature **Date**

Provost's Signature **Date**

I. Overview

A. Briefly describe the proposed program in the following table.

Purpose	The purpose of this request is for the approval of a new bachelor's degree in Emergency Management and Intelligence Studies at Florida State University.
Degree Level(s):	BS
Majors, Concentrations, Tracks, or Specializations	Two Majors: 1. Emergency Management 2. U.S. Intelligence Studies
Total Number of Credit Hours	120
Program Type	☒ **E&G Program** ☐ **Market Tuition Rate Program*** ☐ **Self-Supporting Program*** *Refer to Board Regulation 8.002, Self Supporting and Market Tuition Rate Program and Course Offerings, for additional details.
Possible Career Outcomes	Florida has one of the most robust emergency management and homeland security programs in the country as it faces a unique combination of almost all natural and man-made hazards. Consequently, Florida is often at the leading edge of innovation and research in the field. Thanks to the Emergency Management and Homeland Security (EMHS) program's already established community collaboration, which includes internships, many students have careers upon graduation. The certificate programs currently offered by EMHS are already highly respected. Therefore, a degree from this same program will afford students with more preparation and experience, beyond what the 12-credit certificate can provide.

	Graduates from the new bachelor's program will be competent in a practice specialty area, be prepared as leaders in public safety, and be able to design theory-guided and evidence-based models of emergency management and intelligence studies. They will be able to develop programs to promote emergency preparedness, use technology and information to transform emergency management and homeland security systems, and collaborate in inter-professional teams to improve management of all emergencies, promote public safety, and secure the US against threats of all kinds. For those who are interested in careers in emergency management, our proposed Emergency Management major will cover key principles that include an understanding of Emergency Management (EM) policy, planning, and activities. EM is an active and applied field, and course design and student engagement reflect this. In our courses, faculty apply real-world scenarios and problems to better prepare students for a future career. Students interested in technology applications in EM have access to our courses in Unmanned Aircraft Systems, Geospatial Intelligence, and Disaster Systems. These classes provide the technical skills and tools required for students to understand the collection of disaster intelligence and the information needs of rapid, effective disaster response and recovery. For students interested in a career in security or intelligence, the U.S. Intelligence Studies major will focus on preparing students in all aspects of intelligence analysis and communications. The program covers processing raw information from various sources into a finished intelligence product through an intensive coverage of the many techniques and procedures necessary to do so. This track also instructs students in the formulation of national security and intelligence policy by covering all aspects of intelligence

	collection and reporting, as well as emphasizing the importance of intelligence partnerships, bilateral and multilateral intelligence sharing, and the national security policy process (NSPP). This major provides timely experiential learning and real-world experience. Students have the opportunity to acquire a federal security clearance and serve in a semester-long intelligence internship in a U.S. Department of Defense organization either at the United States Southern Command (SOUTHCOM) or the Joint Interagency Task Force – South (JIATF-S).

B. Does the proposed program qualify as a Program of Strategic Emphasis, as described in the Florida Board of Governors 2025 System Strategic Plan? Programs of Strategic Emphasis List

☒ Yes, it does qualify as a Program of Strategic Emphasis.

☐ No, it does not qualify as a Program of Strategic Emphasis.

C. Does the program fall under one of the CIP codes listed below that qualifies for the Programs of Strategic Emphasis Waiver? *(for baccalaureate programs only)*

CIP CODE	CIP TITLE
11.0101	Computer and Information Sciences
11.0103	Information Technology
13.1001	Special Education and Teaching
13.1202	Elementary Education and Teaching
14.0801	Civil Engineering
14.0901	Computer Engineering
14.1001	Electrical and Electronics Engineering
14.1901	Mechanical Engineering
27.0101	Mathematics
52.0301	Accounting
52.0801	Finance
52.1201	Management Information Systems

☐ Yes. If yes, students in the program will be eligible for the Programs of Strategic Emphasis waiver. Refer to Board Regulation 7.008 and the Programs of Strategic Emphasis Waiver Guidance.

☒ No

D. Is the infrastructure in place to meet the new degree program requirements, such as hiring faculty and staff, curriculum development, facilities, and funding, prior to enrollment of students to the program?

X Yes

No. If not, is there a plan to establish the infrastructure to support the program? Please describe.

II. Institutional and State-Level Accountability

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

1. The State University System's Strategic Plan goals.

The proposed degree program directly supports the state's strategic goals by presenting a collaborative, experiential learning environment where students may transfer theoretical knowledge to field application. Homeland security, emergency management, and intelligence studies are each crucial elements of public service and provide students with career opportunities in which they may serve their communities, their state, and their country. Each student within the proposed program will receive dedicated instruction designed to convey the importance of diligent research, faithful public service, and devoted public stewardship. In addition, students who participate in this proposed degree program may serve as community leaders in homeland security and emergency management actions, across all phases- mitigation, preparedness, response, and recovery. These students may serve as exemplary citizens and prepared neighbors whose professional actions could potentially lead to better outcomes in their communities.

Teaching and Learning

Excellence Goal: Strengthen Quality and Reputation of the Universities

The BSEMIS degree will support FSU's impressive rise in national rankings by providing quality courses in a field that is both relevant to the future--and of interest to students--in Florida, nationally, and abroad.

Productivity Goal: Increase Degree Productivity and Program Efficiency

The proposed BSEMIS degree will be dedicated to supporting student success and efficiency towards graduation. The program is structured to provide clear goals, timelines, and expectations. Faculty and staff will be committed to providing students with support for their goals**.**

Strategic Priorities for a Knowledge Economy Goal: Increase the Number of Degrees Awarded Within- Programs of Strategic Emphasis

The Board of Governors approved a new Program of Strategic Emphasis (PSE) for the 2024-2025 academic year that includes the proposed degree's CIP DCode of 43.0301. The addition of the BSEMIS degree will directly increase FSU's contribution to the goals of the SUS in the coming years.

Scholarship, Research, and Innovation

Excellence Goal: Strengthen the Quality and Reputation of Scholarship, Research, and Innovation

The existing faculty of the proposed BSEMIS degree will continue its dedication to research and innovation in the field. The Unmanned Aircraft Systems (UAS) program is considered the preeminent public service certificate program in this new and evolving field in Florida,and is nationally recognized. Jurisdictions and agencies around the country have requested our training, advice, and knowledge to improve their programs. The UAS program will continue to be the leader in innovation, integrating this new technology into the existing Emergency Management field. Existing faculty also continue research in the academic fields of terrorism, homeland security, public health, and others.

The BSEMIS degree will continue the existing Certificate's dedication to incorporating undergraduate students into its field research and publications. The existing program has brought undergraduate students into the field around the country, South America, and the Caribbean. It has also brought students to professional research conferences where they have taken active roles in the conferences, been exposed to professionals and relevant research, and have made connections that have furthered their education, professional careers, and research ideas.

Productivity Goal: Increase Research Activity and Attract More External Funding

Because many of the faculty who will contribute to the degree program have worked in emergency management and intelligence, they may utilize their network contacts to further the reputation of the university through both educational and research perspectives. In addition, their practical experiences inform their academic research, curriculum, and instruction. The extensive professional network held and maintained by the faculty also provides opportunities for research outside of the university. The EMHS program faculty have engaged in several National Science Foundation grants and initiatives that would not be possible without the professional relationships developed over

years of inter-operational public service. Students who engage in this proposed degree path will be uniquely equipped to work in the public safety sector, apply best value stewardship principles, and identify gaps present in current homeland security frameworks to support innovative external private businesses that support public missions.

The college and program currently operate the Disaster Intelligence Analysis Laboratory (DIAL) on the ground floor of the Bellamy building. DIAL fuses open-source intelligence, public safety information, and geospatial information. It provides students with the experience of creating reports daily for real-world partners. Florida State University's Police Department and Emergency Management use DIAL-produced intelligence to ensure campus safety. DIAL also integrates with state and local emergency management agencies as well as the Florida Department of Law Enforcement and international NGOs to provide rapid, relevant information that supports decision-making. DIAL is a unique program in higher education and provides FSU students with real world experience in intelligence analysis.

Community and Business Engagement

Excellence Goal: Strengthen the Quality and Recognition of Commitment to Community and Business Engagement

The BSEMIS degree will continue the existing work of the current FSU certificate programs and the Center for Disaster Risk Policy (CDRP) of integrating with emergency management agencies, partners, and others at the local, state, and national levels. CDRP also works with FSU partners as well. The UAS team has assisted FSU PD with searches and football game parking, FSU housing, and FSU athletics. Faculty and staff work at the State Emergency Operations Center during activation events (i.e. hurricanes). They have also traveled to surrounding counties to assist with their disaster response (mapping) and recovery (after-action reports). Students will continue to play an active role in these activities where appropriate**.**

Productivity Goal: Increase Levels of Community and Business Engagement

The proposed BSEMIS degree will continue the existing work and look to expand upon it. Future programs include CDRP and EMHS development of public-private partnerships with insurance companies in Florida to expedite disaster damage assessment through data-sharing and effective technology.

Faculty and staff who will contribute towards the degree program have historically supported the Florida State Emergency Response Team (SERT) during periods of emergency or disaster as activated or deployed personnel over the past few decades. Faculty and staff have supported emergency management stakeholders and organizations in dozens of hurricanes, tropical storms, floods, wildland fires, structural collapses, and in a variety of other emergencies and

disasters. The applied public service provided by subject matter experts and personnel within the EMHS program contributes to the strengthening of theoretical and conceptual knowledge within the classroom.

Strategic Priorities for a Knowledge Economy Goal: Increase Community and Business Workforce

The BSEMIS degree will continue to place significant value on professional opportunities for students, including a robust internship program and alumni network. Finding a job after graduation in a professional field requires experience and networking, which is why the BSEMIS program will strongly suggest–but not require–an internship during their education to give students these opportunities. The Certificate program already has an impressive alumni network at all levels of government, NGOs, and in the private sector. These alumni seek out our recent graduates, provide us with job announcements, and act as mentors for students. The proposed program will also sponsor students to attend professional conferences like the National Emergency Management Association and Florida Emergency Preparedness Association where they can network and, as history has shown us, get job offers on the spot.

Expanding Research and Academic Excellence

EMHS is committed to translating scholarship and research into solutions for addressing challenges and enriching lives. The state of Florida is a leader in the integration of UAS into disaster response, and EMHS maintains an important role in supporting those efforts. Our faculty and staff regularly provide training to professionals such as law enforcement and fire departments, host exercises in which outside entities participate, and serve in leadership roles in state preparedness and response. Students are also included in these activities as appropriate.

As previously discussed, EMHS also runs DIAL, our in-house Disaster Intelligence Analysis Laboratory. DIAL-produced intelligence contributes to FSU's campus safety, integrates with state and local emergency management agencies and law enforcement, and international NGOs to provide rapid, relevant information to support decision-making. DIAL not only produces real life impacts for our stakeholders and the community at large, but also allows students to experience the process of turning scholarship and research into solutions.

Ensuring Student Success on Campus and Beyond

EMHS has long recognized the importance of engaging students through practical and hands-on assignments. Several of our classes require students to produce original emergency management or intelligence documents that go far beyond writing an essay. Two of the required classes for the proposed BSEMIS, PAD 4393 Emergency Management Programs, Planning, and Policy, and PAD

4841 Intelligence Analysis and Communication, both of which are designated as Scholarship in Practice as part of the Liberal Studies curriculum, are prime examples of such practical assignments. PAD 4393 requires students to work with a local business to create a Continuity of Operations plan while students in PAD 4841 spend the semester creating a full-length intelligence report on a current topic.

PAD 4391 Foundations of Emergency Management, a core course in the proposed BSEMIS, includes a hands-on activity called Ops Center. Students work in teams, each representing a stakeholder in disaster response in a fictional town. In DSC 4300 International Conflicts and Terrorism, students represent actors at a mock peace conference attempting to bring lasting peace to Yemen. Finally, in our UAS courses students are expected to learn how to safely operate small UAS, which is achieved through hands-on experience in the field.

These types of engaging assignments and activities are part of many of EMHS' courses and provide students with knowledge and experience that goes beyond the textbook. Engaged learning keeps students focused while also better preparing them to apply their skills in a real-world setting.

EMHS has already proven a strong commitment to bolstering students' co-curricular and career development opportunities. Our course PAD 4074 Professional Pathways in Emergency Management, was created to help prepare students for careers in emergency management and intelligence. Students in the course hear from those in the field, develop professionalism, and have the opportunity to be placed with some of EMHS' internship partners. EMHS also has a dedicated Academic Program Specialist who focuses on preparing students for internships and connecting them with opportunities in the public and private sectors.

EMHS also brings students to several professional conferences throughout the academic year, which provides students with perspective from those in the field. EMHS hosts several pre-departure meetings that address behavioral expectations, resume reviews, and networking practice. Many students leave these conferences with important connections that play a role in finding internships or their first jobs after graduation. Finally, EMHS directly supports the student chapter of professional organizations like the International Association of Emergency Managers, IAEM.

Nurturing and Inspiring FSU's Entrepreneurial Spirit

EMHS is committed to serving the public, which is evident in our pre- and post-disaster remote sensing and unmanned aircraft efforts as well as our open-source intelligence work in Disaster Intelligence Analysis Lab (DIAL).

More specifically, our remote sensing/UAS team recently entered into a Cooperative Research and Development Agreement (CRADA) with the National Oceanic and Atmospheric Administration (NOAA). Through this CRADA, EMHS and two additional partners are conducting research on the collection, analysis, and distribution of aerial imagery of damage from severe storms. The EMHS research team aims to define and standardize the methodology for these processes.

EMHS, through the Center for Disaster Risk Policy, has a long history of successful technology transfer, including an innovative software suite to develop and deliver emergency management training and exercises as well as a system to assist the State of Florida and the Federal Emergency Management Agency with managing temporary housing resources after a disaster.

Finally, DIAL continuously innovates and improves the intelligence products we can offer to our partners in response to their real-world, real-time needs. Students learn techniques and technology to create timely reports that feed our stakeholders decision making processes. These partnerships with stakeholders around the state and region demonstrate our dedication to engaging with the community and innovating new applications of technology.

Committing to Inclusive Excellence and Civil Discourse

EMHS has an established history of international engagement. Our faculty, staff, and students have completed research and service-learning trips in Haiti, Nepal, Chile, and more. While the COVID-19 pandemic put a pause on international travel, EMHS hopes to restart these efforts in the future.

In 2023, EMHS was approved through International Programs to offer a summer semester at FSU's Florence, Italy campus. Our faculty created a course that specifically focused on Italian disasters and the history of emergency management in the country. Although we were not able to offer the course in 2023, our department hopes to revisit this possibility in the future. Additionally, many of our regularly scheduled classes discuss international topics and some courses focus almost entirely on international aspects of emergency management, homeland security, and intelligence studies. Our department is working towards getting these courses approved as part of the diversity requirement for Liberal Studies.

Enhancing Our Brand to Reflect Institutional Excellence

EMHS, and by extension FSU, is already a recognizable name in the field of Emergency Management thanks to our robust certificate programs and the quality of students earning these certificates. A degree program would further

elevate FSU's reputation by allowing these students to gain a deeper understanding of emergency management, intelligence, and homeland security, making them even stronger candidates for the workforce.

Since its soft launch in April 2022 with just two stakeholders, FSU Emergency Management and FSU Police Department, DIAL has since grown tremendously to include 16 stakeholders with a variety of interests, from Leon County Supervisor of Elections to a nonprofit navigating unrest in Haiti. Many of these partnerships have been created thanks to word of mouth and DIAL's strong reputation. DIAL will continue to grow and improve operations, bolstering FSU's image in the community and beyond.

3. The university's mission.

"Florida State University preserves, expands, and disseminates 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 BSEMIS program tightly aligns with the mission statement of the University. Graduates of this program will be positioned for a life and career of service to their communities and neighbors. Modern emergency management and intelligence studies understand the synergistic relationship between citizens, practitioners, the business community, and the environment. The field teaches students to be comfortable with uncertainty, encourages innovation and development, and embraces the diverse viewpoints of the public.

3. The benefit to the university, the local community, and the state.

Both fields of Emergency Management and Intelligence Studies focus on preventing the occurrence of and protecting communities from the hazards we face in an increasingly populated, complex, and interconnected world. Preventing and mitigating the physical, social, environmental, and economic impacts to individuals and their communities requires specific expertise from professionals - a role which graduates of the BSEMIS degree at Florida State University would be equipped to fill.

Florida has one of the most robust Emergency Management sectors in the country, as a highly populated state that faces a unique combination of natural and man-made hazards. Consequently, Florida is often at the leading edge of innovation and research in this growing field. Graduates with a BSEMIS from FSU can continue this trend of innovation, meet the growing need for disaster management professionals and academics, and contribute to the safeguarding of our nation.

The BSEMIS program would additionally benefit the University by providing access to a highly sought-after degree program for traditional students and returning students, and by meeting future projected workforce needs within Florida. Graduates that are properly prepared and excel in their fields increase the university's prestige and reputation when they declare, "I graduated from FSU." This program will enhance this reputation.

B. Provide the date the pre-proposal was presented to the Council of Academic Vice Presidents Academic Program Coordination (CAVP ACG). Specify any concerns raised and provide a narrative explaining how each has been addressed in this proposal or will be addressed before the proposed program is implemented.

The pre-proposal was presented to and approved by the Council of Academic Vice Presidents (CAVP) on September 22nd, 2022. No specific concerns about the proposal were raised - and several institutions expressed interest and support.

III. Student and Workforce Demand

If the proposed program is a baccalaureate or master's degree on the Programs of Strategic Emphasis list, skip III-A.

A. Describe the Florida and national workforce demand for the proposed program. The response should, at a minimum, include the current state workforce data from Florida's Department of Commerce and national workforce data from the U.S. Department of Labor's Bureau of Labor Statistics. Additional documentation for workforce needs may include letters of program support by employers and job postings for program graduates, as well as a description of any specific needs for research and service that the program would fulfill.

Proposed degree is on the Programs of Strategic Emphasis list effective 2024-25 academic year.

Complete the table below using data from the Search by CIP or SOC Employment Projections Data Tool in the Academic Review Tracking System.

STATE UNIVERSITY SYSTEM OF FLORIDA

Labor Market Demand, CIP Code 43.0301

Occupations	Percent Change in Job Openings		Annual Average Job Openings		Total # of New Jobs		Education Level Needed for Entry
	FL 2023-31	U.S. 2022-32	FL 2023-31	U.S. 2022-32	FL 2023031	U.S. 2022-32	
Emergency Management Directors	4.5	3.3	51	900	76	1,300	Bachelor's Degree
Managers, All Other	6.1	3.3	5,214	94,400	8,810	135,400	Bachelor's Degree

*Data is from DEO 2020-28 data
**Data was not available in either DEO dataset

Sources:
Date Retrieved: 11/14/2023
U.S. Bureau of Labor Statistics - https://data.bls.gov/projections/occupationProj
Florida Department of Economic Opportunity - http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/employment-projections

B. If the occupations do not currently appear in the most recent version of the Search by CIP or SOC Employment Projections Data Tool provided by Board staff, provide occupational linkages or jobs graduates will be qualified to perform based on the training provided to students in the proposed program in the table below. Contact the institutional representative working with you on the degree proposal for more information about possible occupations.

Occupational Linkages for the Proposed Program

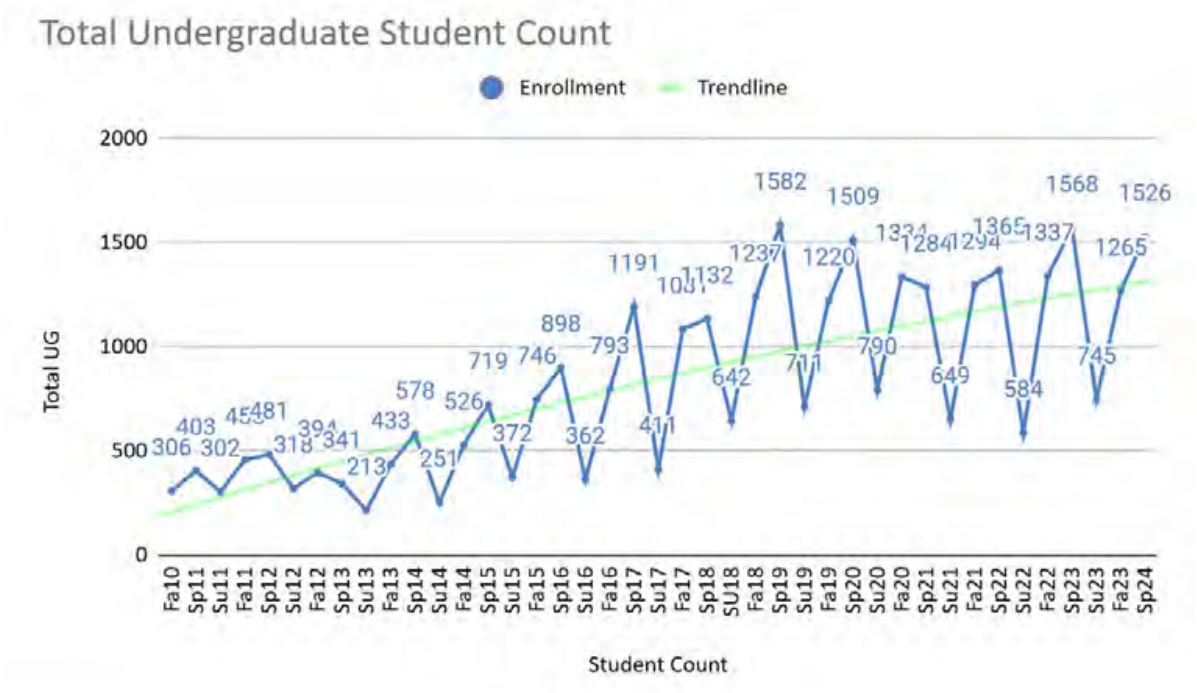
SOC Code	Occupation Title	Source / Reason for Inclusion
13-1199	Business Operations Specialists, All Other	This is connected to CIP 43.0399, a related CIP to our proposed one. Many industries have career tracks in emergency management and intelligence. For example, Target has a dedicated operations center that monitors hazards that could impact stores and supply chains.
13-1111	Management Analysts	This SOC includes the job titles business consultant and analyst according to the BLS. There are hundreds of emergency management consulting companies including Hagerty Consulting, IEM Consulting, AshBritt Consulting. Some of our alumni currently work for firms like these.

C. Describe the student demand for the proposed program. The response should, at a minimum, include the following.

1. Projected headcount for Year 1 through Year 5.
2. Data that supports student interest or demand for the proposed program. Include questions asked, results, and other communications with prospective students.

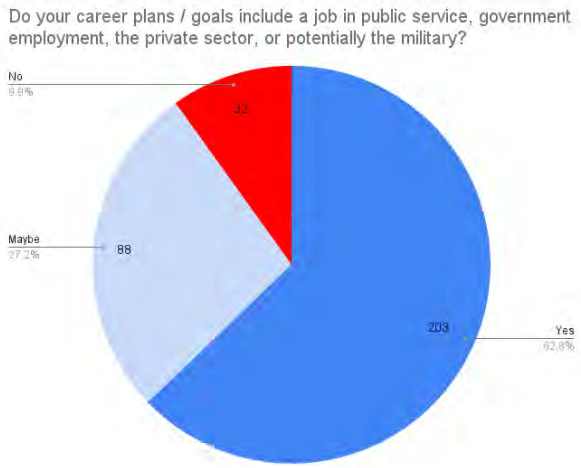
Year 1 Headcount	50
Year 2 Headcount	100
Year 3 Headcount	110
Year 4 Headcount	140
Year 5 Headcount	170

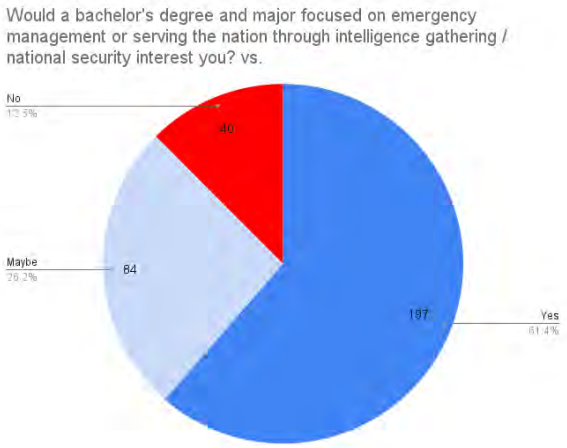
The Emergency Management and Homeland Security Program already offers certificate programs in Emergency Management and Homeland Security, Intelligence Studies, and Unmanned Aircraft Systems. During the course of offering these certificates (each with a 12 credit hour requirement), enrollment has steadily grown. The figure below shows the certificate programs enrollment beginning with Summer of 2010.



As the graph above indicates, the existing certificate programs have seen steady and significant growth in enrollment over the previous 14 years. This demand indicates that interest in a bachelor's degree would be significant.

In Spring of 2024, the faculty deployed a survey to current students in the certificate program's courses. Of the 323 responses, 90.1% of current students indicated that their career goals may or will include service in the government or military. Additionally, 61.4% of polled students responded that a major in emergency management or intelligence studies would be of interest, with an additional 25.2% responding 'maybe' to such a major. This data supports strong student interest in the further development of the proposed program.





Finally, the implementation of the BSEMIS program will have several key aspects that serve to optimize enrollment. These include:

• The proposed BSEMIS degree will require 40 credit hours so students may be able to earn the degree as a second major. The proposed BSEMIS program will likely fulfill the minor requirement for a number of existing COSSPP programs.

• Enhancement of the robust internship program that prepares students for employment after graduation with practice in addition to academic work.

• The curriculum has been developed in such a way as to facilitate partnerships with degree programs such as Public Administration, Public Health, Political Science, and International Affairs. Students across these majors can enjoy our courses for their minors, and EMHS students can use these programs for their electives.

• The inclusion of specialty areas in emergency management, homeland security, intelligence studies, and disaster technology management will facilitate the marketing of the program to a broad population.

IV. Duplication of Existing Programs

A. If the program duplicates another degree program at a private or public state university in Florida with a substantially similar curriculum, provide evidence that the university has investigated the potential impact on the existing program, has discussed opportunities for collaboration with the affected university, and can justify the need for duplication. Additionally, summarize the outcome(s) of communication with appropriate personnel (e.g., department chairs, program coordinators, deans) at the affected institutions regarding the potential impact on enrollment and any opportunities for collaboration in the areas of instruction and research.

Florida State University maintains a unique position in a state capital that is distant from the state's major population centers. Thus, the University, from a regional point of view, enjoys a distinct market based upon this geography. Additionally, FSU possesses a nationally recognized brand name and preeminent status that sets it apart from many of the state's institutions of higher education.

Florida State College at Jacksonville currently offers a Bachelor of Applied Science in Public Safety Management, and the University of Central Florida in Orlando currently offers an undergraduate degree in Emergency Management and Homeland Security. Florida International University offers a program in Disaster Management at the undergraduate and graduate level. FSU EMHS has collaborated with many of these institutions on exercises, projects, and student outreach opportunities. The creation of a bachelor’s degree program would enhance this collaboration without creating unnecessary competition between state institutions.

The inclusion of a program at Florida State University, in addition to the other accredited institutions mentioned above, provides collaboration between metropolitan areas in Florida and the capital. FSU's co-location with many of the state offices in law enforcement and emergency management as well as nongovernmental organizations provides a unique opportunity for collaboration.

Finally, FSU offers a nearly unparalleled research infrastructure, as well as extensive opportunities for interdisciplinary research. The proposed BSEMIS degree is well-justified when one considers the combined demands of the expanding disaster management field, post-9/11, and a retirement-ready workforce.

B. If the proposed program curriculum substantially duplicates an existing program at Florida Agricultural and Mechanical University, provide evidence that the proposed program would not affect enrollment in Florida Agricultural and Mechanical University's program.

This degree program and CIP Code are not offered by Florida A&M University.

V. Curriculum

A. If the program is a bachelor's degree, please identify if the university is seeking any of the following statuses for the program.

Status	Yes	No	If yes, complete the following
Common Prerequisites	X		Appendix C
Exception to 120 Credits		X	Appendix D
Specialized Admissions		X	Appendix E

B. Describe the admissions criteria and graduation requirements for the program.

Admission Criteria

According to Florida State University policy, students must have completed a minimum of 52 semester hours of college credit and maintained a cumulative grade of C (2.0) or better for certification into upper division. In addition, students must have completed the State Common prerequisites, as explained in Appendix C.

Graduation Criteria

Florida State University will confer the bachelor's degree when the following conditions have been met: satisfactory completion of Florida State University's CoreFSU requirements with a minimum overall adjusted grade point average of 2.0; a minimum adjusted grade point average (GPA) of 2.0 on all coursework taken at FSU; successful completion of a minimum of one hundred twenty unduplicated semester hours; completion of at least forty-five semester hours in courses numbered 3000 and above, thirty of which need to be taken at Florida State University; completion of the last thirty semester hours and half of the major course semester hours, in residence at this University; successful completion of the Civic Literacy requirement.

C. If the proposed program is an AS-to-BS capstone, provide evidence that it adheres to the guidelines for such programs, as outlined in State Board of Education Rule 6A-10.024. List any prerequisites 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 in the table below.

The following two tables describe the curricular framework for each of the majors in the BSEHMS degree.

Major in Emergency Management				
Course Prefix & Number	**Course Title**	**Required or Elective**	**Credit Hours**	**Course Description**
PAD 4074	Professional Pathways in Emergency Management	Required	1	This course will explore best practices and theories regarding emotional intelligence, communication, behavior, and ethics in professional Emergency Management settings. Students will gain the knowledge and skills necessary to be successful in a professional setting. In addition to course material, guest lecturers from local, state and federal agencies will speak on expectations for the next generation entering the field.
PAD 4391	Foundations of Emergency Management	Required	3	This course is designed to provide the student with a comprehensive foundation on the history, terminology, structure, organization, key players, systems, and challenges that shape the management of disaster events.
PAD 4372	Leadership and Communications	Required *Students must take either PAD 4372 or PAD 4395	3	This course is designed to introduce students to the fundamental concepts, theories, principles and practices of communications and media relations in a risk environment as well as effective leadership principles in an emergency management shared power context.
PAD 4395	Disaster Systems	Required *Students must take either PAD	3	This course provides students an opportunity to understand real world disaster response efforts through academic study and interactive applied activities. In addition to operational systems and management frameworks this

		4372 or PAD 4395		course also introduces students to the available IT resources such as GIS, wireless technology, web resources, computer modeling and weather IT systems.
PAD 4382	Recovery and Mitigation	Required	3	This course provides an introduction to disaster risk. It begins with the theoretical framework of why some risks are accepted and others aren't as a precondition of where we choose to live/develop our lives, leading into a discussion on the theory and practice of insurance and mitigation. The discussion then turns to the theories and frameworks behind the development and implementation of government-supported long-term recovery strategies.
PAD 4393	Emergency Management Programs, Planning, and Policy	Required	3	This course describes the functional demands that emergency managers should be aware of in crafting effective emergency management plans, policies, and programs. It addresses the emergency planning process, how public policy choices impact emergency planning, and the consequences of a disaster event.
DSC 4007	Homeland Security Policy and Practice	Required	3	This course explores formal emergency management and homeland defense programs discussing the political and policy environment that created the Civil Defense program and has culminated in the Department of Homeland Security.
PAD 3012	Mayhem Media	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course uses the creative media of literature and film to analyze examples of emergency and disaster management, leading to an understanding of the complexities of this world through a unique lens. This course will focus on narrative frameworks and historic significance of both nonfiction and fictional events, examining the setting, characters, plot, and moral framing of the stories presented.
PAD 4072	Application of Unmanned Aircraft Systems	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course will educate the student on the applications of UAS in emergency management and other aspects of public management. The course includes flight time with a variety of UAS and provides in-depth discussions and experiences with this technology. Topics include data processing and analysis, crew resource management, and remote sensing flight operations planning.

PAD 4075	Unmanned Aircraft Systems in Emergency Management	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course will discuss regulatory and training requirements, aircraft capabilities and limitations, data collection planning and workflow, and effective uses in real-world scenarios. Students will gain hands-on experience planning UAS deployments, planning missions, and processing data. This does not include actual UAS flight time or operation as part of the curriculum.
PAD 4084	International Terror Policy	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course examines international relationships between terrorists and governments in the context of global relations, politics, policy, and finance.
PAD 4301	Disaster Planning for Urban Poor Communities	Required** **Complete 12 credit hours from this list of Advanced Courses	3	The risk of disaster is increasing globally, particularly in underdeveloped or developing countries, due to population pressure and poverty. This course will discuss the elements that intensify risk where informal and non-permanent settlement housing is prevalent. Government policies and actions aimed at reducing vulnerability in these low-income communities have produced very little effect on life and material losses every year. Government interventions, especially those involving urban planning actors will be studied and their repercussions to the social, economic and cultural networks of these communities analyzed.
PAD 4372	Leadership and Communications	Required** **Complete 12 credit hours from this list of Advanced Courses This course cannot count as a Required Course and an Advanced Course	3	This course is designed to introduce students to the fundamental concepts, theories, principles and practices of communications and media relations in a risk environment as well as effective leadership principles in an emergency management shared power context.

PAD 4374	Introduction to Terrorism	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course is designed to introduce students to the fundamental concepts, theories, principles, and practices of terrorism and terrorist events.
DSC 4375	Advanced Topics in Terrorism	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course provides an in depth look at the evolution of global terrorism and the foundational sociological theories that contribute to understanding terrorism.
PAD 4380	Disasters: From Shock to Recovery	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course utilizes multiple case studies to examine the complexity of disaster situations in the US and abroad. This course provides in-depth analysis of local context, and how this influences the local impacts of disaster management. The course will cover a different disaster case study every week, focusing on event-specific conditions that created or contributed to the disaster, local preparedness, response, and recovery in the aftermath of the event. Through real life cases and practitioners' experiences students will build problem-solving skills that reinforce the importance of interdisciplinary cooperation and tolerance for ambiguity in real life scenarios.
PAD 4395	Disaster Systems	Required** **Complete 12 credit hours from this list of Advanced Courses This course cannot count as a Required Course and an Advanced Course	3	This course provides students an opportunity to understand real world disaster response efforts through academic study and interactive applied activities. In addition to operational systems and management frameworks this course also introduces students to the available IT resources such as GIS, wireless technology, web resources, computer modeling and weather IT systems.

PAD 4433	Women, Disasters, and Conflicts	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course examines the role of women in disasters. The course also evaluates the role that women play in conflict and peace building. Topics covered will include gender mainstreaming, LGBTQ issues, UNSCR 1325, gender-based violence, and human trafficking.
DSC 4300	International Conflicts and Terrorism	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course explores the relationship between conflicts and terrorism around the globe. The course covers ISIS and the conflict in Syria, the FARC Peace Deal, the war in Yemen, and many other current conflicts that have spawned terrorism. Students will explore how conflicts begin and the tools used end them. At the end of the semester students will participate in a mock roundtable that gives them the chance to experience the complex path to peace in the Syrian conflict.
PAD 4833	International Comparative Disaster Management	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course will discuss practical and theoretical issues associated with international disaster management. Risk, hazards, and disasters will be addressed from a global perspective with particular emphasis placed on the differences in key issues between developing and developed countries. The impact of climate change and non-sustainable land practices are also discussed.
PAD 4841	Intelligence Analysis and Communication	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course explores the variety of intelligence analysis tools and techniques common to U.S. federal, state, and local agencies, using simulations and activities to understand how raw information is transformed and presented as intelligence. Emphasis will be placed on OSINT analysis and plain language writing.
PAD 4842	US Intelligence Policy	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course is an introduction to the United States Intelligence Community (IC), its significant role within the U.S. government and how intelligence informs and shapes U.S. policy. This class is designed to prepare students interested in national security for additional education in intelligence studies, homeland security, and international affairs.
PAD 4843	US Intelligence Community	Required** **Complete 12 credit	3	This course serves to acquaint students with the U.S. Intelligence Community, the processes and platforms for information/data gathering and analysis and how the

		hours from this list of Advanced Courses		subsequent "intelligence" is used by policy/decision-makers. Students will be given opportunities to gather, analyze and report their findings to case studies and then compare their conclusions to real-world outcomes.
DSC 4213	Public Health and Emergency Management	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course examines global disasters and cascading public health consequences. Domestic and international disaster health policies, response and recovery practices are also explored.
PAD 4891	The Third Sector - Nonprofits, NGOs, and Disaster	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course introduces the role of nonprofits and NGOs in Disaster Risk Management. The course covers both domestic and international players, roles, partnerships, and practices.
PAD 4897	Global Security and Fusion	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course will explore how nations come together for a common cause, political and strategic relationships that serve to streamline such activity, when necessary, the importance of the United States' security cooperation programs with our allies and partner countries, and how armies support civil authorities.
PAD 4940	Emergency Management and Homeland Security Internship	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course allows students to "try on" a professional environment through completion of an experiential learning opportunity. Students identify needed skills and personal preferences related to their intended career. The course also allows students to integrate academic theory and practice. The emphasis on goal setting, reflection, and self-evaluation will facilitate personal growth.
AMH 4511	Twentieth Century US Foreign Relations	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course covers the responsibilities of global power and how American foreign policy changed to meet rapidly altering circumstances.

ARA 4XXX	4000-level Arabic Language Course (must be taught in Arabic)	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	n/a
ASH 3236	History of Modern Turkey	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines the history of Turkey from its emergence as one of the successor states of the Ottoman Empire to the contemporary era.
ASH 4223	Modern Middle East	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course uses law as a window on the modern history of the Middle East. Political, social, and cultural perspectives will play a supportive but secondary role. The law provides a fresh perspective on familiar controversies, such as colonialism, “westernizing” reform, the role of Islam, the history of women, the question of Israel and Palestine, and authoritarian post-colonial states.
ASH 4261	Central Asia	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course covers Central Asian history through the medieval and modern periods, with special emphasis on the political and ethnic histories of the Central Asian peoples.
ASH 4621	Islam and Pakistan	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines the history of the relationship of Pakistan and Islam. The primary emphasis is to understand the Pakistani's creation and development through analyzing the interplay of colonial legacies, ethnic nationalisms, Islam, and geo-strategic global concerns. This course also delves into the question of how definitions of Pakistan and Pakistani-ness have changed over time.
ASH 4931	Contemporary Asia: Flashpoints since 2000	Elective Complete 12 credit hours of Elective	3	In this course, students investigate and historicize a range of contemporary political, social, and economic flashpoints in different Asian countries circa 2000. A flashpoint is defined here as the moment or event at which

		Courses from at least two different departments.		a crisis or conflict leads to government-society confrontation, often escalating into violence, protest, and/or repression. Topics and countries will vary.
CCJ 3484	Ethics in Policing and Intelligence	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course explores ethics for both the criminal justice system and intelligence professionals. It compares and contrasts the differing roles ethics plays in policing and intelligence communities. The course probes significant past and current events to illuminate issues relevant to ethics in intelligence and policing.
CCJ 4072	Crime Mapping and Analysis	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course introduces the student to Crime Mapping (coordinate tracking of criminal events and GIS) and Crime Analysis (the statistical evaluation of criminal events and criminal intelligence). Students work with crime data, coordinate data, UCR data, and gathered intelligence, to understand correct force deployment and response to crime, for crime-prevention and solvability. They are also introduced to serialized crime identification, recognition and response.
CHI 4XXX	4000-level Chinese Language Course (must be taught in Chinese)	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	n/a
CPO 3055	Authoritarian Regimes	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines various aspects of the politics of authoritarian regimes: political institutions in dictatorships, the relationship between dictatorship and economic development, the role of elections and electoral fraud, the impact of international election monitoring, public support for dictatorship, the impact of traditional and social media, censorship, the extent to which authoritarian regimes are accountable to the public, and power struggles among authoritarian elites.
CPO 3101	The European Union	Elective Complete 12 credit hours of Elective Courses from	3	This course covers the historical development, political institutions, and philosophical underpinnings of the European Union. Topics include federalism, different notions of sovereignty, contemporary

		at least two different departments.		decision-making in the EU, assessments of democratic institutions in Europe, and prominent points of debate, such as monetary union, trade policies, environmental policies, and enlargement policies.
CPO 3103	Comparative Gov and Politics in W. Europe	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course focuses on political behavior and institutions in Britain, Germany, France, and other European countries and transnational developments in Europe, such as the postindustrial society phenomenon, terrorism, Eurocommunism, and European federation.
CPO 3303	Politics of Latin America	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines Latin American politics after the mid-20th century. Examines the historical, economic, and international contexts in which Latin American political systems function, and identifies challenges to democracy and development. The specific Latin American countries covered will vary.
CPO 3403	Comparative Gov and Politics: The Middle East	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course discusses the political systems of the Middle East and their social, economic, and cultural foundations.
CPO 3541	Politics of China	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an introduction to the politics of the People's Republic of China, its political history and contemporary organization. Covers such topics as Chinese communism, the Cultural Revolution, the post-Mao era, the two Chinas, and popular movements and reform. Also examines current issues.
CPO 3615	Post-Soviet Politics	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines developments in the so-called “transition countries” of Eastern Europe and Eurasia, drawing on readings to introduce students to the major debates on economic and political reform in the region.
CPO 4504	Institutional Approaches to	Elective	3	This course examines questions about democracy and dictatorship from an institutional perspective. What is democracy

	Democracies and Dictatorships	Complete 12 credit hours of Elective Courses from at least two different departments.		and how is it measured, and how does regime affect the welfare of citizens? An emphasis is on the variety of institutional arrangements found in dictatorships.
GEA 4554	Russia and Southern Eurasia	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course explores the peoples, cultures, and places of the former Soviet Union. Discusses the region's natural environment, historical development, and contemporary politics.
GEA 4635	Geography of the Middle East	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course reviews the history and essential economic and environmental factors of the Middle East region. The centrifugal and centripetal forces affect development, culture, religion, ethnicity, and geopolitics.
GEO 2200C	Physical Geography	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an overview of earth-sun relations, weather, climate, landforms, water systems, soils, and vegetation.
GEO 4162C	Spatial Data Analysis	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an introduction to the quantitative analysis of geographic data that explores clustering, spatial patterns, and intrinsic relationship between geographic variables.
GEO 4251	Geography of Climate Change and Storms	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course explores the critical debate on global climatic fluctuations and extreme weather frequency in relation to human impact and interference. Particular focus is given to geographic variations and temporal validity.
GEO 4344	Environmental Disasters	Elective	3	This course covers theoretical debates on climate change and the Anthropocene, linking

	and Apocalypse	Complete 12 credit hours of Elective Courses from at least two different departments.		them to cinematic and cultural tropes of disaster and apocalypse. Students explore how anthropogenic climate change is shaped by the actions of humans who have solely contributed to the massive build-up of carbon dioxide in the atmosphere since industrialization; the increased amounts of radioactivity in the layers of earth and ice; and repercussions from overpopulation.
GEO 4357	Environmental Conflict and Economic Development	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines controversies over the use, transformation, and destruction of nature, including political ecology.
GIS 2040	Essentials of GIS	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an introduction of the basic principles and techniques of geographic information systems (GIS) for students with no or rudimentary knowledge of geographic concepts and practices.
GIS 3015	Map Analysis	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an introduction to the acquisition, processing, and presentation of cartographic data.
GIS 4035	Introduction to Remote Sensing	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course covers remote sensing foundations and the use of remote sensing for environmental and cultural applications. Focus is on the foundations of remote sensing, aerial photography and photogrammetry, characteristics of various sensing systems, remote sensing applications, and an introduction to digital image processing.
GIS 4043	Geographic Information Systems	Elective Complete 12 credit hours of Elective Courses from at least two	3	This course is a survey of GIS topics, including locational control, spatial data structures, modeling and analysis, and future trends in decision support, sensors, and geographic methods.

		different departments.		
IDS 3358w	Making the Argument: Symbolic Logic and the Forms of Good Reasoning	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	An examination of the fundamentals of modern symbolic logic (propositional and predicate calculi), with special attention to the evaluation of symbolized arguments using the techniques of natural deduction. Topics include validity, soundness, proof, symbolization, truth-tables, truth-trees, and truth-functional and quantificational inference.
INR 3084	Terror and Politics	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course focuses on terrorist organizations and government responses to them.
INR 3502	International Organizations	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course covers the role of global and regional international organizations in contemporary world politics. Special emphasis is placed on the United Nations system, including its structure, activities, influence, and role in world integration.
INR 4011	Political Responses to Economic Globalization	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines economic globalization: what it is, who is harmed and helped by it, how countries and citizens respond to it, and what the future might hold. This course focuses heavily on economic issues but assumes no background in the subject.
INR 4075	International Human Rights	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course introduces the student to the philosophical and legal foundations of the international human rights regime and explores the developments of norms and institutions with special emphasis on the post-World War II era.
INR 4078	Confronting Human Rights Violations	Elective Complete 12 credit hours of Elective Courses from at least two	3	This course investigates various means of confronting massive human rights violations. It compares the recent phenomena of truth commissions and pardons to the more traditional, legalistic approach of criminal prosecution. Moral issues involved in each

		different departments.		approach and how each serves society are explored. Specific truth commission cases are studied.
INR 4102	American Foreign Policy	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course focuses on the role of the U.S. President, State Department, Congress, Central Intelligence Agency, and Defense Department in making foreign policy. Examines the decision-making process and domestic sources of foreign policy, such as the electorate, public opinion, interest groups, and the media. Looks at the past and the future of American foreign policy with an emphasis on current issues.
INR 4334	American Defense Policy	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course looks into the evolution and organization of American defense policy as well as an assessment of its current capabilities.
INR 4702	Political Economy of International Relations	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines the interaction between politics and economics in international relations. Topics covered include international trade, the global monetary system, multinational corporations, regional integration, and economic development.
LAH 3411	History of Mexico, Central America, Caribbean	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course gives students an understanding of the interlinked histories of Mexico, Central America, and the Caribbean. The class takes a thematic approach and discusses a wide range of topics such as Native cultures, armed rebellion, the cultural and economic contributions made by Africans and their descendants, and environmental catastrophe. The chronological framework begins in the precolonial period and extends to the contemporary era.
LAH 3480	History of Cuba	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course covers the Cuba’s history from the fifteenth century to the twenty-first.

LAH 3500	History of South America	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an introductory survey from the Inca Civilization to modern Chile, Peru, Argentina, etc. Emphasis is placed on the contrasts and conflicts between Indian and European culture and on basic social, economic, and political evolution. The persistence of “underdevelopment” and poverty are also explored.
LAH 4748	Social Revolutionary Movements in Latin America	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is a thematic coverage of the history of social revolutionary movements in Latin America, using specific case studies drawn from, among others, the Mexican, Bolivian, and Cuban revolutions.
PAD 3013	Future Studies	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course applies futures studies perspectives and methods to the study of societal trends and conditions. Emphasis is on the development of anticipatory public policy.
PAD 4120	Managing FL Gov and its Key Policy Issues	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course studies and analyzes management systems, institutions, and dynamics in Florida agencies, with emphasis on legislative-executive relations.
PAD 4144	Managing the NGO	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course provides an introduction to the central theories of non-profit enterprises, and the implications of various management practices for nonprofit organizations. The course also introduces the major aspects of nonprofits and voluntary organizations that distinguish them from public and private organizations.
PAD 4170	NGOs in Development	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This survey course is about international development NGOs. The course presents contemporary perspectives about NGOs, describes how NGOs operate, and introduces the challenges that their managers face and potential solutions for them.

PAD 4414	American Public Service	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course studies the structure and political role of the civil service, evolution of government employment, current personnel policies, rights and responsibilities of public servants, and labor management relations. The impact of public service on American society is explored.
PAD 4432	Public Program Evaluation	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course provides students with a basic understanding of the methods used to analyze public programs and assess their effectiveness. The course discusses the history of evaluation, the different types of evaluative inquiry, key issues in designing and carrying out evaluation studies, and the strategies that are important to promoting use of research findings.
PHI 2300	Introduction to Political Philosophy	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course introduces students to the main issues in political philosophy: the justification of political authority, role of law, political obligation, neocolonialism, disobedience, revolution, rights, the appropriate ends of government, patterns of distribution and justice.
PHI 2620	Environmental Ethics	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course focuses on philosophical issues raised by environmental problems and the sciences designed to resolve them. The course also analyzes the historical development of environmental perspectives and the ethical theories that have been generated by these approaches.
POS 3122	State Politics	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course focuses on government and politics in the American states. It examines the governor, the legislature, and the courts; the history of federalism; and policies, practices, and social institutions that affect state government. Includes a study of state policies in such areas as welfare, education, crime, and the environment.
REL 2121	Religion in the US	Elective Complete 12 credit hours of Elective Courses from at least two	3	This course examines the scope and nature of religious movements, trends, and figures in American religious history, with an emphasis on the role that religious groups and institutions have played in conceptions of America and formations of American identity.

		different departments.		
REL 2315	Religions of South Asia	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course studies the history and culture of the religious traditions of South Asia. A study of the manifestations of Hinduism, Buddhism, Jainism, Islam, Sikhism, and Christianity in India, Pakistan, Bangladesh, and Sri Lanka.
REL 2350	Religions of East Asia	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an introduction to the history, thought, and practice of religion in China, Korea, and Japan. Confucianism, Taoism, Buddhism, and popular religious traditions from ancient through modern times are covered.
REL 3138	Religious Intolerance in America	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines the long and ongoing history of religious intolerance in America with respect to a wide range of religious groups and agnostic/atheistic persons, and with an eye to the ways in which religious intolerance intersects with race, ethnicity, class, and gender.
REL 3367	Islamic Traditions II: Islam up to the Modern World	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines Islam and its adherents from 1300 CE to the present, concentrating on the last two centuries: the period of reform, renewal, and revolution in the wake of Western political and cultural domination. This course investigates what happened to different Muslim communities and intellectuals as they responded to the challenges posted by “Westernization” and “modernization?” Moreover, it explores the relatively new phenomenon of Islam in America.
REL 3370	Religion in Africa	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines the variety and complexity of religious practices and beliefs on the African continent, and in particular how African discourses of religion challenge our most fundamental understandings of the term religion.
REL 4393	Islam in North America	Elective	3	This course surveys the manifestations of Islam in the United States, as well as American perceptions of Islam and Muslims.

		Complete 12 credit hours of Elective Courses from at least two different departments.		The course begins with the early 18th century and examines early American attitudes toward Muslims, and then moves to the experience of Islam among African Americans. The latter third of the course is devoted to the assimilation of Muslim immigrants in the US, and how the issues of race, gender, “trans-nationalism” and stereotypes impact the American Muslim community.
RUS/SLL 4XXX	4000-level Russian Language Course (must be taught in Russian)	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	n/a
RUT 3505	Russian Culture and Civilization	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines the Russians, their history, culture, and traditions, from the Middle Ages to the present. Fiction and film give students a perspective from the “inside.”
URP 4314	Introduction to Growth Management and Comprehensive Planning	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an introduction to the problems and needs for growth management and comprehensive planning for U.S. cities, highlighting various planning approaches and strategies available for meeting development, growth, and land-use problems.
URP 4402	Sustainable Development Planning in the Americas	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines various dimensions of the “sustainable development” paradigm and its local-global policy implications, issues, and controversies with a focus on North America and Latin America.
URP 4423	Introduction to Environmental Planning and	Elective Complete 12 credit hours of Elective Courses from	3	This course is a general introduction to the problems of resource management and environmental planning, with an overview of problems and potential solutions and their relation to other public policy areas such as land-use control and regional development.

	Resource Management	at least two different departments.		

Major in US Intelligence Studies				
Course Prefix & Number	**Course Title**	**Required or Elective**	**Credit Hours**	**Course Description**
PAD 4074	Professional Pathways in Emergency Management	Required	1	This course will explore best practices and theories regarding emotional intelligence, communication, behavior, and ethics in professional Emergency Management settings. Students will gain the knowledge and skills necessary to be successful in a professional setting. In addition to course material, guest lecturers from local, state and federal agencies will speak on expectations for the next generation entering the field.
PAD 4391	Foundations of Emergency Management	Required	3	This course is designed to provide the student with a comprehensive foundation on the history, terminology, structure, organization, key players, systems, and challenges that shape the management of disaster events.
PAD 4841	Intelligence Analysis and Communication	Required	3	This course explores the variety of intelligence analysis tools and techniques common to U.S. federal, state, and local agencies, using simulations and activities to understand how raw information is transformed and presented as intelligence. Emphasis will be placed on OSINT analysis and plain language writing.
PAD 4842	US Intelligence Policy	Required	3	This course is an introduction to the United States Intelligence Community (IC), its significant role within the U.S. government and how intelligence informs and shapes U.S. policy. This class is designed to prepare students interested in national security for additional education in intelligence studies, homeland security, and international affairs.
PAD 4843	US Intelligence Community	Required	3	This course serves to acquaint students with the U.S. Intelligence Community, the processes and platforms for

				information/data gathering and analysis and how the subsequent "intelligence" is used by policy/decision-makers. Students will be given opportunities to gather, analyze and report their findings to case studies and then compare their conclusions to real-world outcomes.
PAD 4897	Global Security and Fusion	Required	3	This course will explore how nations come together for a common cause, political and strategic relationships that serve to streamline such activity, when necessary, the importance of the United States' security cooperation programs with our allies and partner countries, and how armies support civil authorities.
PAD 4084	International Terrorism Policy	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course examines international relationships between terrorists and governments in the context of global relations, politics, policy, and finance.
PAD 4374	Introduction to Terrorism	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course is designed to introduce students to the fundamental concepts, theories, principles, and practices of terrorism and terrorist events.
DSC 4375	Advanced Topics in Terrorism	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course provides an in depth look at the evolution of global terrorism and the foundational sociological theories that contribute to understanding terrorism.
PAD 4433	Women, Disasters, and Conflicts	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course examines the role of women in disasters. The course also evaluates the role that women play in conflict and peace building. Topics covered will include gender mainstreaming, LGBTQ issues, UNSCR 1325, gender-based violence, and human trafficking.

DSC 4300	International Conflicts and Terrorism	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course explores the relationship between conflicts and terrorism around the globe. The course covers ISIS and the conflict in Syria, the FARC Peace Deal, the war in Yemen, and many other current conflicts that have spawned terrorism. Students will explore how conflicts begin and the tools used end them. At the end of the semester students will participate in a mock roundtable that gives them the chance to experience the complex path to peace in the Syrian conflict.
DSC 4007	Homeland Security Policy and Practice	Required** **Complete 12 credit hours from this list of Advanced Courses	3	This course explores formal emergency management and homeland defense programs discussing the political and policy environment that created the Civil Defense program and has culminated in the Department of Homeland Security.
PAD 4384	Hard Targets and Intelligence	Required** **Complete 12 credit hours from this list of Advanced Courses	3	The Hard Targets and Intelligence course exposes students to the myriad challenges presented to the United States intelligence community and national decision makers in dealing with some of our most difficult relationships, such as those with Russia, Venezuela, China, and North Korea. The course will address the history and evolving relationships between the countries at hand, and what effect each may have on U.S. policy domestically and internationally.
PAD 4936	Regional Security in the Southern Hemisphere	Required** **Complete 12 credit hours from this list of Advanced Courses	3	The Latin America and Caribbean (LAC) region represents security challenges and opportunities for security cooperation with partner nations to support regional stability. This course will explore those challenges and opportunities by detailing the LAC political, economic, and security issues that affect U.S. interests both domestically and abroad. Students will learn of the necessity of information sharing and strategic communication between the U.S. and its LAC partner nations, with an emphasis on Department of Defense intelligence fusion centers.
PAD 4940	Emergency Management	Required**	3	This course allows students to “try on” a professional environment through

	and Homeland Security Internship	**Complete 12 credit hours from this list of Advanced Courses		completion of an experiential learning opportunity. Students identify needed skills and personal preferences related to their intended career. The course also allows students to integrate academic theory and practice. The emphasis on goal setting, reflection, and self-evaluation will facilitate personal growth.
AMH 4511	Twentieth Century US Foreign Relations	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course covers the responsibilities of global power and how American foreign policy changed to meet rapidly altering circumstances.
ARA 4XXX	4000-level Arabic Language Course (must be taught in Arabic)	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	n/a
ASH 3236	History of Modern Turkey	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines the history of Turkey from its emergence as one of the successor states of the Ottoman Empire to the contemporary era.
ASH 4223	Modern Middle East	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course uses law as a window on the modern history of the Middle East. Political, social, and cultural perspectives will play a supportive but secondary role. The law provides a fresh perspective on familiar controversies, such as colonialism, “westernizing” reform, the role of Islam, the history of women, the question of Israel and Palestine, and authoritarian post-colonial states.
ASH 4261	Central Asia	Elective Complete 12 credit hours of Elective Courses from at least	3	This course covers Central Asian history through the medieval and modern periods, with special emphasis on the political and ethnic histories of the Central Asian peoples.

		two different departments.		
ASH 4621	Islam and Pakistan	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines the history of the relationship of Pakistan and Islam. The primary emphasis is to understand the Pakistani's creation and development through analyzing the interplay of colonial legacies, ethnic nationalisms, Islam, and geo-strategic global concerns. This course also delves into the question of how definitions of Pakistan and Pakistani-ness have changed over time.
ASH 4931	Contemporary Asia: Flashpoints since 2000	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	In this course, students investigate and historicize a range of contemporary political, social, and economic flashpoints in different Asian countries circa 2000. A flashpoint is defined here as the moment or event at which a crisis or conflict leads to government-society confrontation, often escalating into violence, protest, and/or repression. Topics and countries will vary.
CCJ 3484	Ethics in Policing and Intelligence	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course explores ethics for both the criminal justice system and intelligence professionals. It compares and contrasts the differing roles ethics plays in policing and intelligence communities. The course probes significant past and current events to illuminate issues relevant to ethics in intelligence and policing.
CCJ 4072	Crime Mapping and Analysis	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course introduces the student to Crime Mapping (coordinate tracking of criminal events and GIS) and Crime Analysis (the statistical evaluation of criminal events and criminal intelligence). Students work with crime data, coordinate data, UCR data, and gathered intelligence, to understand correct force deployment and response to crime, for crime-prevention and solvability. They are also introduced to serialized crime identification, recognition and response.
CHI 4XXX	4000-level Chinese Language Course (must be taught in Chinese)	Elective Complete 12 credit hours of Elective Courses from at least	3	n/a

		two different departments.		
CPO 3055	Authoritarian Regimes	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines various aspects of the politics of authoritarian regimes: political institutions in dictatorships, the relationship between dictatorship and economic development, the role of elections and electoral fraud, the impact of international election monitoring, public support for dictatorship, the impact of traditional and social media, censorship, the extent to which authoritarian regimes are accountable to the public, and power struggles among authoritarian elites.
CPO 3101	The European Union	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course covers the historical development, political institutions, and philosophical underpinnings of the European Union. Topics include federalism, different notions of sovereignty, contemporary decision-making in the EU, assessments of democratic institutions in Europe, and prominent points of debate, such as monetary union, trade policies, environmental policies, and enlargement policies.
CPO 3103	Comparative Gov and Politics in W. Europe	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course focuses on political behavior and institutions in Britain, Germany, France, and other European countries and transnational developments in Europe, such as the postindustrial society phenomenon, terrorism, Eurocommunism, and European federation.
CPO 3303	Politics of Latin America	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines Latin American politics after the mid-20th century. Examines the historical, economic, and international contexts in which Latin American political systems function, and identifies challenges to democracy and development. The specific Latin American countries covered will vary.
CPO 3403	Comparative Gov and Politics: The Middle East	Elective Complete 12 credit hours of Elective Courses from at least	3	This course discusses the political systems of the Middle East and their social, economic, and cultural foundations.

		two different departments.		
CPO 3541	Politics of China	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an introduction to the politics of the People's Republic of China, its political history and contemporary organization. Covers such topics as Chinese communism, the Cultural Revolution, the post-Mao era, the two Chinas, and popular movements and reform. Also examines current issues.
CPO 3615	Post-Soviet Politics	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines developments in the so-called “transition countries” of Eastern Europe and Eurasia, drawing on readings to introduce students to the major debates on economic and political reform in the region.
CPO 4504	Institutional Approaches to Democracies and Dictatorships	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines questions about democracy and dictatorship from an institutional perspective. What is democracy and how is it measured, and how does regime affect the welfare of citizens? An emphasis is on the variety of institutional arrangements found in dictatorships.
GEA 4554	Russia and Southern Eurasia	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course explores the peoples, cultures, and places of the former Soviet Union. Discusses the region's natural environment, historical development, and contemporary politics.
GEA 4635	Geography of the Middle East	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course reviews the history and essential economic and environmental factors of the Middle East region. The centrifugal and centripetal forces affect development, culture, religion, ethnicity, and geopolitics.
GEO 2200C	Physical Geography	Elective Complete 12 credit hours of Elective Courses from at least	3	This course is an overview of earth-sun relations, weather, climate, landforms, water systems, soils, and vegetation.

		two different departments.		
GEO 4162C	Spatial Data Analysis	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an introduction to the quantitative analysis of geographic data that explores clustering, spatial patterns, and intrinsic relationship between geographic variables.
GEO 4251	Geography of Climate Change and Storms	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course explores the critical debate on global climatic fluctuations and extreme weather frequency in relation to human impact and interference. Particular focus is given to geographic variations and temporal validity.
GEO 4344	Environmental Disasters and Apocalypse	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course covers theoretical debates on climate change and the Anthropocene, linking them to cinematic and cultural tropes of disaster and apocalypse. Students explore how anthropogenic climate change is shaped by the actions of humans who have solely contributed to the massive build-up of carbon dioxide in the atmosphere since industrialization; the increased amounts of radioactivity in the layers of earth and ice; and repercussions from overpopulation.
GEO 4357	Environmental Conflict and Economic Development	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines controversies over the use, transformation, and destruction of nature, including political ecology.
GIS 2040	Essentials of GIS	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an introduction of the basic principles and techniques of geographic information systems (GIS) for students with no or rudimentary knowledge of geographic concepts and practices.

GIS 3015	Map Analysis	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an introduction to the acquisition, processing, and presentation of cartographic data.
GIS 4035	Introduction to Remote Sensing	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course covers remote sensing foundations and the use of remote sensing for environmental and cultural applications. Focus is on the foundations of remote sensing, aerial photography and photogrammetry, characteristics of various sensing systems, remote sensing applications, and an introduction to digital image processing.
GIS 4043	Geographic Information Systems	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is a survey of GIS topics, including locational control, spatial data structures, modeling and analysis, and future trends in decision support, sensors, and geographic methods.
IDS 3358w	Making the Argument: Symbolic Logic and the Forms of Good Reasoning	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	An examination of the fundamentals of modern symbolic logic (propositional and predicate calculi), with special attention to the evaluation of symbolized arguments using the techniques of natural deduction. Topics include validity, soundness, proof, symbolization, truth-tables, truth-trees, and truth-functional and quantificational inference.
INR 3084	Terror and Politics	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course focuses on terrorist organizations and government responses to them.
INR 3502	International Organizations	Elective Complete 12 credit hours of Elective Courses from at least	3	This course covers the role of global and regional international organizations in contemporary world politics. Special emphasis is placed on the United Nations system, including its structure, activities, influence, and role in world integration.

		two different departments.		
INR 4011	Political Responses to Economic Globalization	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines economic globalization: what it is, who is harmed and helped by it, how countries and citizens respond to it, and what the future might hold. This course focuses heavily on economic issues but assumes no background in the subject.
INR 4075	International Human Rights	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course introduces the student to the philosophical and legal foundations of the international human rights regime and explores the developments of norms and institutions with special emphasis on the post-World War II era.
INR 4078	Confronting Human Rights Violations	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course investigates various means of confronting massive human rights violations. It compares the recent phenomena of truth commissions and pardons to the more traditional, legalistic approach of criminal prosecution. Moral issues involved in each approach and how each serves society are explored. Specific truth commission cases are studied.
INR 4102	American Foreign Policy	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course focuses on the role of the U.S. President, State Department, Congress, Central Intelligence Agency, and Defense Department in making foreign policy. Examines the decision-making process and domestic sources of foreign policy, such as the electorate, public opinion, interest groups, and the media. Looks at the past and the future of American foreign policy with an emphasis on current issues.
INR 4334	American Defense Policy	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course looks into the evolution and organization of American defense policy as well as an assessment of its current capabilities.
INR 4702	Political Economy of	Elective	3	This course examines the interaction between politics and economics in

	International Relations	Complete 12 credit hours of Elective Courses from at least two different departments.		international relations. Topics covered include international trade, the global monetary system, multinational corporations, regional integration, and economic development.
LAH 3411	History of Mexico, Central America, Caribbean	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course gives students an understanding of the interlinked histories of Mexico, Central America, and the Caribbean. The class takes a thematic approach and discusses a wide range of topics such as Native cultures, armed rebellion, the cultural and economic contributions made by Africans and their descendants, and environmental catastrophe. The chronological framework begins in the precolonial period and extends to the contemporary era.
LAH 3480	History of Cuba	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course covers the Cuba's history from the fifteenth century to the twenty-first.
LAH 3500	History of South America	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an introductory survey from the Inca Civilization to modern Chile, Peru, Argentina, etc. Emphasis is placed on the contrasts and conflicts between Indian and European culture and on basic social, economic, and political evolution. The persistence of "underdevelopment" and poverty are also explored.
LAH 4748	Social Revolutionary Movements in Latin America	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is a thematic coverage of the history of social revolutionary movements in Latin America, using specific case studies drawn from, among others, the Mexican, Bolivian, and Cuban revolutions.
PAD 3013	Future Studies	Elective Complete 12 credit hours of Elective Courses	3	This course applies futures studies perspectives and methods to the study of societal trends and conditions. Emphasis is on the development of anticipatory public policy.

		from at least two different departments.		
PAD 4120	Managing FL Gov and its Key Policy Issues	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course studies and analyzes management systems, institutions, and dynamics in Florida agencies, with emphasis on legislative-executive relations.
PAD 4144	Managing the NGO	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course provides an introduction to the central theories of non-profit enterprise, and the implications of various management practices for nonprofit organizations. The course also introduces the major aspects of nonprofits and voluntary organizations that distinguish them from public and private organizations.
PAD 4170	NGOs in Development	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This survey course is about international development NGOs. The course presents contemporary perspectives about NGOs, describes how NGOs operate, and introduces the challenges that their managers face and potential solutions for them.
PAD 4414	American Public Service	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course studies the structure and political role of the civil service, evolution of government employment, current personnel policies, rights and responsibilities of public servants, and labor management relations. The impact of public service on American society is explored.
PAD 4432	Public Program Evaluation	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course provides students with a basic understanding of the methods used to analyze public programs and assess their effectiveness. The course discusses the history of evaluation, the different types of evaluative inquiry, key issues in designing and carrying out evaluation studies, and the strategies that are important to promoting use of research findings.
PHI 2300	Introduction to Political Philosophy	Elective	3	This course introduces students to the main issues in political philosophy: the justification of political authority, role of

		Complete 12 credit hours of Elective Courses from at least two different departments.		law, political obligation, neocolonialism, disobedience, revolution, rights, the appropriate ends of government, patterns of distribution and justice.
PHI 2620	Environmental Ethics	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course focuses on philosophical issues raised by environmental problems and the sciences designed to resolve them. The course also analyzes the historical development of environmental perspectives and the ethical theories that have been generated by these approaches.
POS 3122	State Politics	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course focuses on government and politics in the American states. It examines the governor, the legislature, and the courts; the history of federalism; and policies, practices, and social institutions that affect state government. Includes a study of state policies in such areas as welfare, education, crime, and the environment.
REL 2121	Religion in the US	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines the scope and nature of religious movements, trends, and figures in American religious history, with an emphasis on the role that religious groups and institutions have played in conceptions of America and formations of American identity.
REL 2315	Religions of South Asia	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course studies the history and culture of the religious traditions of South Asia. A study of the manifestations of Hinduism, Buddhism, Jainism, Islam, Sikhism, and Christianity in India, Pakistan, Bangladesh, and Sri Lanka.
REL 2350	Religions of East Asia	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an introduction to the history, thought, and practice of religion in China, Korea, and Japan. Confucianism, Taoism, Buddhism, and popular religious traditions from ancient through modern times are covered.

REL 3138	Religious Intolerance in America	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines the long and ongoing history of religious intolerance in America with respect to a wide range of religious groups and agnostic/atheistic persons, and with an eye to the ways in which religious intolerance intersects with race, ethnicity, class, and gender.
REL 3367	Islamic Traditions II: Islam up to the Modern World	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines Islam and its adherents from 1300 CE to the present, concentrating on the last two centuries: the period of reform, renewal, and revolution in the wake of Western political and cultural domination. This course investigates what happened to different Muslim communities and intellectuals as they responded to the challenges posted by “Westernization” and “modernization?” Moreover, it explores the relatively new phenomenon of Islam in America.
REL 3370	Religion in Africa	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines the variety and complexity of religious practices and beliefs on the African continent, and in particular how African discourses of religion challenge our most fundamental understandings of the term religion.
REL 4393	Islam in North America	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course surveys the manifestations of Islam in the United States, as well as American perceptions of Islam and Muslims. The course begins with the early 18th century and examines early American attitudes toward Muslims, and then moves to the experience of Islam among African Americans. The latter third of the course is devoted to the assimilation of Muslim immigrants in the US, and how the issues of race, gender, “trans-nationalism” and stereotypes impact the American Muslim community.
RUS/SLL 4XXX	4000-level Russian Language Course (must be taught in Russian)	Elective Complete 12 credit hours of Elective Courses from at least	3	n/a

		two different departments.		
RUT 3505	Russian Culture and Civilization	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines the Russians, their history, culture, and traditions, from the Middle Ages to the present. Fiction and film give students a perspective from the "inside."
URP 4314	Introduction to Growth Management and Comprehensive Planning	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is an introduction to the problems and needs for growth management and comprehensive planning for U.S. cities, highlighting various planning approaches and strategies available for meeting development, growth, and land-use problems.
URP 4402	Sustainable Development Planning in the Americas	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course examines various dimensions of the "sustainable development" paradigm and its local-global policy implications, issues, and controversies with a focus on North America and Latin America.
URP 4423	Introduction to Environmental Planning and Resource Management	Elective Complete 12 credit hours of Elective Courses from at least two different departments.	3	This course is a general introduction to the problems of resource management and environmental planning, with an overview of problems and potential solutions and their relation to other public policy areas such as land-use control and regional development.

E. Does an industry or employer advisory council exist to provide input regarding curriculum development, student assessment, and academic workforce alignment?

☐ Yes

☒ No. Describe any plans to develop one or other plans to ensure academic workforce alignment.

Currently, there is no emergency management (EM) or intelligence studies institutions charged with upholding and accrediting the quality of academic content in related academic programs. However, there is a growing body of literature, for the past two decades, which documents the increasing emphasis on establishing a common body of knowledge to guide practitioners. The higher education community is spearheading this emphasis in collaboration with EM practitioners through the Federal Emergency Management Agency (FEMA).

Over the next year the program and College will begin planning an industry and employer advisory council to be implemented during the first year of the new degree program.

F. Explain how employer-driven or industry-driven competencies were identified and incorporated into the curriculum. Has a strategy been established for assessing student learning and reviewing academic workforce alignment to modify the curriculum as needed?

Competencies for the Emergency Management major have been identified using the Federal Emergency Management Agency (FEMA) which is the federal agency for the professional field. In 2017 FEMA published “The Next Generation Core Competencies for Emergency Management Professionals” which was designed to guide the education of future professionals through 2030. These 13 competencies have been mapped to course-level and program-level learning objectives to produce a curriculum map. Students using internship opportunities provide immediate feedback on how well courses have prepared them. As our alumni move into and throughout the professional field, we gather their feedback on how well they were prepared, and this creates a loop where courses are refined to benefit existing students. The program’s existing deep connections to the professional field allow faculty to experience its evolution of needs. This in turn drives refinement of our curriculum.

There is no single standard or primary agency for the US Intelligence major’s competencies. The existing program uses the International Association for Intelligence Education (IAFIE) as the guiding standard. IAFIE has identified 10 general outcomes along with 34 core area outcomes for undergraduate programs. The existing Certificate program is currently undergoing the IAFIE approval process. The proposed degree program will go through the same process once it is established. Students using internship opportunities provide immediate feedback on how well courses have prepared them as well as feedback from their supervisors. While our alumni in this field cannot speak very freely about what knowledge graduates should have, we have updated courses from the feedback they can give. We have also created connections with current and former professionals for their feedback and support in modifying our curriculum.

G. Does the proposed curriculum align with Section 1001.706 (5)(a), Florida Statutes?

☒ Yes

☐ No

H. For degree programs in medicine, nursing, and/or allied health sciences, identify the courses with the competencies necessary to meet the requirements in Section 1004.08, Florida Statutes.

For teacher preparation programs, identify the courses with the competencies required 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.

I. Select the anticipated mode of delivery for the proposed program.

☐ Face-to-Face

☒ Hybrid

☐ Distance Learning

If the method(s) of delivery will require specialized services or additional financial support, describe the projected costs below.

No specialized services or additional financial support are required

J. Describe any potential impact on related academic programs or departments, such as an increased need for general education or common prerequisite courses or an increased need for required or elective courses outside of the proposed academic program. If the proposed program is a collaborative effort with another academic department(s), college(s), or school(s) within the institution, provide a letter(s) of support or MOU(s) from each department, college, or school in Appendix B.

The proposed Bachelor of Science in Emergency Management and Intelligence Studies does not require any specific general education or prerequisite courses; therefore, there are no predicted impacts related to general education requirements.

Due to the interdisciplinary nature of the proposed Bachelor of Science in Emergency Management and Intelligence Studies, the most likely impacts on other departments will stem from the 12 hours of required interdisciplinary Elective Courses. At this time, EMHS anticipates the inclusion of courses from International Affairs, Religion, Economics, Criminology, History, Geography, Modern Languages, Political Science, Philosophy, Urban and Regional Planning, Public Administration, and Math.

At this time, the Undergraduate Certificate in Emergency Management and Homeland Security makes up the large majority of the department's certificate students. Of the 376 undergraduate certificates being pursued in the department:

- 294 (about 78%) are Undergraduate Certificates in Emergency Management and Homeland Security
- 69 (about 18%) are Undergraduate Certificates in U.S. Intelligence Studies
- and 13 (about 3%) are Undergraduate Certificates in Unmanned Aircraft Systems

However, the Undergraduate Certificate in Emergency Management and Homeland Security does not currently have any interdisciplinary electives approved as part of the program. Only the Undergraduate Certificates in U.S. Intelligence Studies and Unmanned Aircraft Systems allow interdisciplinary electives. Therefore, a degree program in Emergency Management and Intelligence Studies would significantly increase the need for interdisciplinary elective availability. As the proposed Bachelor's is currently structured, all students, regardless of whether they major in Emergency Management or U.S. Intelligence Studies, would be required to take interdisciplinary Elective Courses.

Several Political Science and International Affairs courses are currently approved as Interdisciplinary Electives for the Undergraduate Certificate in U.S. Intelligence Studies, and these courses are noticeably popular among students. This does not pose any issues for our certificate programs; however, these courses are often reserved for students majoring in those respective programs. We have entered into MOUs, which can be found in Appendix B, with the two programs to ensure that our collective students will have access to both their and our courses with space permitting.

K. Describe any currently available sites for internship and/or practicum experiences and any plans to seek additional sites in the next five years.

☒ Not applicable to this program because students are not expected to seek internship or practicum opportunities as a required curriculum component.

While the BSEMIS degree program will not require a formal internship, faculty highly recommend students participate in experiential learning and will help students identify internship opportunities. EMHS maintains a close relationship with state and federal agencies focused on providing relevant, meaningful optional internship experiences focused on core emergency management, intelligence, and homeland security functions.

EMHS also has a dedicated Academic Program Specialist who can help students find and prepare for relevant internships.

L. Identify any established or planned educational sites where the program will be offered or administered. Provide a rationale if the proposed program will only be offered or administered at a site(s) other than the main campus.

The BSEMIS program will be offered at the FSU Main Campus in Tallahassee, Florida. The courses will be offered both in person and in a distance learning format.

M. If the institution has conducted recent program reviews, received feedback from accreditation bodies, or received input from other entities that affect the proposed program, describe the institution's progress in implementing the recommendations.

If the proposed program is a doctoral-level program, include the external consultant's report and the institution's responses to the report as Appendix G.

The existing Emergency Management and Homeland Security certificates were reviewed in the Fall of 2021 as part of the Askew School of Public Administration Quality Enhancement Review (QER) process. That review by the UPC made several recommendations for the existing certificates, courses, and program:

- “Continue to collect, monitor, and assess data for the same variables requested for this QER. Doing so will facilitate the review on all applicable questions in the QER report template and should be useful in monitoring and improving undergraduate academic instruction.”
- “A separate breakout of the undergraduate courses and their instructors.”
- “A list of recommended courses for a minor and for the certificate programs.”
- “An assessment of the undergraduate courses for consistency, appropriateness, etc.”
- “A discussion on how the courses are reviewed or assessed in order for the department to maintain or improve the quality of the undergraduate offerings.”
- “Trends over past years along following dimensions of their undergraduate enrollment: (1) overall enrollment in its undergraduate courses; (2) number of

minors; (4) number of Certificates in Emergency Management; and (5) number of online Certificates in Emergency Management and Homeland Security."

Since that QER, and in preparation for the creation of this proposed degree program, the EMHS faculty have accomplished the following:

- Revision of the Student Learning Objective and Program Objectives within the university's Institutional Effectiveness Portal. These revised SLOs and POs better gauge student performance toward the critical aspects of homeland security. These changes in program assessment increase the faculty ability to meet the needs of both the student and the profession.
- Established a faculty curriculum review process that evaluates course syllabi and content for quality and applicability.
- Begun the process of all instructors becoming Quality Matters certified.

Ongoing efforts as part of this proposal include standardizing course listing and instructors and creating a standard course pathway for students.

Discussions with College administration and advising staff indicate a significant interest in Emergency Management and Intelligence Studies as separate degree programs.

VI. Faculty

A. Identify existing and anticipated full-time faculty who will participate in the proposed program through Year 5, excluding visiting or adjunct faculty in the table below. Additionally, provide the curriculum vitae (CV) for each identified faculty member in Appendix A.

Faculty Code*	Faculty Name or "New Hire" Highest Degree Held Academic Discipline	Rank	Contract Status	Initial Date for Participation in Program	FTE Year 1	FTE Year 5
A	Janet Dilling, PhD. Public Administration	Teaching Faculty III	12 Mo	Fall 2026	1.00	1.00
A	Audrey Heffron Casserleigh, PhD Emergency Management	Teaching Faculty III	12 Mo	Fall 2026	1.00	1.00
A	Robert McDaniel, MPA Public Administration	Teaching Faculty III	12 Mo	Fall 2026	1.00	1.00
A	David Merrick, MS Disaster Logistics/Response	Faculty Admin	12 Mo	Fall 2026	1.00	1.00
A	Bradley Skillman, EdD Higher Education	Teaching Faculty II	12 Mo	Fall 2026	1.00	1.00

A	Robert Duggleby, MS Intelligence Studies	Teaching Faculty II	12 Mo	Fall 2026	1.00	1.00
C	New Specialized Faculty Hire	Teaching Faculty I	12 Mo	Fall 2026	1.00	1.00
C	New Tenure-Track Faculty Hire	Associate	9 Mo	Fall 2026	1.00	1.00
C	New Tenure-Track Faculty Hire	Assistant	9 Mo	Fall 2027	0.00	1.00
C	New Tenure-Track Faculty Hire	Assistant	9 Mo	Fall 2028	0.00	1.00

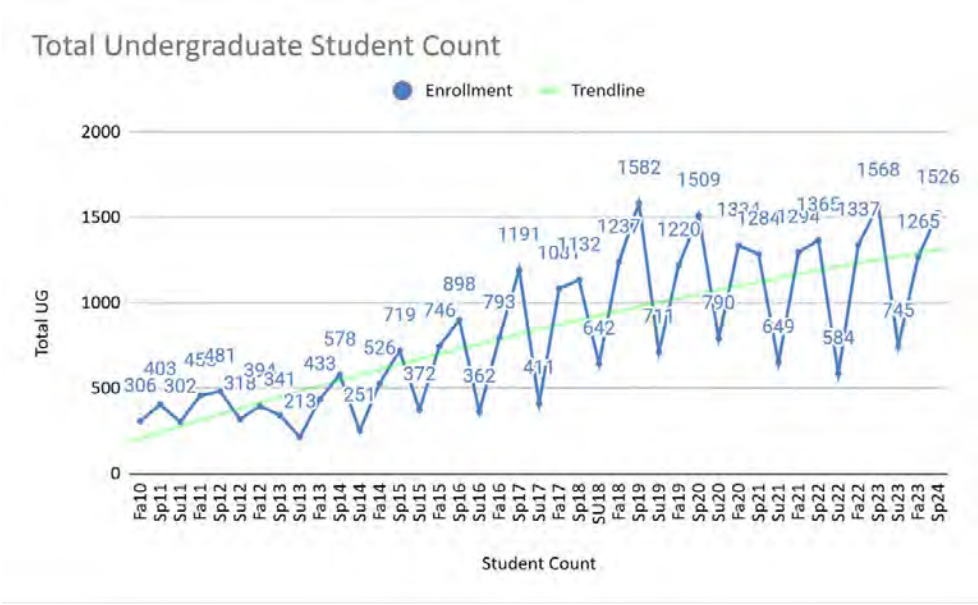
Faculty Code	Code Description	Source of Funding
A	Existing faculty on a regular line	Current Education and General Revenue
B	New faculty to be hired on a vacant line	Current Education and General Revenue
C	New faculty to be hired on a new line	New Education and General Revenue
D	Existing faculty hired on contracts/grants	Contracts/Grants
E	New faculty to be hired on contracts/grants	Contracts/Grants
F	Existing faculty on endowed lines	Philanthropy & Endowments
G	New faculty on endowed lines	Philanthropy & Endowments
H	Existing or new faculty teaching overload in addition to assigned course load	Enterprise Auxiliary Funds

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

The existing certificate programs draw undergraduate students from across the University and beyond. As of Fall 2023, the Emergency Management and Homeland Security Program had 294 active certificate students in Emergency Management and Homeland Security and 69 active certificate students in U.S. Intelligence Studies. These 363 certificate students come from a variety of majors and programs within Florida State University. These include Political Science, International Affairs, Meteorology, Criminology, and Interdisciplinary Social Sciences.

Enrollment in EMHS courses has shown consistent growth from 2010 to 2024, with 1,526 student enrollments in Spring 2024 (See figure below).

These figures are all the direct result of teaching productivity within the Emergency Management and Homeland Security Program and demonstrate the capacity to support these courses and students through the development of this proposed degree.



VII. Estimate of Investment

A. Provide the tuition rate for the proposed program for resident and non-resident students.

Resident/Credit Hour	Non-Resident/Credit Hour
$215.55	**$771.66**

If the proposed program will operate as self-supporting, market tuition rate, or establish differentiated graduate-level tuition, per Board of Governors Regulation 8.002, complete Appendix F, Self-Supporting & Market Rate Tuition.

B. Complete the summary table below.

1. Provide projected costs and associated funding sources for Years 1 and 5 of program operation. Include all new costs that will be incurred as a direct result of the new program, such as new faculty and staff hires and graduate assistantships.
2. Provide headcount (HC) and full-time equivalent (FTE) estimates of student enrollment for Years 1 through 5.
3. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 by dividing the total E&G by 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.

Implementation Timeframe	HC	E&G Funds	Contract & Grants Funds	Auxiliary/ Philanthropy Funds	Total Cost
Year 1	50	$1,190,506			$1,190,506
Year 2	100				
Year 3	110				
Year 4	140				
Year 5	170	$1,441,116			$1,441,116

VIII. Institutional Resources

A. Describe any additional library resources needed to implement and/or sustain the program through Year 5.

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

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

As described earlier in the proposal, EMHS currently operates the Disaster Intelligence Analysis Laboratory (DIAL) within the Bellamy Building. This lab provides undergraduate and graduate students with the technology and framework to work in the intelligence collection, analysis, and distribution cycle. DIAL is a unique resource in the country - creating an applied learning environment in

intelligence and disaster management. This lab will continue to operate and support BSEMIS students in experiential learning, research, and hands-on activities.

C. Describe any additional specialized equipment or space needed to implement and/or sustain the program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space. Costs for new construction should be provided in response to Section VIII.D. below.
☒ Not applicable to this program because no new I&R costs are needed to implement or sustain the program through Year 5.

D. 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. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase due to the program, describe and estimate those expenses below. High enrollment programs, in particular, are expected to 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.

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

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

The College will plan to identify resources for student scholarships specific to this degree program upon implementation.

IX. Required Appendices

Table 1 outlines the required appendices by degree level. Institutions may provide additional appendices to supplement the information provided in the proposal and list them in Table 2 below.

Table 1. Appendices

	Appendix Title	Degree Level	Required for Specific Programs	Included Yes/No
A	Consultant's Report and Institutional Response	Doctoral or Professional		No
B	Letters of Support or MOUs from Other Academic Units	Any new program	Only for programs offered in collaboration with other academic unit(s) within the institution	Yes
C	Common Prerequisite Request Form	Bachelor's		Yes
D	Request for Exception to the 120 Credit Hour Requirement	Bachelor's	Requesting approval to exceed the 120 credit hour requirement	No
E	Request for Specialized Admissions Status	Bachelor's	Requesting approval for specialized admissions status	No
F	Self-Supporting & Market Rate Tuition Programs	Graduate programs	Only for self-supporting or market tuition rate programs	No
G	Faculty Curriculum Vitae	Any new program		Yes

Table 2. Additional Appendices

Appendix	Appendix Title	Description

STATE UNIVERSITY SYSTEM OF FLORIDA

Appendix B
Letters of Support or MOU from Other Academic Units

DocuSign Envelope ID: 8E699853-847F-45AB-84ED-D52C9B4EDB6F

Memorandum of Understanding

Between the International Affairs program and the Emergency Management and Homeland Security program at Florida State University

Purpose

The purpose of this memorandum of understanding (MOU) is to establish a collaborative relationship between the International Affairs Program (IA) and the Emergency Management and Homeland Security Program (EMHS) at Florida State University, and to facilitate the enrollment of undergraduate students in each other's courses.

Background

IA and EMHS are two interdisciplinary programs that offer undergraduate degrees in fields that often overlap. Both programs share a common interest in the global and domestic challenges and opportunities that affect the security, resilience, and well-being of people and communities. Both programs also recognize the value of exposing their students to diverse perspectives and approaches to address these challenges and opportunities.

Scope

This MOU applies to courses that act as electives and/or tracks in the respective programs. Under this MOU, students enrolled in either program will be able to register for the applicable courses offered by the other program, subject to the availability of seats. Students will be responsible for meeting the prerequisites and requirements of the courses they enroll in. Students will also be expected to adhere to the academic policies and standards of both programs.

Benefits

This MOU will provide the following benefits to the students and the programs:

- Students will have the opportunity to broaden their knowledge and skills in the areas of international affairs and emergency management and homeland security, and to apply them to real-world scenarios and problems.
- Students will have the opportunity to interact with and learn from faculty and peers from different disciplines and backgrounds, and to develop their interdisciplinary competencies.
- Students will have the opportunity to enhance their academic and professional credentials and to prepare for further education or career advancement in the fields of international affairs and emergency management and homeland security.

DocuSign Envelope ID: 8E699853-847F-45AB-84ED-D52C9B4EDB6F

- The programs will have the opportunity to increase their enrollment and visibility, and to foster a culture of collaboration and innovation among their faculty and students.
- The programs will have the opportunity to contribute to the mission and vision of Florida State University, and to advance its reputation as a leader in interdisciplinary education and research.

Duration

This MOU will be effective from the date of signing and will remain in effect until the end of the 2029 calendar year, unless terminated earlier by mutual agreement of the parties. The parties may review and revise this MOU as needed, subject to the approval of both parties.

Signatures

The parties agree to the terms and conditions of this MOU and sign below:

DocuSigned by:
Lee Metcalf
AD47CB7986ZD47D...

Date: 6/3/2024 | 5:15 PM

Dr. Lee Metcalf
Director, International Affairs Program

DocuSigned by:
David Merrick

Date: 6/3/2024 | 9:46 AM

Mr. David Merrick
Director, EMHS Program

STATE UNIVERSITY SYSTEM OF FLORIDA

DocuSign Envelope ID: 3648C1BC-AE3B-4279-B015-D8E21D32C703

Memorandum of Understanding

Between the Department of Political Science and the Emergency Management and Homeland Security program at Florida State University

Purpose

The purpose of this memorandum of understanding (MOU) is to establish a collaborative relationship between the Department of Political Science and the Emergency Management and Homeland Security Program (EMHS) at Florida State University, and to facilitate the enrollment of undergraduate students in each other's courses.

Background

Political Science and EMHS offer undergraduate degrees in fields that often overlap. Both programs share a common interest in the global and domestic challenges and opportunities that affect the security, resilience, and well-being of people and communities. Both programs also recognize the value of exposing their students to diverse perspectives and approaches to address these challenges and opportunities.

Scope

This MOU applies to courses that act as electives and/or tracks in the respective programs.

Under this MOU, students enrolled in either program will be able to register for the applicable courses offered by the other program, subject to the availability of seats. Students will be responsible for meeting the prerequisites and requirements of the courses they enroll in. Students will also be expected to adhere to the academic policies and standards of both programs.

Benefits

This MOU will provide the following benefits to the students and the programs:

- Students will have the opportunity to broaden their knowledge and skills in the areas of political science and emergency management and homeland security, and to apply them to real-world scenarios and problems.
- Students will have the opportunity to interact with and learn from faculty and peers from different disciplines and backgrounds, and to develop their interdisciplinary competencies.
- Students will have the opportunity to enhance their academic and professional credentials and to prepare for further education or career advancement in the fields of political science and emergency management and homeland security.

DocuSign Envelope ID: 3648C1BC-AE3B-4279-B015-D8E21D32C703

- The programs will have the opportunity to increase their enrollment and visibility, and to foster a culture of collaboration and innovation among their faculty and students.
- The programs will have the opportunity to contribute to the mission and vision of Florida State University, and to advance its reputation as a leader in interdisciplinary education and research.

Duration

This MOU will be effective from the date of signing and will remain in effect until the end of the 2029 calendar year, unless terminated earlier by mutual agreement of the parties. The parties may review and revise this MOU as needed, subject to the approval of both parties.

Signatures

The parties agree to the terms and conditions of this MOU and sign below:

DocuSigned by:
98005A281ABA44A...

Date: 6/5/2024 | 12:58 PM

Dr. Brad Gomez
Chair, Department of Political Science

DocuSigned by:
David Merrick
7C05523A6A04AE...

Date: 6/12/2024 | 9:19 A

Mr. David Merrick
Director, EMHS Program

STATE UNIVERSITY SYSTEM OF FLORIDA

Appendix C
Common Prerequisite Request Form

Common Prerequisites Manual (CPM) Revision Request

Institution:	**Florida State University**
Institution Liaison:	Amy Guerette
Date of Submission:	Click or tap here to enter text.
Program/Degree Type:	**BS in Emergency Management and Intelligence Studies**
Program CIP Code:	43.0301
Program Credit Hours:	120

If applicable, please complete the following if you are notifying us of a change to:

Program Credit Hours:	Current Credit Hours: Click or tap here to enter text. New Credit Hours: Click or tap here to enter text. Effective Date: Click or tap here to enter text.
Limited Access Program Status:	☐ Change from open access to limited access ☐ Change from limited access to open access Effective Date: Click or tap here to enter text.
Program CIP Code:	Current CIP code: Click or tap here to enter text. New CIP Code: Click or tap here to enter text. Effective Date: Click or tap here to enter text.
Baccalaureate Program Status:	☐ Notification of a Program Termination – Term/Year Program Should be Removed from the CPM: Click or tap here to enter text. ☐ Notification of New Program – Anticipated Program Implementation Date: Click or tap here to enter text. ☐ Notification of Program Name Change – Revised Program Name: Click or tap here to enter text.

Proposed Revisions(s) to the CPM (check all that apply)

The CIP Code Is Currently in the CPM:
☐ 1. Make curriculum changes to an existing track at proposing institution

STATE UNIVERSITY SYSTEM OF FLORIDA

. Add program to a current track without curriculum changes

☐ 3. Add program to a current track with curriculum changes

☐ 4. Establish a new track without prerequisites

☐ 5. Establish a new track with prerequisites

6. For numbers 1-5, please provide track information below:

a. ☐ Track 1 ☐ Track 2 ☐ Track 3 ☐ Track 4 ☐ Track 5 ☐ Track 6

b. Track Name: Click or tap here to enter text.

c. If this is a request to establish a new track, please provide justification as to why a new track is needed: Click or tap here to enter text.

The CIP Code Is Not Currently in the CPM:

☒ 7. Add program to the CPM without prerequisites

☐ 8. Add program to the CPM with prerequisites

Proposed Curriculum Actions:

☐ Add course(s) and/or course alternative(s)

☐ Eliminate course(s) and/or course alternative(s) (delete course from the CPM)

☐ Exempt course(s) and/or course alternative(s) (request exception from course)

☐ Carry over prerequisites from previous CIP without changes (CIP Code change)

☐ Carry over prerequisites from previous CIP with changes (CIP Code change)

☐ Other – please specify Click or tap here to enter text.

Please include the following supporting documentation with this proposal:

- **The program page from the Common Prerequisite Manual, if applicable.**
- **The program requirements for the baccalaureate degree program at your institution.**

If this request is for any of the following, do not complete anything further:

- **Add program to a current track without curriculum changes**
- **Establish a new track without prerequisites**
- **Add program to the CPM without prerequisites**

Appendix G
Faculty Curriculum Vitae

Curriculum Vitae
Janet D Dilling

General Information

University address: Emergency Management and Homeland Security
College of Social Sciences and Public Policy
Bellamy Building 0648
Florida State University
Tallahassee, Florida 32306-2250
Phone: 850-644-9961; Fax: 850/645-4660

E-mail address: jdilling@fsu.edu

Web site: em.fsu.edu

Professional Preparation

2008 Ph.D., Reubin O'D. Askew School of Public Admin, Tallahassee, FL. Major: Public Administration and Policy.

1994 Masters Public Admin, University Of Idaho. Major: School Of Public Administration and Policy.

1977 B.A. English, Salem College, Winston-Salem, North Carolina. Major: English.

Professional Experience

2012–present Teaching Professor, Emergency Management and Homeland Security, Florida State University.

2009–present Senior Fellow, Center for Disaster Risk Policy, Florida State University. Serve as a Senior Advisor to the Center Leadership. External liaison of the Center on key issues. Provides Project Direction where needed.

Founded the Center for Disaster Risk Policy at FSU and served as first Director of the Center and the Emergency Management Academic Program.

1997–present Associate In, FL Public Affairs Ctr, Florida State University.

2009–2013 President, LLC, TEAM Simulations, LLC. Serve as the President and Chief Executive Officer of a Technology Transfer Company of Florida State University. Company provides emergency management/crisis management software and services to the public and private sectors. Past and current clients of the company include federal and state agencies, Fortune 500 companies, and local government.

1997–present Principal Faculty Member, Florida State Emergency Management and Homeland Security Program, Florida State University.

2005–2012 Associate Teaching Professor, Emergency Management and Homeland Security, Florida State University.

2008–2010 Adjunct Instructor, Distance Learning, Florida State University.

1998–2009 Director, Center for Disaster Risk Policy, Florida State University. Directed and supervised a Class III research center providing technical assistance to government and the non-profit sector. Responsibilities included center direction and administration; business development; developing and managing consulting contracts; and grant management. Key personal achievements include generation of over $8 million in contracts and grants, significant increase in services and support of graduate students, the incubation support of a new Center for Civic and Non-Profit Leadership and establishment of the Center for Disaster Risk Policy under the Center's administration.

1998–2009 Director, FSU Emergency Management and Homeland Security Program, Florida State University. Directed and supervised the administration of the Certificate and EM Specialization Program. Responsibilities include classroom and online teaching, course development, marketing, answering prospective student inquires, approving course plans, and recommending certificate awards to the College Dean. Direct independent studies and tutorials as needed. Serve on comprehensive exam committees. Founder of the program at the University.

2000–2006 Assistant In (OPS), Ctr for Acad & Prof Dev, Florida State University.

1996–1998 Assistant Director, Florida Public Affairs Center, Florida State University. Senior advisor and consultant for emergency management and training and curriculum development for the center. Responsibilities included business development, project design, development, and management. Generated new business that tripled center's annual budget and allowed funding of 2 new research faculty positions, 5 graduate students for the center, and major equipment upgrades.

1997–1999 President TEAM Simulations, International Firm of Associates, Florida State University. Directed an international firm of associates providing training, training development, consultation services, crisis exercise development, learning events and management simulations to the public and private sector. Sample clients included American Express, AT&T, Canadian

Imperial Bank of Canada, Walwyn-Midland, the U.S. Army's Training and Instrumentation Command, City of Los Angeles, and the States of Vermont and Kentucky.

1997–1999 Civil Affairs Officer, 300th Civil Affairs Command, USAR, US ARMY, US ARMY. Provided guidance for civil-military operations for the command and supported units. Served as lead emergency management advisor for the Command and as a Subject Matter Expert (SME) for the U.S. Army's John F. Kennedy Special Warfare Center and School. Developed and delivered curriculum/ national exchange on civil/military operations and emergency/contingency management for Latin America and the Caribbean for the command.

1994–1996 Senior Management Analyst, Department of Community Affairs, FDEM, Florida State University. Senior Analyst in the areas of emergency operations, training, exercises, and policy development. Responsibilities included serving as advisor to the Division Director, as a Policy Analyst for policy implementation strategies, strategic planning for the Division and Department, serving as Operations Officer during activations of the State Emergency Operations Center, directing two statewide hurricane exercises, participation in radiological emergency procedures and the state's first major terrorism conference and training. Served as an instructor for the state in Emergency Management subjects.

1990–1994 Director, Lewiston-Nez Perce Emergency Management, Lewiston-Nez Perce Emergency Management. Emergency Manager Director of a combined city-county organization made of principal city, county, and regional state department heads and their deputies. Responsible for the direction, coordination, and control of all emergency operations (real and simulated). Responsible for understanding all major department programs/functions/capabilities and directing their interrelationship and collaboration in the achievement of organizational goals. Rewrote all operational planning documents and completely revamped/automated the Emergency Operations Center and communication system. Appointed to the Governor's state Hazardous Material Task Force.

1993–1994 Brigade Automatic Officer, DS/GS Combat Support Battalion, National Guard, Idaho National Guard. Supervised 19 personnel in the operation of the Brigade data center. During annual training, performed as the DISCOM Commander, supervising logistical support for 2 Calvary brigades (one active duty and one guard) for the 3 week exercise.

1987–1990 Small Business Owner, Small Business Owner. Performed all marketing, business development, accounting, and customer/client interface. Supervised 4 personnel.

1986 Commander, DS/GS General Support Hospital Headquarters Company,USAR, USAR, DS/GS General Support Hospital Headquarters Company. Medical Company Commander of a Combat Support Hospital, supervising the support, training and operation of over 200 personnel.

Spokane, Washington.

1986 Community Development Officer, 21st Support Command, US ARMY, Florida State University. Directed the development and implementation of Command programs designed to improve the quality of life (QOL) for 30,000 soldiers, civilians, and family members

in 108 manned remote sites widely dispersed over 153,000 square miles of Germany, the United Kingdom, Belgium, and the Netherlands. Responsible for the management and coordination of Remote Site Surveys/Quality of Life assessments, and representation at 21st and USAREUR remote site review boards. Analyzed all construction and equipment requirements for site facilities. Designed and established a comprehensive automated database supporting staff inquires into all aspects of concern to include location, demographics, logistical/medical support, etc.

1985–1986 Chief, Plans/ Exercise, 21st Support Command (PER), US ARMY, Florida State University. Planned, prepared, and coordinated the personnel portions of war, emergency/contingency, and exercise plans, policies and regulations for the Command, a Logistical Support headquarters supporting a population of over 120,000 personnel in eleven military communities/area support groups. Reviewed and approved the personnel annexes of subordinate unit's implementing plans and instructions. Organized and directed the ACSPER Contingency Cell for the HQ's Operations Center. Chief Personnel play/decision maker for a 3-star Army HQ's for five major exercises, including 2 REFORGER exercises. Briefed the Commanding General on all wartime/contingency personnel matters. Served as Security Manager, OACSPER.

1984–1985 Commander, Headquarters and Headquarters Company, US ARMY, 84th Ordnance Battalion. Responsible for the readiness, logistical support, training, and quality of life of an 84-person company. Developed and implemented all company policies and procedures including comprehensive supply and maintenance management operating procedures. Planned and executed unit annual operating budget. Instituted an innovative decentralized training program designed to increase mission accomplishment and improve morale. Developed model physical fitness training plan, to include participation in the German Sports Program. Simultaneously directed supply/equipment requisitioning and fielding of three newly formed Concept Plan units.

1983–1984 Material Officer (MATO) and Battalion Ammunition Officer, 84th Ordnance Battalion, US ARMY. Managed over 250,000 short tons of ammunition at 22 storage sites in Germany and Belgium. Accountable officer responsible for 22 separate accounts valued at over $1.6 billion. Managed the requisition, cross leveling and excessing of all battalion stocks of conventional ammunition and small missiles to maintain required quantities at proper locations. Inventory accuracy rate exceeded 99% during my tenure. Developed the material handling equipment support requirements for Ammunition Concept Plan units. Initiated an automated system conversion for all battalion activities. Chief Class V Exercise player/decision maker during all Joint Army exercises. Wrote reception plan and briefing for all reinforcing units for wartime scenario. Served concurrently in both positions for half of the rated period. Supervised 24 and 10 personnel respectively. Residence Training- Interim- U.S. Army Officer Advance Munitions Materiel Management (6 months).

1982–1983 Operations, Plans, and Training Officer, Seneca Army Depot, New York. Principal Operations and Plans Officer for the Army's largest Special Weapons (Nuclear) depot and Training Officer for a 450-person battalion. Formulated and administered depot emergency and contingency plans. Responsible for the operation and direction of the Depot Emergency

Operations Center. Coordinated civil emergency operational procedures and evacuation plans with local, state, and federal agencies. Planned and coordinated Special Forces Reactionary Force exercises in support of the depot special weapons security posture. Exercise Controller/Chief Player for two major Army Joint exercises and numerous smaller emergency/contingency and nuclear surety/security exercises. Managed the Battalion Military Training Program to include scheduling, skill qualification testing, and military schooling quotas/allocations. Coordinated all Reserve Component and Mobilization Station training and logistical and administrative support components to include development of detailed reception plans.

1981–1982 Operations Officer/Executive Officer, DS/GS Ordnance Company, Seneca Army Depot, New York. Operations and Executive Officer for a Special Weapons (Nuclear) Direct Support/General Support Ordnance Company. Responsible for the maintenance of the Nuclear Surety Program, Unit Safety, Classified Document Control, operative plans and standard operating procedures. Monitored Unit Administration, Quality of Life programs and provided personal, financial and professional counseling to all personnel. Residence Training – Interim-U.S. Army - Nuclear, Biological and Chemical School, Supply Management Officer's Course, and Airborne School (6 months).

1978–1981 Area Director, Cystic Fibrosis Foundation, Charlotte, North Carolina. Area Director of a national health foundation. Spearheaded foundation programs in 29 counties, including a large metropolitan area. Responsible for all Public Relations, Public Education, and development/fund raising activities of the Foundation. Conducted educational seminars and public speaking engagements. Made radio and television appearances educating the public on Foundation programs. Planned and executed an All Star Basketball Game between the Atlantic Coast Conference and Southeastern Conferences. Game televised over the Southeast. Directed two professional staff and a large volunteer base. Home care for ill parent - Interim.

1977–1978 Executive Officer and Training Officer, Charlie Company, 7th Battalion, 2nd Brigade, F.T. Jackson, S.C. Executive Officer and Training Officer for a 220-man/woman basic training company. Responsible for the planning, conduct, supervision, review and revision of training. Assisted in inspections of organization activities and facilities, observed discrepancies and initiated corrective action. Acted for the company commander in his absence. Residence Training – Interim – U.S. Army Officer Orientation Course, Army Officer Basic Course, Munitions Material Management Basic Course.

Areas of Expertise

Emergency Management.
Emergency Management principals and Policies.
Exercise development and evaluation.
Instructional Systems.
Organizational and leadership development.
Organizational and Program Development.
Organizational Theory.

Program and Project Development Management.
Public Health Preparedness and Response.
Training and curriculum development.

Honors, Awards, and Prizes

Pi Sigma Alpha (National Political Science Scholastic Honorary Society), FSU Pi Sigma Alpha
Florida State University Innovator Award, FSU (2011).
Florida State University Innovator Award, FSU (2010).
Florida State University Innovator Award, FSU (2009).
Florida State University Innovator Award, FSU (2008).
Florida State University Innovator Award, FSU (2007).
Florida State University Innovator Award, FSU (2006).
Florida State University Innovator Award, FSU (2005).
Certified Emergency Manager, CEM (1999).
Annual Community Service Award, City of Lewiston (1992).
Emergency Manager of the Year, State of Idaho (1992).

Teaching

Courses Taught

COMP STUDY OF EM/NETHERLANDS (PAD5907)
Emergency Management Programs, Planning, and Policy (PAD4393)
Emergency Management Programs, Planning, and Policy (PAD5398)
Foundations in Emergency Management (PAD4391)
Foundations of Emergency Management (PAD5397)
International and Comparative Disaster Management (PAD4833)
International and Comparative Disaster Management (PAD5835)
Ethic Cons. for Animal Disaster (PAD4905)
Seminar in Public Administration: Selected Topics (PAD5935)
Special Topics in Public Administration (PAD4936)
Emergency Management Leadership and Communication (PAD5373)
Emergency Management Leadership and Communication (PAD4372)

New Course Development

Foundations in Emergency Management (2013)
Foundations of Emergency management (2013)
International and Comparative Disaster Management (2013)
International and Comparative Disaster Management (2013)
Emergency Management Programs, Planning, and Policy (2012)
Emergency Management Programs, Planning, and Policy (2012)

Emergency Management Leadership and Communication (2009)
Emergency Management Leadership and Communication (2009)

Doctoral Committee Member

Cuadra Cardona, J. V., graduate. (2016).
Don Cross (present)

Research and Original Creative Work

Publications

Refereed Journal Articles

Dilling, J., Brower, R., Cuadra, J., & Samples, M. (2014). Informal Settlers, Government Officials, and Disaster Vulnerability: Experience from the Philippines. *Journal of Safety and Crisis Management Vol 4*.

Dilling, J., Brower, R., Cuadra, J., & Samples, M. (2013). Informal Settlers, Government Officials, and Disaster Vulnerability: Experience from the Philippines. *IREM Journal*.

Dilling, J., Brower, R., Choi, S., & Jeong, H. (2009). Forms of Inter-Organizational Learning in Emergency Management Networks. *Journal of Homeland Security and Emergency Management*, *6*.

Dilling, J., Rogoff, M., Harrell, V., Gispert, L., Wade, H., Khator, S., Lange, S., & Bitterli, R. (2001). Continuity of Government Operations. *Developing an Alternate Relocation Plan, Public Works Engineering, Construction and Maintinence*, *134*.

Dilling, J. (1995). Control vs. Coordination, Optimal Systems in EOC Structures. *ASPEP Journal*.

Refereed Book Chapters

Dilling, J., Brower, R., Samples, M., & Cuadra, J. (2016). Safe and Just Housing in the Developing World. In *Management of Natural Disasters* (pp. 27-37). WIT Press.

Dilling, J., Brower, R., Magno, & Francisco, A. (2013). Evolving and Implementing a New Disaster Management Paradigm: The Case of the Philippines. In *Disasters and Development*. Kapacu and Liou.

Refereed Proceedings

Dilling, J., & Brower, R. (2018). Relocation of High Risk Settlements: A Replicable Framework. In *International Conference on Crisis and Emergency Management*. Singapore.

Dilling, J., Brower, R., & Cuadra, J. (2015). Diverse Forms of Voluntary Action for Disaster Resilience: Evidence from the Philippines. In *ISTR-AP*. Japan.

Dilling, J., & Cuadra, J. (2015). Relocation of Disaster-prone Informal Settlements: Development Opportunity or Perpetuation of Poverty? In *ACSP*. USA.

Dilling, J., Cuadra, J., Brower, R., & Samples, M. (2014). Current Relocation Practices Targeting Disaster Prone Communities in Developing Countries: Case Study San Francisco Libre, Nicaragua. In *TIEMS*. Japan.

Dilling, J., Cuadra, J., Samples, M., & Brower, R. (2013). Just and Safe Housing for Informal Settlers in the Developing World. In *International Conference on Disaster Management and Human Health*. Coruna, Spain.

Dilling, J., Brower, R., Cuadra, J., Samples, M., & Obaid, Z. (2013). NGOs as Brokers: Negotiating the Space BetweenHigh Risk Human Settlements and Government Relocation Policies. In *ARNOVA*. Hartford, Connecticut.

Dilling, J., Brower, R., Cuadra, J., & Samples, M. (2013). The Dilemma of Informal Settlers in the Philippines. In *Conference on Crisis and Emergency Management*. Cheongia, Korea.

Dilling, J., Cuadra, J., Brower, R., & Samples, M. (2012). High Risk Human Settlements: Tensions Between Local Traditions and Government Policy. In *International Conference on Crisis and Emergency Management, Global Considerations of Crisis, Disasters, And Risk*. Tallahassee, Fl.

Dilling, J., Brower, R., Cuadra, J., & Samples, M. (2012). Key Factors that Prolong High Risk Settlements. In *International Conference on Interdisciplinary Studies of Natural and Social Sciences*. Beijing, China.

Dilling, J., Brower, R., & Magno, A. (2012). Mainstreaming Disaster Risk Reduction into Broader Development Goals in the Philippines. In *International Conferece on Crisis and Emergency Management, Global Considerations of Crisis, Disasters, and Risk*. Tallahassee, Fl.

Dilling, J., & Samples, M. (2011). Repatriation of U.S. Citizens and Mass-Migration after the Haiti 2010 Earthquake. In *The International Emergency Management Society Proceedings*. Bucharest, Romania.

Dilling, J. (2010). Structural Systems: The Command vs. Coordination Question. In *International Conference on Crisis and Emergency Management Conference Proceedings*. Beijing, China.

Dilling, J. (2009). Framing Emergency Management Knowledge Expansion within Current US Academia Curricula. In *International Conference on Crisis and Emergency Management Conference Proceedings*. Korea.

Dilling, J., & Heffron, A. (2008). Computer Mediated Tabletop Exercises. In *International Emergency Management Society*. Prague.

Dilling, J., & Heffron, A. (2008). Unifying Global Definitions of Terrorism. In *International Conference on Crisis and Emergency Management Conference Proceedings*. Korea.

Dilling, J., Heffron, A., & Connolly, C. (2007). Profiling Suicide Terrorists. In *International Emergency Management Society*. Trogir, Croatia.

Dilling, J., Connolly, C., & Heffron, A. (2006). Computer Mediated Communication in Support of Virtual Organizations During Disaster Response. In *SINO Public Administration Conference*. Beijing, China.

Dilling, J., Heffron, A., Connolly, C., & Blanchard, C. (2005). Computer Supported Virtual Organizations: Building a New Type of Public -Private Partnership to Meet the Need of Disaster Victims. In *International Emergency Management Society*. Faroe Islands.

Dilling, J., & Heffron, A. (2005). Toward a Global Definition of Terrorism. In *International Emergency Management Society*. Faroe Islands.

Dilling, J., & Choi, S. (2003). Dynamic and Non-Linear Relationships Between Network Structures and Network Performances. In *The Association for Public Policy Analysis and Management*. Washington, D.C.

Dilling, J., Heffron, A., & Rogoff, M. (2003). Establishing a Modality for Continuity of Operations Planning. In *International Emergency Management Society*. France.

Dilling, J., Choi, S., Brower, R., & Jeong, H. (2001). Extending a Preliminary Theory ofNetwork Effectiveness: The Case of Voluntary Emergency Management. In *The Association of Research on Nonprofit Organizations and Voluntary Action*. Miama, Fl.

Dilling, J., Choi, S., & Brower, R. (2001). Social and Natural Environment Predictors of Network Structures in Local Emergency Management. In *The Association of Public Policy Analysis and Management*. Washington, D.C.

Dilling, J. (1997). Command vs. Coordination. In *Konferenz Ablaufs Proceedings, IDER* (pp. 288-303). The Netherlands.

Refereed Newsletter Articles

Dilling, J. (1999). Breaking the Cycle of Traditional Recovery Funding. *PA Times*, *22*.

Nonrefereed Reviews

Dilling, J., & Heffron, A. (2009). Collaborative Information Technology (CIT) Applications in Post-Disaster Public-Private Partnerships. *Korean Review of Crisis & Emergency Management*.

Dilling, J., & Heffron, A. (2008). Unifying Global Definitions of Terrorism. *Korean Review of Crisis & Emergency Management*, *4*.

Presentations

Invited Keynote and Plenary Presentations at Conferences

Dilling, J. D. (presented 2021, November). *Tensions of Local Policy Formulation for Adaptation to Sea Level Rise*. Keynote presentation at International Conference on Crisis and Emergency Management, International Society for Crisis and Emergency Management, Seoul, South Korea. (International)

Dilling, J. (presented 2018). *Invited Keynote Speaker and Moderator*. Keynote presentation at the meeting of International Conference on Crisis and Emergency Management, Singapore. (International)

Dilling, J. (presented 2014). *Keynote Speaker and Moderator*. Keynote presentation at the meeting of International Conference on Crisis and Emergency Management, Portugal. (International)

Dilling, J. (presented 2011). *Keynote Speaker and Moderator*. Keynote presentation at the meeting of USA-Korean Seminar of Crisis and Emergency Management. (International)

Invited Presentations at Conferences

Dilling, J. D. (presented 2013). *"Evolving and Implementing a New Disaster Management Paradigm"*. Presentation at American Society of Pulbic Administration, American Society of Pulbic Administration, New Orleans, LA. (National)

Dilling, J. D. (presented 2012). *nvited Speaker and Moderator*. Presentation at International Conference on Interdisciplinary Studies of Natural and Social Sciences, Chinese Academy of Management and Yale University, Beijing, P.R. China. (International)

Dilling, J. D. (presented 2010). *"Virtual Organizations" Speaker*. Presentation at National Hurricane Conference, FSU, Orlando, Florida. (National)

Dilling, J. D. (presented 2010). *"Virtual Organizations", Speaker*. Presentation at Governor's Hurricane Conference, FSU, Ft.Lauderdale, Florida. (State)

Dilling, J. D. (presented 2010). *Speaker, Moderator, Discussant*. Presentation at The 2nd International Conference on Emergency Management, The 2nd International Conference on Emergency Management, Florida. (International)

Dilling, J. D. (presented 2009). *"Human Dignity, Disaster Victims' Relief, and Climate Change Response", Speaker, Moderator, and Discussant*. Presentation at International Conference on Crisis and Emergency Management, FSU. (International)

Dilling, J. D. (presented 2009). *"Human Dignity, Disaster Victims' Relief, and Climate Change Response", Speaker, Moderator, and Discussant*. Presentation at International Conference on Crisis and Emergency Management, FSU. (International)

Dilling, J. D. (presented 2008). *"Crisis and Emergency Management in Global Society: Managing the Disaster Relief and Promoting the Disaster Management Industry", Speaker, Moderator, and Discussant*. Presentation at International Conference on Crisis and Emergency Management, FSU. (International)

Dilling, J. D. (presented 2005). *"Blending collaborative technology and virtual organizations to meet disaster needs" invited speaker*. Presentation at International Convention of Emergency Managers, International Convention of Emergency Managers, Rome, Italy. (International)

Dilling, J. D. (presented 2004). *"Emergency Management Careers: Becoming More Competitive In The Job Market"*. Presentation at International Association of Emergency Managers, International Association of Emergency Managers, Dallas, TX. (International)

Dilling, J. D. (presented 2004). *"Enhancing Government Performance", Panel Chair*. Presentation at Academy of Management, Academy of Management, New Orleans, LA. (National)

Dilling, J. D., & Choi, O. K. (presented 2004). *"Information Needs in Public Administration"*. Presentation at Ethics 2004 Conference, FSU, Portland ,Oregon. (National)

Dilling, J. D. (presented 2003). *"Alternate Relocation Point Planning"*. Presentation at 2003 American Public Works Association Congress and Exposition, 2003 American Public Works Association Congress and Exposition, San Diego, California. (National)

Dilling, J. D. (presented 2003). *"Emergency Management Career Preparation"*. Presentation at International Association of Emergency Management, International Association of Emergency Management, Orlando, Florida. (International)

Dilling, J. D., Heffron, A., & Rogoff, M. (presented 2003). *"Establishing a Modality for Continuity of Operations Planning"*. Presentation at International Emergency Management Society Conference at Sophia-Antipolis, International Emergency Management Society Conference at Sophia-Antipolis, Provence, France. (International)

Dilling, J. D. (presented 2002). *"Global Issues in Emergency Management" Speaker and Moderator*. Presentation at International Association of Emergency Managers, International Association of Emergency Managers, Columbus, Ohio. (International)

Dilling, J. D. (presented 2002). *"The Maturation of a Profession, Growth of Emergency Management Knowledge"*. Presentation at Southeastern Conference of Public Administration, Southeastern Conference of Public Administration. (Regional)

Dilling, J. D. (presented 2001). *"Building Country Disaster Management Capacity" Workshop Facilitation*. Presentation at World's Disaster Managers Seminar, FSU, Caserta, Italy. (International)

Dilling, J. D. (presented 2001). *"You Play Like You Practice"*. Presentation at JEA Disaster Preparedness Seminar 2001, JEA, Jacksonville, FL. (State)

Dilling, J. D. (presented 2000). *"Emergency Planning for Business and Industry" (Panel Chair and Speaker)*. Presentation at Governor's Hurricane Conference, Governor's Hurricane Conference, Tampa, FL. (State)

Dilling, J. D. (presented 2000). *"The Future of Emergency Management"*. Presentation at Opening Session for the International Association of Emergency Managers Annual Conference, Opening Session for the International Association of Emergency Managers Annual Conference, Austin, TX. (International)

Dilling, J. D. (presented 1999). *"A Nation's Lessons in Emergency Management" Speaker and Panel Moderator*. Presentation at World's Disaster Managers Conference, World's Disaster Managers Conference, Caserta, Italy. (International)

Dilling, J. D. (presented 1999). *"Eco-Tourism: Lessons from Florida" an invited presentation for the Government of Nicaragua*. Presentation at Southern Governor's Humanitarian and Trade Mission, Southern Governor's Humanitarian and Trade Mission. (International)

Dilling, J. D. (presented 1999). *"Emergency Management – A Growing Field and Profession"*. Presentation at American Society of Public Administration, North Florida Chapter, American Society of Public Administration, North Florida Chapter. (State)

Dilling, J. D. (presented 1998). *"Civil-Military Operations in Disaster Response" for the government and military of Uruguay*. Presentation at "Civil-Military Operations in Disaster Response" for the government and military of Uruguay, "Civil-Military Operations in Disaster Response" for the government and military of Uruguay. (International)

Dilling, J. D. (presented 1998). *"Command vs. Coordination: Optimal Systems for Emergency Operations Centers"*. Presentation at presented in the Emergency Information Infrastructure Partnership Forum, presented in the Emergency Information Infrastructure Partnership Forum. (International)

Dilling, J. D. (presented 1997). *"Finding Funds – The Resource Information Strategy"*. Presentation at 1997 Statewide Hurricane Conference, 1997 Statewide Hurricane Conference. (State)

Dilling, J. D. (presented 1997). *"Hazards Analysis and Capability Assessment, A Model for Terrorism Planning"*. Presentation at State of Kentucky Annual State Emergency Management Conference, State of Kentucky Annual State Emergency Management Conference, Lexington. (State)

Dilling, J. D. (presented 1997). *"Terrorism: Exercising for Consequence Management"*. Presentation at State of Vermont, State of Vermont, Vermont. (State)

Dilling, J. D. (presented 1997). *"Train the Trainer: Building Disaster Management Capacity"*. Presentation at State of Florida Chapter of The Salvation Army Annual Disaster Conference, State of Florida Chapter of The Salvation Army Annual Disaster Conference. (State)

Dilling, J. D. (presented 1997). *Centralization vs. De-Centralization Debate*. Presentation at International Emergency Planning Conference, International Emergency Planning Conference, Prague, Czechoslovakia. (International)

Dilling, J. D. (presented 1997). *Command vs. Coordination*. Presentation at International Disaster and Emergency Response Conference, International Disaster and Emergency Response Conference, Hague, Netherlands. (International)

Dilling, J. D. (presented 1996). *"After the Strike: Managing the Consequences of a Growing Threat"*. Presentation at the meeting of "After the Strike: Managing the Consequences of a Growing Threat", Orlando,FL. (National)

Dilling, J. D. (presented 1996). *"Emergency Exercises" co-presenter*. Presentation at 1996 International Disaster Management Conference, 1996 International Disaster Management Conference, Orlando,FL. (International)

Dilling, J. D. (presented 1996). *"Freestyle Exercises: Will they work for you? "*. Presentation at International Association of Emergency Managers Annual Conference, International Association of Emergency Managers Annual Conference, Anchorage, Alaska. (International)

Dilling, J. D. (presented 1996). *"Mitigation Issues and Emergency Management"*. Presentation at National Coordinating Council on Emergency Management Mid-Year Conference, National Coordinating Council on Emergency Management Mid-Year Conference, Washington, D.C. (National)

Dilling, J. D. (presented 1996). *Integrating the Planning Community into Local Emergency Management*. Presentation at American Planning Association National Planning Conference, American Planning Association National Planning Conference, Orlando, FL. (National)

Dilling, J. D. (presented 1996). *Stormwatch: Preparing your Hospital and Long Term Care Facility"*. Presentation at Big Bend Area Health Education Conference, Big Bend Area Health Education. (Local)

Dilling, J. D. (presented 1995). *"Hurricane Zack: Exercising the State"*. Presentation at Governor's Annual Hurricane Conference, Governor's Annual Hurricane Conference, Tampa. (State)

Dilling, J. D. (presented 1993). *The LEPC: Enhancing Hazardous Material Planning*. Presentation at State of Idaho Annual State Emergency Management Conference, State of Idaho Annual State Emergency Management Conference. (State)

Invited Lectures and Readings of Original Work

Dilling, J. D. (2022). *Building Online Programs in Higher Education: Strategies, Partnerships, and Models*. Delivered at U.S. Departement of State. (International)

Dilling, J. (2017). *Invited Guest Speaker*. Delivered at Risk Communication for Government Officials, Pakistan. (International)

Dilling, J. (2014). *Guest Lecturer and Consultant*. Delivered at University of the Philippines. (International)

Dilling, J. (2012). *Invited Speaker and Moderator*. Delivered at International Conference on Interdisciplinary Studies of Natural and Social Sciences, Chinese academy of Management and Yale University. (International)

Dilling, J. (2010). *"Virtual Organizations" Speaker*. Delivered at National Hurricane Conference. (National)

Dilling, J. (2010). *Speaker, Moderator, and Discussant*. Delivered at International Conference on Emergency Management: Technology, Application and Practice. (International)

Dilling, J. (2009). *"Human Dignity, Disaster Victims' Relief, and Climate Change Response" Speaker, Moderator, and Discussant*. Delivered at International Conference on Crisis and Emergency Management. (International)

Dilling, J. (2008). *"Crisis and Emergency Management in Global Security: Managing the Disaster Relief and Promoting the Disaster Management Industry" Speaker, Moderator, and*

Discussant. Delivered at International Conference on Crisis and Emergency Management. (International)

Dilling, J. (2008). *"Human Dignity, Disaster Victims' Relief, and Climate Change Response" Speaker Moderator, and Discussant*. Delivered at International Conference on Crisis and Emergency Management. (International)

Dilling, J. (2005). *"Blending Collaborative Technology and Virtual Organizations to Meet Disaster Needs" Invited Speaker*. Delivered at International Convention of Emergency Managers. (International)

Dilling, J. (2004). *"Emergency Management Careers: Becoming More Competitive in the Job Market"*. Delivered at International Association of Emergency Managers. (International)

Dilling, J. (2004). *"Enhancing Government Performance" Panel Chair*. Delivered at Academy of Management. (National)

Contracts and Grants

Contracts and Grants Funded

Dilling, Janet D (PI), & Merrick, D. F. (Apr 2011–Jun 2011). *Rebuilding Communities; Mitigation Portals DCN and MYB*. Funded by Florida Division of Emergency Management. (11-RC-62-13-00-22-41). Total award $98,035.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (Jul 2010–Sep 2010). *Construction Industry Economic Stimulus*. Funded by Workforce Florida Inc. (3657). Total award $64,100.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (Jul 2009–Jul 2010). *Construction Industry Economic Stimulus Intiative*. Funded by Workforce Florida Inc. (None). Total award $392,000.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (Mar 2009–Aug 2009). *Universities Project*. Funded by Florida Division of Emergency Management. (09PG-24-13-00-05). Total award $250,000.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (Oct 2007–Jun 2008). *DCN 2007-2008*. Funded by Florida Division of Emergency Management. (08RC-B5-13-00-05-179). Total award $200,000.

Dilling, Janet D (PI). (Oct 2006–Jun 2007). *DCN-RCMP 2006-2007*. Funded by Florida Department of Communit. (07RC-Q;-13-00-05-122). Total award $200,000.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (May 2006–Aug 2006). *Business Recovery and Recovery Funding Workshop*. Funded by Florida Department of Communit. (06DB-3F-12-00-22-003). Total award $90,000.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (May 2006–Sep 2006). *Resource Identification Strategy Re-Engineering*. Funded by Florida Department of Communit. (06DB-3F-12-00-22-O05). Total award $138,440.

Heffron-Casserleigh, Audrey S (PI), & Dilling, J. D. (Oct 2005–Jun 2006). *Educational Facilities Disaster and Crisis Management*. Funded by Florida Dept of Ed - SDE. (371-93500-6P001). Total award $77,000.

Dilling, Janet D (PI). (Jul 2005–Jun 2006). *RCMP Performance Planning 05-06*. Funded by Florida Department of Communit. (06RC-A%-13-00-22-192). Total award $40,000.

Dilling, Janet D (PI). (Jul 2005–Jun 2006). *Residential Construction Mitigation Program Disaster Con*. Funded by Florida Department of Communit. (06RC-A%-13-00-22-199). Total award $190,000.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (Apr 2005–Sep 2005). *RCMP DCN*. Funded by Florida Department of Communit. (05-RC-11-13-00220011). Total award $50,000.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (Apr 2005–Nov 2005). *RCMP Project Planning*. Funded by Florida Department of Communit. (05RC-11-13-00-22-455). Total award $65,000.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (Sep 2004–Sep 2005). *Disaster Contractors Network 2004 Hurricane Season*. Funded by Florida Department of Communit. (05HF-f#-02-47-05-340). Total award $150,000.

Government Reports, Publications, and Videos

Dilling, J. D., Heffron, A., & Knowles, K. (2004). *"Beleaugured Bus" Video*. North Florida Regional Domestic Security Task Force.

Dilling, J. D., McDaniel, R., Heffron, A., & Knowles, K. (2003). *"Bioshield: Vendor Managed Inventory" Video*. North Florida Regional Domestic Security Task Force.

Dilling, J. D., Knowles, K., & Heffron, A. (2003). *"Cadeusus Shield" Video*. North Florida Regional Domestic Security Task Force.

Dilling, J. D., Heffron, A., Miglino, J., & Knowles, K. (2003). *"Exercise Bioshield" Video*. Florida Department of Health.

Dilling, J. D., Rogaff, M., Heffron, A., McDaniel, R., & Bitterli, B. (2002). *"Hillsborough County Alternate Relocation Point Plan"*. Hillsborough County.

Dilling, J. D. (2002). *"The DCN Specialist"*. FEMA, Region IV, Disaster Contractor's Network.

Dilling, J. D. (2002). *"The Local Association Role"*. Florida Home Builders Association, The Associated Builders and Contractors, Florida Roofing, Sheet Metal, and Air Conditioning Association, and the Associated General Contractors June.

Dilling, J. D., Miglino, J., & Pierce, T. (2001). *"Disaster Contractor Network, Helping Homeowners Rebuild After the Storm Is Over"*. Florida Department of Community Affairs.

Dilling, J. D., & McDaniel, R. (2001). *"Disaster from the Contractor's Perspective"*. Disaster Contractors Network.

Dilling, J. D., & Heffron, A. (2001). *"Making DCN Work for You"*. Disaster Contractors Network.

Dilling, J. D., & Heffron, A. (2001). *"Multi-Hazard Planning for Florida's Schools"*. Florida Department of Education.

Dilling, J. D., Heffron, A., McDaniel, R., & Knowles, K. (2001). *"Safe Schools" Video*. Florida Department of Education.

Dilling, J. D. (2001). *"Understanding Emergency Management"*. Department of Community Affairs.

Dilling, J. D., & Heffron, A. (2000). *"In Search of the Perfect Manager"*. Leon County.

Dilling, J. D., Heffron, A., & McDaniel, R. (1999). *"Economic Injury Assessment"*. State of Florida Department of Community Affairs.

Dilling, J. D., & Whitehead, M. (1998). *"Civil-Military Operations"*. U.S. Army Reserve's 350th Civil Affairs Command, and Southern Command.

Dilling, J. D. (1998). *"Emergency Management for Military Operations"*. U.S. Army Reserve's 350th Civil Affairs Command, and Southern Command.

Dilling, J. D., Mignilo, J., & Pierce, T. (1998). *"Finding Funds to Protect your Community"*. State of Florida Department of Community Affairs.

Dilling, J. D. (1998). *"Rapid Impact Assessment Teams"*. State of Florida Department of Community Affairs.

Dilling, J. D. (1997). *"Instructional Techniques for Military Training"*. U.S. Army Reserve's 350th Civil Affairs Command.

Dilling, J. D., Moore, A., & Painter, S. (1997). *Statewide Needs Assessment on Terrorism*. Department of Community Affairs.

Dilling, J. D. (1996). *"After the Strike"*. CNN and Knowles Video.

Dilling, J. D. (1996). *"Hurricane Zelda"*. Video with CNN, The Weather Channel, The National Hurricane Center and Knowles Video, 1996. Awarded National Community Public Education Award by the International Association of Emergency Managers.

Dilling, J. D. (1995). *"Hurricane Zack"*. Video with CNN, The Weather Channel, The National Hurricane Center and Knowles Video, 1995. Awarded National Public Education Media Award by the National Coordinating Council on Emergency Management.

Related Publications and Proceedings

Dilling, J. D., Brower, R. S., & Magno, F. S. (2013). *Evolving and Implementing a New Disaster Management Paradigm: The case of the Philippines*. FSU.

Book Chapter forthcoming 2013 in Disasters and Development (Kaucu, and Liou eds.).

Dilling, J. D., Cuadra, J., Brower, R., & Samples, M. (2012). *High Risk Human Settlements: Tensions between local traditions and government policy*. FSU.

Proceedings of the 2012 International Conference on Crisis and Emergency Management, Global Considerations of Crisis, Disasters, and Risk, Tallahassee, October 2012.

Dilling, J. D., Brower, R., Cuadra, J., & Samples, M. (2012). *Key factors that prolong high risk settlements*. FSU.

Proceedings of the International Conference on Interdisciplinary Studies of Natural and Social Sciences, Beijing, P.R. China, December, 2012.

Dilling, J. D., Brower, R., & Magno, F. A. (2012). *Mainstreaming Disaster Risk Reduction into Broader Development Goals in the Philippines*. FSU.

Proceedings of the 2012 International Conference on Crisis and Emergency Management, Global Considerations of Crisis, Disasters, and Risk, Tallahassee, October 2012.

Dilling, J. D., & Samples, M. (2011). *"Repatriation of U.S. Citizens and Mass-Migration after the Haiti 2010 Earthquake"*. FSU.

The International Emergency Management Society Proceedings, Bucharest, Romania, 2011. Awarded best research paper of the conference.

Dilling, J. D. (2010). *"Structural Systems: The Command vs. Coordination Question"*. FSU.

International Conference on Crisis and Emergency Management Conference Proceedings, Beijing, P.R. China,

October, 2010.

Dilling, J. D., Brower, R., Choi, S. O., & Jeong, H. (2009). *"Forms of Inter-Organizational Learning in Emergency Management Networks"*. Journal of Homeland Security and Emergency Management Vol.6 Issue 1,2009.

Dilling, J. D. (2009). *"Framing Emergency Management Knowledge Expansion within Current US Academic Curricula"*. International Conference on Crisis and Emergency Management Conference Proceedings.

Korea.

Dilling, J. D., & Heffron, A. (2008). *"Collaborative Information Technology (CIT) Applications in Post-Disaster Public-Private Partnerships"*. Korean Review of Crisis & Emergency Management.

Dilling, J. D., & Heffron, A. (2008). *"Computer Mediated Tabletop Exercises"*. Proceedings of The International Emergency Management Society.

Prague.

Dilling, J. D., & Heffron, A. (2008). *"Unifying Global Definitions of Terrorism"*. Korean Review of Crisis & Emergency Management , Volume 4, Number 2, Winter, 2008.

Korean Review of Crisis & Emergency Management , Volume 4, Number 2, Winter, 2008.

Dilling, J. D., & Heffron, A. (2008). *"Unifying Global Definitions of Terrorism"*. International Conference on Crisis and Emergency Management Conference Proceedings.

Korea, FSU.

Dilling, J. D., Heffron, A., & Connolly, C. (2007). *"Profiling Suicide Terrorists"*. International Emergency Management Society 14th Annual Proceedings.

Trogir, Croatia.

Dilling, J. D., Connolly, C., & Heffron, A. (2006). *"Computer mediated communication in support of virtual organizations during disaster response"*. Proceedings of the SINO Public Administration Conference.

Beijing, China.

Dilling, J. D., Blanchard, C., Connolly, C., & Heffron, A. (2005). *"Computer Supported Virtual Organizations: Building a New Type of Public-Private Partnership to Meet the Need of Disaster Victims"*. International Emergency Management Society 12th Annual Proceedings.

Dilling, J. D., & Heffron, A. (2005). *"Toward a Global Definition of Terrorism"*. International Emergency Management Society 12th Annual Proceedings.

Faroe Islands.

Dilling, J. D., & Brower, R. (2004). *"Housing Affordability in Gulf County: An Analysis of County-wide Trends and Regional Differences With Potential Policy Interventions"*. Prepared for the Jessie Ball duPont Fund.

Dilling, J. D., Rogoff, M. J., Harrell, V., Gispert, L., Wade, H., Khator, S., Lange, S., & Bitterli, R. (2003). *"Continuity of Government Operations – Developing an Alternate Relocation Plan, Public Works Engineering, Construction and Maintenance*. FSU.

Vol. 134, No. 1, January, 2003.

Dilling, J. D., & Choi, S. O. (2003). *"Dynamic and Non-Linear Relationships between Network Structures and Network Performance"*. Proceeding,of the Association for Public Policy Analysis and Management.

Washington, D.C.

Dilling, J. D., Heffron, A., & Rogoff, M. J. (2003). *Establishing a Modality for Continuity of Operations Planning*. International Emergency Management Society 10th Annual Proceedings.

France.

Dilling, J. D., Choi, S. O., Brower, R., & Jeong, H. S. (2001). *"Extending a "Preliminary"*. Theory of Network Effectiveness: The Case of Voluntary Emergency Management Proceedings of The Association for Research on Nonpfofit Organizations and Voluntary Action, Miami, FL, Dec., 2001.

Dilling, J. D., Choi, S. O., & Brower, R. (2001). *"Social and Natural Environment Predictors of Network Structures in Local Emergency Management*. Proceecings of The Association of Public Policy Analysis and Management, Washington D.C., Nov. 2001.

Dilling, J. D. (1999). *"Breaking the Cycle of Traditional Recovery Funding"*. PA Times, Vol. 22, No. 3, March, 1999.

Dilling, J. D. (1997). *"Command vs. Coordination"*. Konferenz Ablaufs, Proceedings, International Disaster and Emergency Response (IDER).

The Hague, The Netherlands, October, 1997, pp.288-303.

Dilling, J. D. (1995). *"Control vs. Coordination, Optimal Systems in EOC Structures"*. ASPEP Journal, Fall,1995.

Service

Consultation

Bellize National Red Cross. Facilitation and development of COOP plan for national organization (2022–2023).

Rockford Memorial Hospital. Exercise design and development, Rockford, Illinois (2013).

Collier County Repatrition Tabletop Exercise. Naples, FL (2012).

Rockford Memorial Hospital. WMD Exercise, Rockford, Illinois (2012).

Rockford Memorial Hospital. Alternate Care Facility Training and Exercise (2011).

State of Florida. Governor's Tabletop Exercise, Cyber Sunset (2010–2011).

Mercy Harvard Hospital. Tornado Exercise, Harvard (2010).

Jamaica. Emergency Planning for rural communities in Jamaica (pro bono – resulting in 2007 FAVA/CA Volunteer of the Year Award with A. Heffron) (2006).

State of Indiana and Titan. Strategic National Stockpile Exercise (2004).

American Red Cross. Business and Industry Emergency Planning Workshop training delivery for Florida Chapter and Capital Chapter, American Red Cross (1998–2003).

University of Belize. Emergency Planning for the University of Belize, Belmopan, Belize (pro bono) (2001–2002).

Korea. Emergency Management System Requirements for the Government of Korea for Ships Analytics, International and the Government of Korea (2001).

American Red Cross. (1998–2001).

Florida State University. (1998–2001).

Information System Design for Development of Emergency Management Software for Ships Analytics, International. Information System Design for Development of Emergency Management Software for Ships Analytics, International (1999–2000).

State of Georgia. CAPS Systems Training for MAXIMUS (1999–2000).

Above and Beyond. (1998–2000).

Canadian Imperial Bank. (1999).

State of Georgia. (1999).

The Salvation Army. (1999).

The Salvation Army Services. (1999).

American Express. (1998).

City of Los Angeles. (1998).

Midland-Walwyn. (1998).

AT&T. (1997).

Lee County. (1997).

The Salvation Army. (1997).

Nelcor-Puritan. (1996).

The State of Florida. (1996).

U.S. Army Training and Instrumentation Command. (1996).

Curriculum Vitae

Dr. Audrey Heffron Casserleigh

General Information

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Professional Preparation

2009 PhD, University of Cambridge, Cambridge England. Major: Human, Social, and Political Science in the Department of Politics and International Studies. Organizational De-evolution of Terror Groups.

Audrey Heffron. (2009). *Organizational De-evolution and the Small Group or Single Actor Phenomenon in Terrorism*. (Doctoral dissertation, University of Cambridge, Cambridge England). Retrieved from https://www.repository.cam.ac.uk/handle/1810/194745/, http://www.academia.edu/2965960/.

2001 Master of Science, Florida State University, Tallahassee FL. Major: Educational Research. Instructional Research Design. Supervisor: Dr. Rob Reiser.

2000 Graduate Certificate, Florida State University, Tallahassee, FL. Major: Public Administration and Policy. Supervisor: Dr. Fran Berry.

1999 Graduate Certificate, Florida State University, Tallahassee FL. Major: Certificate in Emergency Management. Supervisor: Dr. Janet Dilling.

1994 BA, Wells College, Aurora, NY. Major: Women's Studies and African American History. Supervisor: Dr. Leslie Bernall.

1992 English Studies, University College Oxford, Oxford England. Major: 20th Century Women Writers. 20th Century Women Writers. Supervisor: Dr. Tim Mole.

Non Degree Education and Training

2011 Homeland Security Exercise Evaluation Program.

Credentialing required to design national homeland security exercises.

2011 Homeland Security Exercise Evaluation Program - Train the Trainer.

Credentialing required to design national homeland security exercises.

2011 Radiological Monitoring.

Through the Florida Division of Emergency Management.

2010 Hazardous Weather Warning.

Federal Emergency Management Agency.

2009 Crisis Management.

Through the Florida Division of Emergency Management.

2009 Crisis Management.

Through the Florida Division of Emergency Management.

2008 Hazardous Materials Awareness Training.

Federal Emergency Management Agency.

2006 Controller / Simulator Workshop.

Through the Florida Division of Emergency Management.

2004–2006 Understanding Diversity.

National Coalition Building Institute.

2005 Exercise Evaluation Workshop.

Through the Florida Division of Emergency Management.

2003–2005 Project Management Professional (PMP) certification.

The Kerzner Approach to Project Management Excellence - taken through the International Institute for Learning, Inc.

2001–2004 Conflict Resolution.

National Mediation Council.

2002 Hospital Emergency Management: Concepts and Implications of WMD in Terrorist Threats.

FEMA / DHS / CDC joint training.

1998 Management and Supervision of Training - FEMA The Master Trainer Program.

Offered through the Emergency Management Institute - The Federal Emergency Management Agency's Institute for Advanced Learning.

1997–1998 Course Evaluation - FEMA The Master Trainer Program.

Offered through the Emergency Management Institute - The Federal Emergency Management Agency's Institute for Advanced Learning.

1997–1998 Instructional Delivery - FEMA The Master Trainer Program.

Offered through the Emergency Management Institute - The Federal Emergency Management Agency's Institute for Advanced Learning.

1997–1998 Performance and Needs Analysis - FEMA The Master Trainer Program.

Offered through the Emergency Management Institute - The Federal Emergency Management Agency's Institute for Advanced Learning.

1997–1998 The Blanchard Institute and the Presidio Leadership Center; Situational Leadership, The Facilitative Leader, Cycle of Group Dynamics.

1996–1997 US Department of the Interior – Project Planning.

Professional Credential(s)

2012–present Incident Command - IS 700 National Incident Management System (NIMS).

Federal Emergency Management Agency.

2012–present Incident Command - IS 800 National Response Framework.

Federal Emergency Management Agency.

2011–present Homeland Security Exercise and Evaluation Program - Trainer Certified.

2011–present IS-660 - Introduction to Public-Private Partnerships.

Federal Emergency Management Agency.

2008–present Incident Command - ICS 300 Intermediate ICS for Expanding Incidents.

Federal Emergency Management Agency.

2007–present Incident Command - IS 100.

Federal Emergency Management Agency.

2007–present Incident Command for Hospitals - IS 200.

Federal Emergency Management Agency.

2001–present Conflict Resolution Certification.

Provided by the National Mediation COuncil.

1998–present Adult Learning in Experiential Education, Low Ropes certified.

Private Public Ventures.

1998–present Basic Electrical.

Union Level I.

1998–present Basic Plumbing.

Union Level I - Plumbers & Gasfitters Local 5 Union Hall.

1997–present Trail Maintenance And Construction.

Through the Yale School of Forestry.

1996–present Damage Assessment - Levels I and II.

American Red Cross.

1996–present Mass Care - Levels I and II.

American Red Cross.

1995–present Family Assistance.

American Red Cross.

1995–present Shelter Operations.

American Red Cross.

Professional Experience

2017–present Teaching Faculty III, Emergency Management & Homeland Security Program, Florida State University.

2017–present Teaching Faculty III (terminal), Emergency Management & Homeland Security, Florida State University.

2009–2017 Teaching Faculty II, Emergency Management & Homeland Security, Florida State University. Senior Faculty in the Emergency Management & Homeland Security program.

2006–2016 Director, Emergency Management & Homeland Security Program, Florida State University.

em.fsu.edu.

2006–2016 Director, Center for Disaster Risk Policy, Florida State University.

1999–2009 Associate In / Teaching Faculty I, FL Public Affairs Ctr, Florida State University.

1998–2006 Deputy Director, Emergency Management & Homeland Security Program, Florida State University.

em.fsu.edu.

1998–2005 Principal/Part Owner, TEAM Simulation, Inc.

1997–1999 Curriculum Designer - Emergency Management Institute, Federal Emergency Management Agency (FEMA).

1997–1999 Team Leader and Lead Computer Instructor, Federal Emergency Management Agency (FEMA).

1996–1997 Consultant, Presido Leadership Center.

Leadership training of National Service Executives. Lead Instructor for: The Facilitative Leadership Model, Consensus Building, Cycle of Group Dynamics, and The Situational Leadership Model.

1994–1997 Senior Team Leader, Americoprs - National Civilian Community Corps.

Responsible and accountable for the management, administration, and supervision of the assigned projects, training and operations of ten teams comprised of 109 Corps Members. Team Leader - The Americorps Leaders Program Corps Member - Aberdeen Proving Ground.

Areas of Expertise

Disaster Health Planning.
Emergency Management.
National Service Programs.
Terrorism and Man Made Disasters.

International Affiliations

2008–present International Society for Crisis and Emergency Management; Korea; Board of Directors.
2007–present TIEMS; Switzerland; Board Member.
2009–2013 ICCEM; South Korea; Board of Directors.
2010–2012 Korean International Emergency Management Organization; Korea; Board Member.

Visiting Professorship(s)

2012 Guest Lecturer, Oxford University, Harris-Manchester College.

Topic of Lecture: "Using Psychosocial Attributes in Terrorist Profiling to Identify Potential Security Threats".

2011 Guest Lecturer, Oxford University, Lincoln College.

Topic of Lecture: "Radicalization in Micro Communities".

Honors, Awards, and Prizes

COSSPP 2023 Teaching Award, FSU (2023).
University Undergraduate Teaching Award (nominee), Florida State University (2019).
University Undergraduate Teaching Award (nominee), Florida State University (2018).
University Undergraduate Teaching Award (nominee), Florida State University (2017).
University Undergraduate Teaching Award (nominee), Florida State University (2016).
Marine Leaders of the Americas, US Marine Corps (2015).
FSU Transformational Teacher Award, Florida State University (2015).
Public Private Partner of the Year, Florida Division of Emergency Management (2014).
University Undergraduate Teaching Award (nominee), Florida State University (2014).
Volunteer of the Year, FAVA/CA (2014).
Guardian of the Flame, Florida State University (2013).
Transformation Through Teaching, FSU Spiritual Life Project (2013).
(Nominee) FSU Transformational Teacher Award, Florida State University (2011).
(Nominee) FSU Transformational Teacher Award, Florida State University (2010).
Davis Productivity Award, State of Florida (2008).

for Florida State University's Exercise Preparedness Program.

Innovator of the Year, Florida State University (2008).

TEST Software Development.

Innovator of the Year, Florida State University (2007).

TEST Software Development.

Volunteer of the Year, FAVA/CA (2007).
Federal Emergency Management Agency Disaster Recovery Award, FEMA (1998).

AmeriCorps Leader of the Year, AmeriCorps NCCC (1996).
Internal Revenue Service Volunteer Award, IRS (1996).
Living Grant Americorps Leaders, Americorps (1995).

1 of 50 awards presented nationally.

Outstanding Service Award, The American Red Cross (1995).

Current Membership in Professional Organizations

AmeriCorps - National Board Member, Presidential Appointment (2016-2019)
Daughters of the American Revolution (DAR)
Florida Emergency Preparedness Association
International Association of Emergency Managers - previous Board Member
International Society for Crisis and Emergency Management (ISCEM/ICCEM) - Board Member
Korean International Emergency Management Organization
The International Emergency Management Society - previous Board Member

Teaching

Courses Taught

Honors Work (INR4937)
International Terror Policy (PAD5837)
International Terror Policy (PAD4084)
Introduction to Terrorism: Preparedness and Response (PAD5376)
Introduction to Terrorism: Preparedness and Response (PAD4374)
LGBTQ Issues in Disasters (PAD4905)
Advanced Topics in Terrorism (DSC4375)
Advanced Topics in Terrorism (PAD5377)
Psychology of Terrorism (PAD5907)
Special Topics in Public Administration (PAD5935)
Special Topics in Public Administration (PAD4936)
Intelligence Analysis and Communication (PAD4841)
U.S. Intelligence Analysis and Communication (PAD5896)
Public Health and Emergency Management (PAD5845)
Public Health and Emergency Management (DSC4213)
Selected Topics in Public Administration (PAD3931)
Advanced Topics in Terrorism (PAD5977)
Leadership and Communication in Emergency Management (PAD5373)
Homeland Security; Policy and Practice (PAD5895)
Leadership and Communication in Emergency Management (PAD4372)
Public Health and Emergency Management (PAD4936)
Homeland Security; Policy and Practice (DSC4007)
Homeland Security (PAD5936)
Homeland Security (PAD4936)

Foundations in Emergency Management (PAD4391)
Foundations of Emergency Management (PAD5397)
Special Topics in Social Science (ISS5930)

New Course Development

Terror and Conflict in Latin America and the Caribbean (2022)
Understanding 9/11 (2019)
Understanding 9/11 (2019)
Mega Disasters (2018)
Women, Disasters and Conflict (2016)
International Terror Policy (2013)
Homeland Security Policy and Practice (2011)
Leadership and Communication in Emergency Management (2011)
Public Health and Emergency Managemnt (2007)
Advanced Topics in Terrorism (2004)
Introduction to Terrorism (2003)

Curriculum Development

Women, Disasters, and Conflict (Graduate) (2016)
Women, Disasters, and Conflict (Undergraduate) (2016)
International Terror Policy (Graduate) (2013)
International Terror Policy (Undergraduate) (2013)
Homeland Security (Graduate) (2011)
Homeland Security (Undergraduate) (2011)
Leadership and Communication in Emergency Management (Graduate) (2011)
Leadership and Communication in Emergency Management (Undergraduate) (2011)
Sunshine State Of Emergency (Undergraduate) (2011)
Public Health and Emergency Management (Graduate) (2007)
Public Health and Emergency Management (Undergraduate) (2007)
Advanced Topics in Terrorism (Graduate) (2004)
Advanced Topics in Terrorism (Undergraduate) (2004)
Business and Industry Emergency Planning Workshop for Florida Chapter and Capital Charter, American Red Cross (2003)
Introduction to Terrorism: Preparedness and Response (Graduate) (2003)
Introduction to Terrorism: Preparedness and Response (Undergraduate) (2003)
Project Management - Curriculum Development and Training for the Center for Professional Development, Florida State University (2001)
Training and Disaster Recovery, Florida Chapter, American Red Cross Disaster Services (2001)
Building Team and Leadership Programs for Above and Beyond, Toronto, Canada (2000)
Building Strategic Direction for the Florida chapter of the Salvation Army (1999)
Building Technology Teams and Leadership for Canadian Imperial Bank (1999)
Field Operational Procedures for the Florida Chapter of The Salvation Army Disaster Services

(1999)

Doctoral Committee Member

Song, M., graduate. (2016). *Self-Organized Interorganizational Networks for Collaborative Emergency Management: Collaboration Risk, Homophily, and Embeddedness*.
Jeong, H., graduate. (2008). *Extending the Present Understanding of Organizational SensemakingThree Stages and Three Contexts*.
Choi, S., graduate. (2006). *When Practice Matters More Than Government Plans - A Network Analysis of Local Emergency Management*.
Hart, L., doctoral candidate. *Under Separate Skies; Innovation and Diffusion of State UAS Policies*. [Director Daniel Fey - Askew]
Reid, K., doctoral student. [no director selected yet]

Master's Committee Member

Monell, K., graduate. (2018). *Authoritarianism in American Political Behavior & the 2016 Presidential Election*.
Saxner, R., graduate. (2018). *The Reduction of Inmate Recidivism within the United States*.
Pennant, C., graduate. (2017). *Capital Power: Options for Tallahassee's Power Grid*.
Song, M., graduate. (2016).

Bachelor's Committee Chair

Campbell, M., student. *INTERNATIONAL TERRORISM: HOW CAN WE TAKE CUES FROM OUR FOREIGN PARTNERS?*

Bachelor's Committee Member

Pope, J., graduate. (2018). *HOW THE ROSE CITY ROSE TO POWER: RECONSTRUCTION, REDEMPTION, AND REMEMBERING IN THOMASVILLE*.
Levinson, D., student. *Civil Wars, Ethnicity, and Intervention: Under what Circumstances does Ethnicity Effect Intervention in Mass Killings*.

Supervision of Student Research Not Related to Thesis or Dissertation

McCaige, A. (Jan 2022–present).

Honors augmentation.

Johnson, K. (Jan 2022–Jan 2023).

DIS for Scholarship in Practice, POC William Hogan at COSSPP.

Rodgers, R. (Jan 2018–Jan 2023).

Perceptions of 9/11.

AFGHANISTAN WORKING GROUP (Aug–Dec 2021).

Students from multiple sections who meet weekly to discuss Afghanistan and work on potential papers and research. Weekly on Monday's at noon in BEL 038.

Katherine Reid (Jan–May 2019).

The Sovereign Citizens movement.

Moline, C. (Aug 2018–May 2019).

LGBTQ community issues regarding disaster recovery with a focus on shelters.

Cotz, E. (Jan–May 2018).

"The Schism of Russian Propaganda".

Nieset, S. (Aug–Dec 2016).

Berges, M. (May–Jul 2016).

Rodgers, R. (Jan–May 2016).

Sicard, S. (2015–16).

UROP Project - "Understanding the Haqqani Network of Afghanistan".

Mendicino, R. (Aug–Dec 2015).

Parks, D. (Aug–Dec 2015).

Parks, D. (Jan–May 2015).

Invited Professional Presentation

Heffron-Casserleigh, A. (2018). *Exploring the Second Generation of Domestic Terrorists*. Florida Department of Corrections.

Heffron-Casserleigh, A. (2018). *Exploring the Second Generation of Domestic Terrorists*. Florida Commission on Offender Review.

News Interviews

Heffron-Casserleigh, A. S. (2010). *TERRORISM: HOW TO PREPARE AND PROTECT YOUR BUSINESS*. Travel Market Report.

http://www.travelmarketreport.com/retail?articleID=4485&LP=1.

Heffron-Casserleigh, A. S. (2006). *Bird Flu*. CBS Evening News.

http://tvnews.vanderbilt.edu/program.pl?ID=826085.

Research and Original Creative Work

Publications

Refereed Journal Articles

Heffron-Casserleigh, A. S., Broder, J. C., & Skillman, B. (2012). Organizational De-Evolution; the Small Group or Single Actor Terrorist. *WORLD ACADEMY OF SCIENCE, ENGINEERING AND TECHNOLOGY*, *64*, 33. Retrieved from http://www.waset.org/journals/waset/v64.php

Heffron-Casserleigh, A. S., Broder, J. C., & Skillman, B. (2012). Organizational De-Evolution; the Small Group or Single Actor Terrorist. *International Journal of Economics and Management Sciences*, *6*, 121. Retrieved from http://www.waset.org/journals/ijems/v6.php

Heffron-Casserleigh, A. S. (2009). Trigger Identification and the Narcissistic Rage Theory in Identifying Terrorist Characteristics. *International Journal of Emergencies and Crises Management*, *2, 2009*, 17-26. Retrieved from ISSN: 1793-8326 doi:ISSN: 1793-8326

Refereed Book Chapters

Teston, J. R., Konydyke, M., Ferguson, R., & Heffron-Casserleigh, A. S. (2022). Economic Risks Facing Afghanistan; Failed States and Bureaucratic Resistance. In G. Passerini, Marche Polytechnic University, Italy, F. Garzia, University of Rome "La Sapienza", Italy, & M. Lombardi, University of Rome "La Sapienza", Italy (Eds.), *Disaster Management and Human Health Risk VII Reducing Risk, Improving Outcomes* (pp. 109-120). WIT Transactions on The Built Environment. Retrieved from https://www.witpress.com/books/978-1-78466-445-9

ISBN 978-1-78466-445-9.

Heffron-Casserleigh, A., Broder, J., & Skillman, B. (2016). Organizational De-Evolution; The Small Group or Single Actor Terrorist. In Lt Gen JS Bajwa (Ed.), *Indian Defence Review Vol 13.4*. New York, NY Lancer Publishers LLC. Retrieved from https://books.google.com/books?id=PXS2DQAAQBAJ&pg=PT261&lpg=PT261&dq=Audrey+

Heffron+Casserleigh&source=bl&ots=YmYK9OXHIF&sig=P1GEeeGZ0GC_lcqJfL7hJ7Wa2U0&hl=en&sa=X&ved=0ahUKEwi9i-HGlOPRAhXELSYKHXXUCKA

Heffron-Casserleigh, A. (2013). Managing Public Health Expectations: The Micro Community Model of Biopreparedness. In CA Brebbia (Ed.), *Disaster Management and Human Health Risk III* (pp. 149-158). Wessex, UK, WIT Press. Retrieved from https://www.witpress.com/books/978-1-84564-738-4

Refereed Proceedings

Nucci, R., Reid, K., & Heffron-Casserleigh, A. S. (submitted). *A Student Centric Approach to Intelligence Analyst Training*. Manuscript submitted for publication.

International Association for Intelligence Education.

Merrick, D. F., Duffy, T., Heffron-Casserleigh, A. S., & Broder, J. C. (2013). Integrating Social Media Information and Intelligence into the Emergency Operations Center. In ISCRAM (Ed.), *ISCRAM 2013 Baden-Baden Germany* (pp. 6). ISCRAM.

Heffron-Casserleigh, A. S., & Broder, J. (2013). Managing Public Health Expectations: the Micro Community Model of Bio-preparedness. In C.A. Brebbia, & Christine Young (Eds.), *Third International Conference on Disaster Management and Human Health* (pp. 149-158). A Coruna, Spain.

Skillman, B., & Heffron-Casserleigh, A. S. (2011). An Organizationally Based Delineation of Foreign Terror Organizations. In H. Drager (Ed.), *TIEMS 2011* (pp. 7). Bucharest, Romania.

winner of TIEMS Annual Awards for Best Student Paper, and Best Research Paper.

McCoy, K., & Heffron-Casserleigh, A. S. (2011). Game Theory and Counter-Terrorism Strategy and Policy Development. In H. Drager (Ed.), *TIEMS 2011* (pp. 7). Bucharest, Romania.

winner of TIEMS Annual Awards for Best Student Paper, and Best Research Paper.

Peach, M., & Heffron-Casserleigh, A. S. (2011). Qualitative Research on Terror Network Influence in Indonesia. In H. Drager (Ed.), *TIEMS 2011* (pp. 7). Bucharest, Romania.

winner of TIEMS Annual Awards for Best Student Paper, and Best Research Paper.

Church, C., & Heffron-Casserleigh, A. S. (2011). Terrorists Exploitation of Information and Communication Technologies (ICTs). In H. Drager (Ed.), *TIEMS 2011* (pp. 7). Bucharest, Romania.

winner of TIEMS Annual Awards for Best Student Paper, and Best Research Paper.

Heffron-Casserleigh, A. S., & Broder, J. C. (2011). Organizational De-Evolution; the Small Group or Single Actor Terrorist. In Oxford Round Table (Ed.), *Oxford Round Table, University of Oxford, Lincoln College* (pp. 8). Santa Barbara, CA.

Heffron-Casserleigh, A. S., & Dilling, J. D. (2011). Computer Mediated Exercises in Spatial Relations. In Dr. Norio Okada (Ed.), *ICCEM*. Seoul South Korea.

Heffron-Casserleigh, A. S. (2011). Computer Mediated Exercises in Spatial Relations. In *ICCEM 2011*. Kyoto, Japan.

Heffron-Casserleigh, A. S. (2011). Integrating Applied Emergency Management into Academic Programs. In Haraald Drager (Ed.), *TIEMS* (pp. 5). Switzerland.

Heffron-Casserleigh, A. S. (2010). Building Academic Emergency Management Programs within State Institutions. In IAEM Editorial Board (Ed.), *IAEM* (pp. 6). San Antonio, TX.

Refereed Tests, Instruments, or Assessment Measures

Heffron-Casserleigh, A. S. (2009). *Escambia Airport Control Exercise (ACE)*. City of Pensacola, FL.

Heffron-Casserleigh, A. S. (2008). *Epidemiology and Public Health Strike Teams*. Florida Regional Health Programs.

Heffron-Casserleigh, A. S. (2007). *Influenza Control Exercise (ICE)*. Florida Department of Health.

Heffron-Casserleigh, A. S. (2007). *Public Information Officer Training*. Florida Department of Law Enforcement.

Heffron-Casserleigh, A. S. (2007). *Zoonotic Table Top Exercise*. Florida Department of Health.

Heffron-Casserleigh, A. S. (2006). *Community Readiness Initiative" Computer Assisted Tabletop Bioterrorism Exercises for the State of Florida's Community Readiness Initiative*. Florida Department of Health.

Heffron-Casserleigh, A. S. (2005). *"Pandemic Pandemonium" Computer Assisted Tabletop Exercises*. Several Florida Counties.

Heffron-Casserleigh, A. S. (2004). *"Beleaguered Bus" Hospital Mass Contamination Response Exercise*. Florida Department of Health.

Heffron-Casserleigh, A. S. (2004). *"Bioshield" Full Scale Exercise*. Florida Department of Health.

Heffron-Casserleigh, A. S. (2004). *Agency for Health Care Administration Training on Agency Continuity of Operations Plans*. Agency for Health Care Administration.

Heffron-Casserleigh, A. S. (2003). *"Caduceus Shield" Full-Scale Bioterrorism exercise*. Florida Department of Health.

Invited Newsletter Articles

Heffron-Casserleigh, A. (2014, August). FEMA Corps and the Future of Emergency Management. *Corporation for National And Community Service*, 1. Retrieved from https://nationalservice.tumblr.com/post/94644748912/fema-corps-and-the-future-of-emergency-management

Non Refereed Books

Heffron-Casserleigh, A. S., & Merrick, D. (2013). *Terrorism; WTF? Weapons, Tactics, and the Future*. Kendall-Hunt. Retrieved from https://www.amazon.com/Terrorism-WTF-Weapons-Tactics-Future/dp/146523490X

The ISBN for text is: 978-1-4652-2336-4.

Non Refereed Proceedings

Brower, R., & Heffron-Casserleigh, A. S. (2010). Nonprofits and Emergency Management in Emerging Countries. In *De La Salle University* (pp. 9). Manila, Philippines.

Heffron-Casserleigh, A. S. (2009). Energizing Emergency Management Program Identifiers" Manila, Philippines. In David Cartes (Ed.), *ISSES* (pp. 6). Philippines.

Non Refereed Reports

Heffron-Casserleigh, A. S., McDaniel, R., & Florida Department of Health. (2009). *Turbulent Tide: Epidemiology & Environmental Health Team Exercises After-Action Report*. Florida Department of Health.

Heffron-Casserleigh, A. S. (2008). *Alternate Medical Treatment Site Exercises; After Action Reporting using Office of Domestic Preparedness Homeland Security Exercise and Evaluation Reporting*. Leon County Health Department.

Heffron-Casserleigh, A. S. (2008). *Environmental Health and Epidemiology State of Florida Exercises; After Action Reporting using Office of Domestic Preparedness Homeland Security Exercise and Evaluation Reporting*. Florida Department of Health.

Heffron-Casserleigh, A. S., Center for Disaster Risk Policy, Florida State University, & Knowles Video Inc. (2008). *Market Mayhem: University Active Shooter Functional Exercise After-Action Report*. Florida State University Emergency Management.

Heffron-Casserleigh, A. S. (2007). *After Action Reporting using Office of Domestic Preparedness Homeland Security Exercise and Evaluation Reporting for Radiological Exercises*. Florida Department of Health.

Heffron-Casserleigh, A. (2006). *Florida State University Pandemic Preparedness*. Tallahassee, FL.

http://www.security.fsu.edu/pandemic.html.

Heffron-Casserleigh, A. S., & Dilling, J. (2004). *Bay County Florida Continuity of Operations Plan*. Bay County Florida.

Heffron-Casserleigh, A. S., & Dilling, J. (2004). *Indian River County Florida Continuity of Operations Plan*. Indian River County Florida.

Heffron-Casserleigh, A. S., Dilling, J., & Florida Institute of Government. (2004). *Martin County Florida Continuity of Operations Plan*. Martin County Florida.

Heffron-Casserleigh, A. S., Dilling, J., & Florida Institute of Government. (2004). *St. Lucie County, Florida Continuity of Operations Plan*. St. Lucie County, Florida.

Heffron-Casserleigh, A. S., Dilling, J., & Florida Institute of Government. (2004). *The City of Port St. Lucie Florida Continuity of Operations Plan*. The City of Port St. Lucie Florida.

Heffron-Casserleigh, A. S., Dilling, J., & McDaniel, R. (2003). *"Caduceus Shield" Video*. Capitol Region Hospitals.

Heffron-Casserleigh, A. S., & Dilling, J. (2003). *Agency for Health Care Administration Continuity of Operations Plan*. Agency for Health Care Administration.

Heffron-Casserleigh, A. S., Dilling, J., Miglino, J., & Knowles, K. (2003). *Exercise Bioshield*. Florida Department of Health.

Heffron-Casserleigh, A. S., Dilling, J., & McDaniel, R. (2003). *Florida Lottery Continuity of Operations Plan*. Florida Lottery.

Heffron-Casserleigh, A. S., Dilling, J., Rogaff, M., McDaniel, R., & Bitterli, B. (2002). *Hillsborough County Alternate Relocation Point Plan*. Hillsborough County Florida.

Heffron-Casserleigh, A. S., & Dilling, J. (2001). *Making DCN Work for You*. Federal Emergency Management Agency (FEMA).

Heffron-Casserleigh, A. S., & Dilling, J. (2001). *Multi-Hazard Planning for Florida's Schools*. Florida Department of Education.

Heffron-Casserleigh, A. S., Dilling, J., McDaniel, R., & Knowles Video. (2001). *Safe Schools Video*. Florida Department of Education.

Heffron-Casserleigh, A. S. (2000). *Childcare and Parent Services (GACAPS) Database Procedural Manual*. Georgia Department of Children and Family Services.

Heffron-Casserleigh, A. S., & Dilling, J. (2000). *In Search of the Perfect Manager*. Leon County, Florida.

Heffron-Casserleigh, A. S., & McDaniel, R. (2000). *Selection Criteria of 'Project Impact' Communities*. Florida Division of Emergency Management.

Heffron-Casserleigh, A. S., & McDaniel, R. (2000). *Weapons of Mass Destruction*. Florida Department of Health.

Heffron-Casserleigh, A. (1999). *Aging Information Management System (AIMS) Database - Technical Manual*. MAXIMUS and Georgia Department of Aging Services.

Heffron-Casserleigh, A. S., Dilling, J., & McDaniel, R. (1999). *Economic Injury Assessment*. Florida Department of Community Affairs.

Heffron-Casserleigh, A. S. (1999). *Economic Injury Modeling with the IMPLAN System*. Florida Department of Community Affairs.

Florida Public Affairs Center. (1999). *Governors Wildfire Comission Report*. Office of the Govenor.

Heffron-Casserleigh, A. S. (1999). *Management, Problem Solving, and Process Improvement*. Leon County, Florida.

Heffron-Casserleigh, A. S. (1998). *Hurricane Shelter Evaluation*. Florida Division of Emergency Management.

Heffron-Casserleigh, A. (1998). *Situational Leadership in Emergency Management Training Manual*. Federal Emergency Management Agency.

Presentations

Invited Papers at Conferences

Heffron-Casserleigh, A. (presented 2014, April). *"Comparative Policy Regulation in Developing Countries and the Use of Technology Innovations in Disasters"*. Paper presented at International

Exchange of Innovation in Disaster Technologies, University of Kerela, Kerala, India. (International)

Heffron-Casserleigh, A., & Broder, J. (presented 2013, June). *"Bioshield Exercise Results for Community Implementation and Expectations"*. Paper presented at International Conference on Disaster Management and Human Health: Reducing Risk, Improving Outcomes, Wessex Institute of Technology, A Coruña, Spain. (International)

Heffron-Casserleigh, A. S., & Brower, R. (presented 2010). *Nonprofits and Emergency Management in Emerging Countries*. Paper presented at the meeting of University of Philippines and De La Salle University. (International)

Heffron-Casserleigh, A. (presented 2009, September). *"Trigger Identification and the Narcissistic Rage Theory in Identifying Terrorist Characteristics"*. Paper presented at International Conference on Crisis and Emergency Management (ICCEM, International Conference on Crisis and Emergency Management (ICCEM, Seoul, Korea. (International)

Heffron-Casserleigh, A. (presented 2009). *"Toward a Global Definition of Terrorism"*. Paper presented at The International Emergency Management Society (TIEMS) Annual Conference, The International Emergency Management Society (TIEMS, Faroe Islands. (International)

Heffron-Casserleigh, A. S. (presented 2009). *Energizing Emergency Management Program Identifiers*. Paper presented at the meeting of ISSES. (International)

Heffron-Casserleigh, A. S. (presented 2006). *Global Definition of Terrorism*. Paper presented at the meeting of US-Sino Public Administration Exchange. (International)

Heffron-Casserleigh, A. (presented 2005). *"Virtual Organizations and the 2004 Hurricane Season"*. Paper presented at Governor's Hurricane Conference, Florida GHC, Orlando, FL. (State)

Heffron-Casserleigh, A. (presented 2003). *Disaster Contractors Network" and "Making DCN Work for You"*. Paper presented at Governor's Hurricane Conference, Florida GHC, Palm Beach, FL. (State)

Refereed Papers at Conferences

Reid, K., & Heffron-Casserleigh, A. S. (submitted). *Soundcloud as a Platform for Incel Ideology*. Paper submitted for presentation.

Terrorism and Social Media Conference.

Heffron-Casserleigh, A., & Rodgers, R. (presented 2019, May). *Gender, Age, and Education – Influences on the Perception of 9/11 as a Myth*. Paper presented at INTERNATIONAL

CONFERENCE ON TERRORISM AND POLITICAL VIOLENCE, Dakam 2019, Istanbul, Turkey. (International)

Heffron-Casserleigh, A., & Reid, K. (presented 2019, March). *The Sovereign Citizen Movement – The rise of right wing domestic terror threats in the US*. Paper presented at INTERNATIONAL CONFERENCE ON TERRORISM AND POLITICAL VIOLENCE, DAKAM, Istanbul, Turkey. (International)

Heffron-Casserleigh, A., & Broder, J. (presented 2013, February). *"Using Psychosocial Attributes in Terrorist Profiling to Identifying Potential Security Threats"*. Paper presented at International Conference on Computer Research and Development (ICCRD), International Conference on Computer Research and Development (ICCRD). (International)

Heffron-Casserleigh, A. (presented 2013). *"Community Based Innovation in Disaster Response"*. Paper presented at American Society of Public Administration, American Society of Public Administration, New Orleans, LA. (National)

Skillman, B., & Heffron-Casserleigh, A. S. (presented 2011). *An Organizationally Based Delineation of Foreign Terror Organizations*. Paper presented at TIEMS 2011, TIEMS. (International)

Student Paper.

McKoy, K., & Heffron-Casserleigh, A. S. (presented 2011). *Game Theory and Counter-Terrorism Strategy and Policy Development*. Paper presented at TIEMS 2011, TIEMS. (International)

Student Paper.

Peach, M., & Heffron-Casserleigh, A. S. (presented 2011). *Qualitative Research on Terror Network Influence in Indonesia*. Paper presented at TIEMS 2011, TIEMS. (International)

Winner of TIEMS Annual Awards for Best Student Paper, and Best Research Paper.

Heffron-Casserleigh, A. S., & Church, C. (presented 2011). *Terrorists Exploitation of Information and Communication Technologies (ICTs)*. Paper presented at TIEMS 2011, TIEMS. (International)

Student Paper -Casserleigh was listed as 1st Author bc C. Church could not attend the conference.

Heffron-Casserleigh, A. S. (presented 2010). *Building Academic Emergency Management Programs within State Institutions*. Paper presented at the meeting of IAEM. (National)

Heffron-Casserleigh, A. S. (presented 2009). *Trigger Identification and the Narcissistic Rage Theory in Identifying Terrorist Characteristics*. Paper presented at the meeting of ICCEM. (International)

Stoughton, S., & Heffron-Casserleigh, A. S. (presented 2008). *A Meta Analysis of Fiscal Loss and Fraud Prevention in Disaster Recovery Consumer and Victim Populations*. Paper presented

at The International Emergency Management Society (TIEMS) Annual Conference, The International Emergency Management Society, Prague, Checz Republic. (International)

Student Paper.

Heffron-Casserleigh, A. S., & Merrick, D. (presented 2008). *Al-Qaeda: Still America's Greatest Threat?* Paper presented at The International Emergency Management Society (TIEMS) Annual Conference, The International Emergency Management Society (TIEMS, Prauge, Czech Republic. (International)

Dilling, J., Heffron-Casserleigh, A. S., & Merrick, D. (presented 2008). *Computer Mediated Tabletop Exercises*. Paper presented at The International Emergency Management Society (TIEMS) Annual Conference, The International Emergency Management Society, Prague, Checz Republic. (International)

Heffron-Casserleigh, A. S. (presented 2007). *Profiling Suicide Terrorism*. Paper presented at The International Emergency Management Society (TIEMS) Annual Conference, The International Emergency Management Society, Karlobag, Croatia. (International)

Heffron-Casserleigh, A. S. (presented 2006). *Toward a Global Definition of Terrorism*. Paper presented at US-Sino Public Administration Exchange, Chinese Academy of Public Administration, Beijing, China. (International)

Rogoff, M., Dilling, J., & Heffron-Casserleigh, A. (presented 2003, June). *"Establishing a Modality for Continuity of Operations Planning - Case Study of Hillsborough County, Florida"*. Paper presented at International Emergency Management Society Conference, International Emergency Management Society, Sophia-Antipolis, France. (International)

Heffron-Casserleigh, A. S., Dilling, J., & McDaniel, R. (presented 2003). *Planning for Continuity of Government Operations*. Paper presented at the meeting of TIEMS, Bordeaux, France. (International)

Heffron-Casserleigh, A. S., Rogoff, M., & Dilling, J. (presented 2002). *The Engineering Element of COOP Planning*. Paper presented at the meeting of American Public Works Association. (National)

Non Refereed Papers at Conferences

Grisales, J., Heffron-Casserleigh, A., & Broder, J. (presented 2011, September). *"Computer Mediated Exercises in Spatial Relations"*. Paper presented at International Conference on Crisis and Emergency Management (ICCEM), International Conference on Crisis and Emergency Management (ICCEM), Kyoto, Japan. (International)

Student Paper.

Invited Keynote and Plenary Presentations at Conferences

Heffron-Casserleigh, A. S. (presented 2021, September). *Global conflict, genocide, and post pandemic hope"*. Keynote presentation at NoleMUN - The Florida State University Model United Nations Conference, World Affairs Program at FSU, FSU. (National) Retrieved from https://www.facebook.com/photo/?fbid=10159373104264600&set=a.167051369599

https://news.fsu.edu/news/2021/06/04/fsu-model-united-nations-team-ranked-no-8-in-world/.

Heffron-Casserleigh, A. S., & Goldberg, J. (presented 2021, May). *Governor's Hurricane Conference (Virtual) Helping Students Transition to Careers*. Keynote presentation at Governor's Hurricane Conference, International Association of Emergency Managers, Virtual. (International) Retrieved from https://www.facebook.com/FLGHCStudents/photos/a.284942074875160/4075318952504101

Heffron-Casserleigh, A., & Broder, J. (presented 2016, June). *"Crowdsourcing as part of Disaster Response"*. Keynote presentation at Sustaining Good Communication for Global Crisis and Emergency Management, International Society of Crisis and Emergency Management (ISCEM), Lucerne, Switzerland. (International)

Heffron-Casserleigh, A. (presented 2015, September). *"Increasing the Use of Military Input at All Stages of Disasters in the Americas"*. Keynote presentation at Marine Leaders of the Americas Conference (MLAC), US Department of State and US Dept of Defense - Marine Corps SOUTHCOM, Cartagena, Colombia. (International)

Heffron-Casserleigh, A. (presented 2015, April). *"Punctuated Equilibrium and Policy Considerations"*. Keynote presentation at Global Disaster Risk and Emergency Management, International Conference on Crisis and Emergency Management (ICCEM), Seoul, Korea. (International)

Heffron-Casserleigh, A., & Broder, J. (presented 2014, October). *"The Use of Unmanned Ariel Vehicles in Emergency Management; an International Policy Comparison"*. Keynote presentation at The International Emergency Management Society (TIEMS) Annual Conference, The International Emergency Management Society (TIEMS), Niigata, Japan. (International)

Heffron-Casserleigh, A., & Broder, J. (presented 2013, October). *"A Review of Contemporary Security Aggregation Systems in the United States"*. Keynote presentation at International Conference on Crisis and Emergency Management (ICCEM), International Conference on Crisis and Emergency Management (ICCEM), Chonju, Korea. (International)

Sponsored by Korea Disaster Relief Association / Disaster Management Research Institute.

Heffron-Casserleigh, A. (presented 2013, October). *"Combining Psychosocial Attributes with Bio-indicators to Identify Malintent"*. Keynote presentation at The International Emergency Management Society (TIEMS) Annual Conference, The International Emergency Management Society (TIEMS), Velaux, France. (International)

Heffron-Casserleigh, A. (presented 2012, October). *"Organizational De-Evolution; the Small Group or Single Actor Terrorist"*. Keynote presentation at International Conference on Crisis and Emergency Management (ICCEM), International Conference on Crisis and Emergency Management (ICCEM), Tallahassee, FL. (International)

Heffron-Casserleigh, A. S. (presented 2011, June). *Program Partnership; Creating the "Pracademic" Environment*. Keynote presentation at The International Emergency Management Society (TIEMS), TIEMS, Bucharest, Romania. (International)

Heffron-Casserleigh, A. S. (presented 2011). *Integrating Applied Emergency Management into Academic Programs*. Keynote presentation at TIEMS 2011, TIEMS, Bucharest, Romania. (International)

Heffron-Casserleigh, A. S. (presented 2009, September). *Unifying a Global Definition of Terrorism*. Keynote presentation at International Conference on Crisis and Emergency Management (ICCEM), ICCEM, Seoul, South Korea. (International)

Heffron-Casserleigh, A. S. (presented 2008). *Unifying Global Definitions of Terrorism*. Keynote presentation at the meeting of ICCEM, Korea. (International)

Invited Presentations at Conferences

Heffron-Casserleigh, A. S. (presented 2005). *Tabletop Exercise System Technology (TEST) Software*. Presentation at the meeting of Florida Emergency Preparedness Association. (State)

Heffron-Casserleigh, A. S. (presented 2005). *Virtual Organizations and the 2004 Hurricane Season*. Presentation at Governor's Hurricane Conference 2005, GHC. (State)

Heffron-Casserleigh, A. S., Dilling, J., & Rogoff, M. (presented 2003). *Establishing a Modality for Continuity of Operations Planning*. Presentation at International Emergency Management Society Conference at Sophia-Antipolis, Provence, France, International Emergency Management Society. (International)

Refereed Presentations at Conferences

Heffron-Casserleigh, A., & Dilling, J. (presented 2006). *"Virtual Organizations and the Emergency Response Environment"*. Presentation at Academy of Management - Annual Conference, Academy of Management, Atlanta, GA. (National)

Heffron-Casserleigh, A. S., & Dilling, J. (presented 2005). *Collaborative Universities*. Presentation at International Association of Emergency Managers Annual Conference, International Association of Emergency Managers, Orlando, FL. (National)

Heffron-Casserleigh, A. S., & Dilling, J. (presented 2005). *Instructional Systems and the Rapid Prototype Model*. Presentation at International Association of Emergency Management (IAEM) Annual COnference, International Association of Emergency Management (IAEM), Orlando, FL. (National)

Heffron-Casserleigh, A. S. (presented 2003). *Disaster Contractors Network and Making DCN Work for You*. Presentation at the meeting of Florida Emergency Preparedness Association. (State)

Heffron-Casserleigh, A. S. (presented 2000). *Disaster Contractors Network and Virtual Organizations in Emergency Management*. Presentation at Florida Emergency Preparedness Association 1999, 2000, 2003, Florida Emergency Preparedness Association. (State)

Refereed Presentations at Symposia

Heffron-Casserleigh, A. S., Broder, J., & Skillman, B. (presented 2011). Organizational De-Evolution; the Small Group or Single Actor Terrorist. In *Oxford Round Table*. Presentation at the meeting of Lincoln College, Oxford, England. (International)

Invited Workshops

Heffron-Casserleigh, A. (2019, March). *Understanding and utilizing Public Information Officers and the media as part of disaster response*. Workshop delivered at Universidad Católica de la Santísima Concepción, Chile, Concepcion, Chile. (Regional)

Heffron-Casserleigh, A. S. (2006). *Disaster Planning for the Community Farmer*. Workshop delivered at Blue Mountain of Jamaica/FAVA/CA. (Local)

Heffron-Casserleigh, A. S. (2006). *Elements of Communication and Notification in Limited Technology Environments*. Workshop delivered at Blue Mountain Coffee Cooperative Community Disaster Planning, Green Hills, Jamaica. (Local)

2007 FAVA/CA Volunteer of the Year Award.

Heffron-Casserleigh, A. (1999, October). *U.S Exchange Representative*. Workshop delivered at World Disaster Manager Conference, Caserta, Italy. (International)

Invited Lectures and Readings of Original Work

Heffron-Casserleigh, A. (2019, March). *Understanding Terrorism in a Contemporary Context*. Delivered at Omicron Delta Kappa, FSU. (Local)

Heffron-Casserleigh, A. (2019, January). *How terrorism is influenced by law enforcement*. Delivered at FSU Law Enforcement Society / LAE, FSU Law Rotunda. (Local)

Heffron-Casserleigh, A. (2019, January). *Understanding the Emergency Declaration Process*. Delivered at Florida Council on Crime and Delinquency, FL Department of Juvenile Justice. (Local)

Heffron-Casserleigh, A. (2018, November). *The Second Generation Phenomenon of Terrorism*. Delivered at Florida Council on Crime and Delinquency, Department of Juvenile Justice. (Local)

Heffron-Casserleigh, A. (2018, October). *Getting more than a Degree in Emergency Management*. Delivered at LAE - FSU Law Enforcement Student Association, FSU College of Law. (Local)

Heffron-Casserleigh, A. (2018, October). *The Emergency Management Declaration Process and Cost Sharing*. Delivered at Florida Council on Crime and Delinquency, Hartman Building - Koger Center. (State)

Information and Communication Technology

Computer Software Development

Heffron-Casserleigh, A. S. (2004). *Disaster Contractor Network (DCN)* [Computer software]. Florida Department of Community Affairs.

Heffron-Casserleigh, A. S. (2003). *Tabletop Exercise System Technology (TEST)* [Computer software]. Center for Disaster Risk Policy.

Patented Inventions

Heffron-Casserleigh, A., Dilling, J., McDaniel, R., & Broder, J. (submitted). *TEST - Tabletop Exercise System Technology*. Software. Retrieved from https://provost.fsu.edu/wp-content/uploads/2017/11/CIR2013.pdf

Contracts and Grants

Contracts and Grants Funded

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (Jul 2009–Jul 2010). *Construction Industry Economic Stimulus Initiative*. Funded by Workforce Florida Inc. (None). Total award $392,000.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (Mar 2009–Aug 2009). *Universities Project*. Funded by Florida Division of Emergency Management. (09PG-24-13-00-05). Total award $250,000.

Heffron-Casserleigh, Audrey S (PI). (Mar 2009–Mar 2010). *Emergency Procedures and Training for Affordable High-Ri*. Funded by Atlanta Housing Authority. (2009-0011001). Total award $77,490.

Heffron-Casserleigh, A. S., & McDaniel, R. (2009–2009). *Turbulent Tide: Epidemiology & Environmental Health Team Exercise and After-Action Report*. Funded by Florida Department of Health. Total award $70,000.

Heffron-Casserleigh, A. S. (2008–2008). *Alternate Medical Treatment Site Exercises; After Action Reporting using Office of Domestic Preparedness Homeland Security Exercise and Evaluation Reporting*. Funded by Leon County Florida Health Department. Total award $144,678.

Heffron-Casserleigh, A. S., Center for Disaster Risk Policy, & Florida State University. (2008–2008). *Market Mayhem: University Active Shooter Functional Exercise And After-Action Report*. Funded by Florida State University Emergency Management. Total award $250,000.

Heffron-Casserleigh, A. S. (2008–2008). *Environmental Health and Epidemiology State of Florida Exercises; After Action Reporting using Office of Domestic Preparedness Homeland Security Exercise and Evaluation Reporting*. Funded by Florida Department of Health. Total award $44,000.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (Oct 2007–Jun 2008). *DCN 2007-2008*. Funded by Florida Division of Emergency Management. (08RC-B5-13-00-05-179). Total award $200,000.

Heffron-Casserleigh, A. S. (2007–2007). *After Action Reporting using Office of Domestic Preparedness Homeland Security Exercise and Evaluation Reporting for Radiological Exercises*. Funded by Florida Department of Health. Total award $111,116.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (May 2006–Sep 2006). *Resource Identification Strategy Re-Engineering*. Funded by Florida Department of Community. (06DB-3F-12-00-22-O05). Total award $138,440.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (May 2006–Aug 2006). *Business Recovery and Recovery Funding Workshop*. Funded by Florida Department of Community. (06DB-3F-12-00-22-003). Total award $90,000.

Heffron-Casserleigh, Audrey S (PI), & Dilling, J. D. (Oct 2005–Jun 2006). *Educational Facilities Disaster and Crisis Management*. Funded by Florida Dept of Ed - SDE. (371-93500-6P001). Total award $77,000.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (Apr 2005–Nov 2005). *RCMP Project Planning*. Funded by Florida Department of Community. (05RC-11-13-00-22-455). Total award $65,000.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (Apr 2005–Sep 2005). *RCMP DCN*. Funded by Florida Department of Community. (05-RC-11-13-00220011). Total award $50,000.

Dilling, Janet D (PI), & Heffron-Casserleigh, A. S. (Sep 2004–Sep 2005). *Disaster Contractors Network 2004 Hurricane Season*. Funded by Florida Department of Community. (05HF-f#-02-47-05-340). Total award $150,000.

Heffron-Casserleigh, A. S., Dilling, J., & Florida Institute of Government. (2004–2004). *Martin County Florida Continuity of Operations Plan*. Funded by Florida Division of Emergency Management. Total award $25,000.

Heffron-Casserleigh, A. S., Dilling, J., & Florida Institute of Government. (2004–2004). *Bay County Continuity of Operations Plan*. Funded by Florida Division of Emergency Management. Total award $25,000.

Heffron-Casserleigh, A. S., Dilling, J., & Florida Institute of Government. (2004–2004). *Indian River County Florida Continuity of Operations Plan*. Funded by Florida Division of Emergency Management. Total award $25,000.

Heffron-Casserleigh, A. S., Dilling, J., & Florida Institute of Government. (2004–2004). *St. Lucie County, Florida Continuity of Operations Plan*. Funded by Florida Division of Emergency Management. Total award $25,000.

Heffron-Casserleigh, A. S., Dilling, J., & Florida Institute of Government. (2004–2004). *The City of Port St. Lucie Florida Continuity of Operations Plan*. Funded by Florida Division of Emergency Management. Total award $25,000.

Heffron-Casserleigh, A. S., Dilling, J., & McDaniel, R. (2003–2003). *Florida Lottery Continuity of Operations Plan*. Funded by Florida Lottery. Total award $48,400.

Heffron-Casserleigh, A. S., & Dilling, J. (2003–2003). *Agency for Health Care Administration Continuity of Operations Plan*. Funded by Agency for Healthcare Administration. Total award $80,000.

Heffron-Casserleigh, A. S., Dilling, J., Miglino, J., & Knowles, K. (2003–2003). *Exercise Bioshield*. Funded by Florida Department of Health. Total award $214,422.

Heffron-Casserleigh, A. S., Rogaff, M., Dilling, J., McDaniel, R., & Bitterli, B. (2002–2002). *Hillsborough County Alternate Relocation Point Plan"*. Funded by Hillsborough County Florida. Total award $426,750.

Heffron-Casserleigh, A. S., Rogaff, M., Dilling, J., McDaniel, R., & Bitterli, B. (2002–2002). *Hillsborough County Alternate Relocation Point Plan*. Funded by Florida Division of Emergency Management. Total award $426,750.

Heffron-Casserleigh, A. S., & McDaniel, R. (2002–2002). *Weapons of Mass Destruction*. Funded by Florida Department of Health. Total award $9,980.

Heffron-Casserleigh, A. S., & Dilling, J. (2001–2001). *Making DCN Work For You*. Funded by Federal Emergency Management Agency (FEMA). Total award $100,002.

Heffron-Casserleigh, A. S., & Dilling, J. (2001–2001). *Multi-Hazard Planning for Florida's Schools*. Funded by Florida Department of Education. Total award $77,000.

Heffron-Casserleigh, A. S., Dilling, J., McDaniel, R., & Knowles Video. (2001–2001). *Safe Schools*. Funded by Florida Department of Education. Total award $64,000.

Heffron-Casserleigh, A. S., & Dilling, J. (2000–2000). *In Search of the Perfect Manager*. Funded by Leon County, Florida. Total award $23,000.

Heffron-Casserleigh, A. S. (2000–2000). *Childcare and Parent Services (GACAPS) Database Procedural Manual*. Funded by Georgia Department of Children and Family Services. Total award $388,000.

Heffron-Casserleigh, A. S., Dilling, J., & McDaniel, R. (1999–1999). *Economic Injury Assessment*. Funded by Florida Department of Community Affairs. Total award $497,935.

Heffron-Casserleigh, A. S. (1999–1999). *Management, Problem Solving, and Process Improvement*. Funded by Leon County, Florida. Total award $12,900.

Heffron-Casserleigh, A. S. (1999–1999). *Economic Injury Modeling with the IMPLAN System*. Funded by Florida Department of Community Affairs. Total award $18,583.

Heffron-Casserleigh, A. S. (1998–1998). *Hurricane Shelter Evaluation*. Funded by Florida Division of Emergency Management. Total award $12,000.

Heffron-Casserleigh, A. S. (1998–1998). *Governor's Wildfire Commission*. Funded by Governor's Wildlife Commission. Total award $8,000.

Contracts and Grants Denied

Heffron-Casserleigh, A. (2009). *Comprehensive Emergency Management Plan*. Submitted to Florida Department of Transportation.

Dilling, J., & Heffron-Casserleigh, A. (2005). *Risk Communication in Support of the Strategic National Stockpile*. Submitted to Florida Department of Health.

Dilling, J., & Heffron-Casserleigh, A. (2005). *Tabletop Exercise to Validate the Royal Canadian Mounted Police Forensic Crime Scene Handbook*. Submitted to National Terrorism Preparedness Institute.

Service

Florida State University

FSU University Service

member, Non-tenured Faculty Promotion committee for the COSSPP (2021–present).

Chair Dean Chapin.

member, Graduate Policy Committee (2020–present).

POC James Beck.

Member, Graduate Policy Committee (2020–present).

Ulla Buntz chair.

member, Student Academic Relations (2019–present).

POC Ann DelRossi.

Faculty Adviser, Faculty Liaison to RSO "Water Polo Club" (2018–present).

Faculty Advisor, Faculty Liaison to RSO "FSU Billiards Club" (2018–present).

Faculty Adviser, Faculty Liaison to RSO "Students Demand Action" (2018–present).

member, University Student Academic Relations Committee (2017–2020).

FSU College Service

Elected committee member, Evaluation criteria for specialized faculty in teaching and research (2022–present).

ASS Dean Rohlinger is liaison.

Member, Specialized Faculty Promotion Committee (2021–present).

POC Tonja Guilford for Dean Chapin.

FSU Department Service

Committee Member for Bright, Burke, Hall, Kaiser, de Guzman, Matthews, Martinez, Griffith, International Affairs Master's Comprehensive Exam Committee (2015).

Committee for Houston, Rybnicky, Bewwiechin, Dharmakirthi, Rivers, Duggleby, Ford, Makowski, Seaman, International Affairs Master's Comprehensive Exam Committee (2014).

FSU Institute or Center Service

IC - PIO, Public Affairs Officer (activation dependent) (2021–present).

Liaise with University Communications and COSSPP Dean's PIO re EMHS media exposure.

FSU Program Service

Chair, Curriculum Review Committee (2018–present).

The Profession

Interviews

Dobson, B. (2021, October). FSU College of Social Sciences and Public Policy's 'Pubinar' is Tuesday. *Tallahassee Democrat* [News]. Retrieved from https://www.tallahassee.com/story/news/2020/10/18/campus-notes-fsu-college-motion-picture-arts-scores-another-national-ranking/3686114001/

Holt, L. (2021, September). Sept 11 - How terror attacks changed the world. Is the world a safer place? *Morning Review with Lester Holt* [Radio]. Retrieved from https://omny.fm/shows/the-morning-review-with-lester-kiewit/sept-11-how-terror-attacks-changed-the-world-is-th

FSU. (2021, September). FSU experts available to comment on 20-year anniversary of 9/11 attacks. *Newswise*. Retrieved from https://www.newswise.com/politics/fsu-experts-available-to-comment-on-20-year-anniversary-of-911-attacks/?article_id=756796

FSU. (2020, September). Faculty and Staff Briefs: September 2020. *Florida State University news* [Newsletter]. Retrieved from https://news.fsu.edu/news/faculty-staff-briefs/2020/09/29/faculty-and-staff-briefs-september-2020/

leger, D. (2018, May). How Sustainable is Morocco's Cities Without Slums Program? *Morocco World News* [News]. Retrieved from https://www.moroccoworldnews.com/2018/05/247127/morocco-sidi-moumen-slums-housing

George C. Marshall Center. (2016, December). Marshall Center Faculty's Zeneli Speaks to Students at Florida State University. *Marshall Center Faculty's Zeneli Speaks to Students at Florida State University* [Web Publication]. Retrieved from http://www.marshallcenter.org/mcpublicweb/en/nav-itemid-fix-news-en/2111-art-news-1-7-dec-16-en.html

Kalia Larivere. (2016, June). Domestic Violence and Our Perceptions of Terrorism. *Burning Tree Magazine* [Magazine]. Retrieved from http://burningtreemagazine.com/2016/06/28/domestic-violence-and-our-perceptions-of-terrorism/

Science Coalition. (2016, March). Why does Science Matter. *Science Coalition* [Video]. Retrieved from https://twitter.com/scicoalition/status/704739282171244546

Rick Jervis. (2013, March). Body buried in Fla. sinkhole leaves troubling questions. *USA Today* [News]. Retrieved from http://www.usatoday.com/story/news/nation/2013/03/16/body-sinkhole-buried/1987861/

Plain Dealer Wire Service. (2010, November). A disaster! Presidential declarations hit a record. *The Plain Dealer*. Retrieved from http://www.cleveland.com/nation/index.ssf/2010/11/a_disaster_presidential_declar.html

Marilee Crocker. (2010). Terrorism: How to Prepare and Protect Your Business. *Travel Business* [Magazine]. Retrieved from http://www.travelmarketreport.com/articles/Terrorism-How-to-Prepare-and-Protect-Your-Business

CBS - Jacksonville. (2006, March). Pandemic Preparedness. *Pandemic Preparedness* [News Video]. Retrieved from http://www.cbs47.com/news/local/story.aspx?content_id=FA39CE88-9F32-4079-8489-28426EFFA779

WTOC - Georgia. (2006, March). Preparing in Case of Bird Flu Outbreak. *Preparing in Case of Bird Flu Outbreak* [News]. Retrieved from http://www.wtoc.com/global/story.asp?s=4679224&ClientType=Printable

CBS News. (2006, March). WHO: Human Bird Flu Deaths Top 100. *WHO: Human Bird Flu Deaths Top 100* [News]. Retrieved from http://www.cbsnews.com/stories/2006/03/21/health/main1428489.shtml

WCTV, & Winnie Anne Wright. (2004, April). Local Expert Sounds Off On Conflict Between Ukraine And Russia. *Local Expert Sounds Off On Conflict Between Ukraine And Russia* [News]. Retrieved from http://www.wctv.tv/home/headlines/Local-Expert-Sounds-Off-On-Conflict-Between-Ukraine-And-Russia-248452161.html

The Community

Faculty Adviser, FSU Men's Lacrosse (2019–present).

Faculty Adviser, FSU Billiards Club (2017–present).

Course Evaluator, American Council on Education (2016–present).

ACE evaluator providing reviews and recommendations regarding college credit for military courses.

Plan Development for COOP for International Accreditation, Continuity of operations planning with Belize National Red Cross, Belize Red Cross (2022).

POC is Director General Lily Bowman.

Board Member, Friends of the Leon County Library (2010–2013).

Consultation

St. Vincent, Community Emergency Response Training. Volunteer - Training members of the St. Vincent Government on the role CERT can play in responding to disasters (2018).

In partnership with FAVA/CA and Singing for Change.

Dominica, Community Emergency Response Training (CERT). Volunteer - Training members of the Dominica Government on the role CERT can play in responding to disasters (2016).

Candlearea Mining Company. Chilean Community Disaster Planning in Atacama Chile, in partnership with Candlearea Mining Company (2015–2016).

Volunteer.

Belize Red Cross. Infrastructure survey mapping of San Mateo community on Ambergis Caye, Belize. This project utilized 8 student researchers and 3 faculty (2014–2015).

http://belize.cdrp.net/report/.

Haiti Office of Emergency Management. Vulnerability assessment and training development for Ile a Vache, Sud Department, Haiti. Spanning five months and involving four FSU EMHS faculty and ten student researchers, the 2014 project was a unique opportunity to learn preparedness and mitigation while building community resilience in Haiti (2014–2015).

http://aems.cdrp.net/aems-2014-report/.

Ghana's National Disaster Management Organization. Foundational Concepts for Municipalities with regard to disastre planning, Accra, Ghana (2010–2011).

Travel provided by the US Department of State, time was donated.

South Korean Secret Service. Integrating Incident Command Standards Agency and Inter-Agency Wide (2009–2010).

Non-compensated consulting.

Blue Mountain Coffee Cooperative. Planning at the Community Level "Elements of Communication and Notification in Limited Technology Environments" - Green Hills, Jamaica (2006).

Travel provided by Florida Alliance for Volunteer Action in the Caribbean and the Americas (FA / VACA).

Emergency Response and Educational Consultants. Strategic National Stockpile and Points-Of-Distribution Training (2003–2004).

Indiana State Department of Health. Strategic National Stockpile Exercises (2003–2004).

University of Belize. Emergency Planning (pro bono) (2001–2002).

Ships Analytics / The Korean Government. Emergency Management System Requirements for the Government of Korea (2001).

Ships Analytics. Information System Design for Development of Emergency Management Software (1999–2000).

Creation of the Student Volunteer Corps for Hurricane Maria

Heffron-Casserleigh, A. (2001). *A student volunteer organization that matched students with placement at state and local government to support their hurricane response and preparedness efforts*.

News Interviews

Heffron-Casserleigh, A. S. (2006). *Preparing in Case of Bird Flu Outbreak*. WorldNow and WTOC, a Raycom Media Station.

http://www.wtoc.com/global/story.asp?s=4679224&ClientType=Printable.

Curriculum Vitae
Robert Wade Duggleby Jr

General Information

University address: Florida Public Affairs Center College of Social Sciences & Public Policy Bellamy Building 0648 Florida State University Tallahassee, Florida 32306-2250 Phone: 850/644-9961
E-mail address: rwduggleby@fsu.edu

Professional Preparation

2007 MS, United States Army War College. Major: National Security Studies.

1996 MA, Florida State University. Major: Central/Middle & Eastern European Studies.

1985 BBA, Georgia Southern University. Major: Business Administration.

Professional Experience

2015–present Associate Professor/Teaching Faculty II, FL PUBLIC AFFAIRS CTR, Florida State University.

Teaching Faculty II, Emergency Management and Homeland Security Program, Florida State University. • Faculty lead for the development and execution of FSU's first graduate and undergraduate Certificate of U.S. Intelligence Studies. • Researched, designed and built four brand new courses for the University: Global Security and Fusion, United States Intelligence Policy, Hard Targets in Intelligence and Critical Infrastructure Protection. • Found several new classified internship opportunities for our students at the United States Southern Command in Miami, FL, and the Joint Interagency Task Force in Key West, FL; in process of developing similar internship opportunities at United States Central Command in Tampa, FL. • Was the lead member of our faculty in reaching out and developing a professional academic exchange program with the George C. Marshall Center in Garmisch, Germany. • Member of the Florida State University Fulbright Selection Committee. • Personally selected by the College of Social Sciences and Public Policy to serve as student veteran mentor. Faculty Advisor for Collegiate Veterans Association (CVA).

2012–2015 Colonel, United States Army, and, Professor of International Security Studies, College of International Security Studies, College of International Security Studies, George C. Marshall Center, Garmisch, Germany. • Lectured in plenary classes and led seminar discussions for more than 20 high-level, multinational courses focused on National Security Studies, Civil-Military Relations, Homeland Security and Disaster Management. • Developed the curriculum and ran a program plus three courses on Transnational Homeland Security, focusing on Emergency Management, Crisis Response, Risk Management, and Strategy Development. • Directed a non-resident/outreach program focused on regional security issues for 11 countries including Turkey, Ukraine, the Republic of Georgia, and others from Eastern Europe and the

Former Soviet Union. • Single-handedly organized the first senior-level seminar for members of the newly elected Ukrainian government in December, 2014 following the Russian annexation of Crimea and during the pro-Russian separatist aggression in Eastern Ukraine. •.

2008–2012 Colonel, United States Army and Senior Defense Official and Army Attache, Defense Attache Office, United States Embassy, Budapest, Hungary. • Advised two presidentially appointed ambassadors to the Republic of Hungary on critical issues of National Security and Military Policy focused on enhancing the bilateral security relationship between the United States and Hungary. • Was consistently rated as being one of the best Senior Defense Officials/Defense and Army Attachés within a 51-country area of concentration. • Directed the planning and execution of multiple, highly successful senior-level visits by the Secretary of Defense, Under Secretary of Defense for Intelligence, and other senior military leaders including the Supreme Allied Commander for NATO and Commanding General for all U.S. Forces in Europe, facilitating critical bilateral discussions between the United States and Hungarian militaries. •.

2006–2008 Colonel, United States Army, and, Senior Fellow/Student; U.S. Army War College, Carlisle, PA and Joint Military Attache School, Washington, DC, National Security Policy Program (NSPP), US Army War College and Joint Military Attache School. • Selected to attend the resident course at the U.S. Military's oldest and most prestigious senior service college, the United States Army War College in Carlisle, Pennsylvania. • While at the War College, researched and wrote about frozen conflicts and the necessity for re-unification of the Republic of Georgia. • Hand-picked to be a member of the highly selective and competitive National Security Strategy Program (NSPP) at Carlisle, one of only 12 out of a class of nearly 200 officers. • Prior to my second diplomatic posting, led a seminar and again graduated the Joint Military Attaché School. • Attended numerous diplomatic functions in Washington, DC, structured toward exposing me to all aspects of diplomatic life in Budapest, Hungary and building an extensive network of host-nation and foreign contacts. •.

2003–2006 LTC, US Army; Division Chief and Politico/Military Planner, J-5 Strategy and Policy, Europe/NATO/Russia/Africa, Joint Staff, J-5, The Pentagon. • Expertly served as the senior advisor to the Chairman of the Joint Chiefs of Staff on bi-lateral military issues with countries of Russia and the Former Soviet Union. • Ranked #1 within the Eastern European and Eurasia Division for performance in managing one of the most challenging and difficult portfolios on the Joint Staff. • As Division Chief, led the planning and development of the military training program for the Republic of Georgia, greatly enhancing the United States' partner capacity. • Superbly planned and executed senior-level military staff talks between the United States and the Republic of Turkey and the Russian Federation. • Led the planning and execution of many high-level foreign military counter-part visits to the Pentagon for meetings with the Chairman and Vice-Chairman of the Joint Chiefs of Staff. This included Generals from Ukraine, Slovakia, Turkey, and Russia. •.

2001–2003 LTC, US Army, and, Defense and Army Attache, Defense Attache Office, United States Embassy, Tashkent Uzbekistan. • Ranked in the top one percent of all attachés globally while leading an organization that was within the top-five performing offices worldwide. This resulted in the office's selection as one of two "Units of Excellence" out of 130+

offices located abroad. • Personally escorted the Uzbek Minister of Defense to Washington, DC for meetings with the Secretary of Defense, H.E. Donald H. Rumsfeld. • Developed and cultivated a wide array of Uzbek and foreign attaché contacts, building a network of partners that greatly assisted the United States' key decision-makers during one of the most challenging times in our Nation's history. • Advised the U.S. Ambassador to Uzbekistan on matters of critical national security importance and facilitated many high-level meetings between U.S. and Uzbek leaders. • Managed and brilliantly executed the first wartime deployment of U.S. Armed Forces to a country of the Former Soviet Union as part of combat operations in.

Language Proficiency

Russian - fluent in speaking and reading; advanced in writing.

Areas of Expertise

Certified United States Army Foreign Area Officer. [Russia and Eurasia].
Defense Security Cooperation.
Interagency Process and Policy Development.
International Relations.
Military Diplomacy.
National Security and Intelligence.
Strategic Planning.

Current Membership in Professional Organizations

82d Airborne Division Association
International Association For Intelligence Education (IAFIE)
University and Agency Partnership Initiative (UAPI)

Teaching

Courses Taught

Global Security and Fusion (PAD5935)
Global Security and Fusion (PAD4897)
Global Security and Fusion (PAD5898)
Intel Policy (PAD4936)
U.S. Intelligence Policy (PAD5849)
U.S. Intelligence Policy (PAD4842)
DOMESTIC SECURITY (PAD4905)
Regional Security Issues (PAD5907)
Hard Targets and Intelligence (PAD5935)

Hard Targets and Intelligence (PAD4936)
Homeland Security; Policy and Practice (DSC4007)
Homeland Security; Policy and Practice (PAD5895)
Intelligence Analysis and Communication (PAD4841)
U.S. Intelligence Analysis and Communication (PAD5896)
Honors Thesis (INR4937)
Directed Individual Study (INR4905)
Global Security and Fusion (PAD4936)
Honors Work (INR4937)
Critical Infrastructure (PAD5935)
Critical Infrastructure (PAD4936)
Global Security & Fusion (PAD5935)
Directed Individual Study (INR5906)

New Course Development

Hard Targets and Intelligence (2021)
Critical Infrastructure Protection (2017)
Critical Infrastructure Protection (Graduate) (2017)
United States Intelligence Policy (2016)
United States Intelligence Policy (Graduate) (2016)
Global Security and Fusion (2016)
Global Security and Fusion (Graduate) (2016)

Master's Committee Chair

Jonathan Hall, graduate. (2017).
Mane Grigorian, student.

Bachelor's Committee Member

Cornelia Weilgus, student.

Research and Original Creative Work

Presentations

Invited Keynote and Plenary Presentations at Conferences

Duggleby, R. (presented 2017, June). *Frozen Conflicts*. Plenary presentation at New Role of NATO and Challenges in the Western Balkans, Atlantic Council of Croatia, Sipan, Croatia. (International)

Duggleby, R. (presented 2016, September). *Japan Triple Disaster Response*. Keynote presentation at Chungbuk National University, Chungbuk National University, Chongju, South Korea. (International)

Duggleby, R. (presented 2016, September). *Transnational Security Challenges*. Keynote presentation at National Public Security Seminar, Korean Ministry of National Public Secuity, Suwon, South Korea. (International)

Invited Presentations at Conferences

Duggleby, R. (presented 2017, May). *Critical Infrastructure Protection*. Presentation at 32d Annual Governor's Hurricane Conference, Florida Division of Emergency Management, West Palm Beach, Florida. (State)

Duggleby, R. (presented 2016, June). *Multilateral Operations in Complex Catastrophes*. Presentation at International Society of Crisis and Emergency Management, ISCEM Conference, Lucerne, Switzerland. (International)

Duggleby, R. (presented 2015, September). *Crisis Preparedness in the Southeast United States*. Presentation at Intelligence and Homeland Security Enterprise Conference, The Citadel, The Citadel, Charleston, SC. (National)

Invited Lectures and Readings of Original Work

Duggleby, R. (2018, June). *Frozen Conflicts in the Post Soviet Space*. Delivered at FSU International Programs, Dubrovnik, Croatia. (International)

Duggleby, R. (2018, March). *International Intelligence Partnerships*. Delivered at FSU Panama City Campus, Panama City, Panama. (International)

Duggleby, R. (2017, June). *Transnational Security Challenges*. Delivered at FSU International Programs, Dubrovnik, Croatia. (International)

Duggleby, R. (2016, July). *Chilean Earthquake Disaster Relief*. Delivered at Air Force Special Operations Command, Hurlburt Field, Florida. (International)

Curriculum Vitae

Prof. Robert E McDaniel

Last Revised: April 12, 2024

General Information

University address: Center for Disaster Risk Policy
Emergency Management & Homeland Security Program
College of Social Sciences and Public Policy
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Florida State University
Tallahassee, Florida 32306-2250
Phone: 850-644-9961

E-mail address: rmcdaniel@fsu.edu
rmcdaniel@em.fsu.edu

Professional Preparation

2012 Masters, Florida State University. Major: Public Administration. Emergency Management.

1983 Bachelor of Science, Florida State University. Major: Criminology.

Non Degree Education and Training

1995–2013 National Emergency Training Center, Emergency Management Institute, Emmitsburg, Maryland FEMA Emergency Management Curriculum, including Master Trainer Program.

1998–2012 Florida State University, Tallahassee, Florida Masters in Public Administration with a specialization in Emergency Management.

1988–1991 Strategic Air Command, Central Flight Instructor School, Castle Air Force Base, Atwell, California Central Flight Instructor Course & Central Simulator Course.

1990 Air War College, United States Air Force, Maxwell Air Force Base, Birmingham, Alabama – Combined Air Warfare (Planning, Logistics, Execution of Large Military Operations).



Professional Experience

2003 Senior Fellow/ Faculty Researcher/ Visiting Professor, Center for Disaster Risk Policy, Florida State University. Adjunct faculty for nine years for the Emergency Management & Homeland Security (academic) Program. Project Manager for contract local, state, and federal government clients in the fields of Homeland Security, Emergency Management and Continuity of Government and Operations issues. Specialist in the area of Exercise Design and Development. One of two principles in developing the "Intelligence Studies" academic track, as well as one of three principles and a senior instructor in developing the Small Unmanned Aircraft Systems (SUAS – Drone) academic flight program at FSU.

1998–2013 Instructor, National Terrorism Preparedness Institute, St. Petersburg College. As an adjunct instructor, provides U.S. Department of Justice sponsored course development and instruction on planning for the use of Weapons of Mass Destruction for state and local governments nationwide.

2003–2004 Training/Exercise Coordinator, Emergency Response Educators & Consultants Inc. Conduct services as the primary trainer/exercise facilitator for local/state/federal governments bio-terrorism planning development efforts.

2002–2003 Training and Exercise Officer, Office of Emergency Operations, Florida Department of Health. Developed, managed and conducted training and exercise activities associated with Florida's Bio-Terrorism planning and operational response efforts. Conducted the first Florida Full-Scale exercise of the Strategic National Stockpile. Trained or exercised over 1600 public health officials in operational response to Bio-Terrorism.

1998–2002 Assistant Director, Florida Public Affairs Center, Florida State University. Participated in project management, development of information and instructional systems design for public/private agencies in the areas of planning, training, management, information technology and emergency management.

1997 Associate- Training, Exercise and Management Simulations, TEAM Simulations Inc. Provided specialized training and exercises for executives in business and government.

1997 Operations Officer, Florida Division of Emergency Management. Initial and immediate action officer of all hazard emergencies and disasters in the State of Florida including, weather, chemical and radiological incidents.

1995 Exercise Training Officer, Florida Division of Emergency Management. Administered Florida's disaster exercise program and served as primary statewide emergency management trainer. Exercises weather (hurricane), chemical and radiological scenarios.

1993 State Warning Point Officer, Florida Division of Emergency Management. Provided warning, communications and support to 67 Florida counties during emergencies.

1992 Executive Officer, 62nd Bomb Squadron (Heavy), United States Air Force. Responsible for the administrative needs of 400 military personnel.

1991 Training Officer, 62nd Bomb Squadron (Heavy), United States Air Force. Responsible for the training requirements of 200 personnel in Conventional and Nuclear operations.

1989 Wing Evaluator, 2nd Bomb Wing, United States Air Force. Flight performance, safety and instructional quality control for 400 aviators in Conventional and Nuclear operations.

Teaching

Courses Taught

Disaster Incident Management (PAD5935)
Leadership and Communication in Emergency Management (PAD4372)
Special Topics in Public Administration (PAD4936)
Exercise Design Course
Selected Topics in Public Administration (PAD3931)
Disaster Systems (PAD4395)
Emergency Management Leadership and Communication (PAD4372)
Emergency Management Planning and Policy (PAD4393)
Public Health and Emergency Management (PAD4936)
Sunshine State of Emergency
Crisis Contingency Planning
Operations Planning for WMD
Advanced Public Information Course
Damage Assessment Course
Decision Making and Problem Solving
Effective Communication
Exercise Evaluation Course
Incident Command System
Instructional Presentation Skills
Integrated Emergency Management Course
Introduction to Emergency Management
Leadership and Influence

Research and Original Creative Work

Original faculty for the Center for Disaster Risk Policy (CDRP) at Florida State University who's continuing mission is to identify, develop, and promote best practices in emergency and public management. CDRP focuses on disaster management research and technical assistance in support of the EMHS program, outside governmental agencies and non-governmental entities. CDRP has operated since 1996 on emergency management related activities, and is a recognized leader in plans assistance, policy development, technical solutions, and training and exercises.

Program of Research and/or Focus of Original Creative Work

Extensive background in instructional systems design (ISD) and the use of exercises/simulations for process improvement and learning reinforcement in public organizations with emphasis on public safety.

Presentations

Invited Presentations at Conferences

McDaniel, R. E. (presented 2011). *"Perspectives on the Japan Earthquake"*. Presentation at "Perspectives on the Japan Earthquake", South Korean Government, South Korea. (International)

McDaniel, R. E. (presented 2010). *"Special Needs Registries and Technology"*. Presentation at The international Emergency Management Society Conference, The international Emergency Management Society Conference, Bejing, China. (International)

McDaniel, R. E. (presented 2007). *"Effective Presentation Skills"*. Presentation at Florida Governor's Hurricane Conference, Florida State Government, Tampa, Florida. (State)

McDaniel, R. E. (presented 2005). *"Exercise Lessons Learned"*. Presentation at The International Emergency Management Society Conference, International Emergency Management Society, Torshavn, Faroe Islands. (International)

McDaniel, R. E. (presented 2003). *"Comprehensive Exercise Program for Bio-Terrorism"*. Presentation at Regional Planner/ Trainer Conference, Regional Planner/ Trainer Conference, Tampa, Florida. (State)

McDaniel, R. E. (presented 2003). *"Emergency Planning for Business and Industry"*. Presentation at Florida Governor's Hurricane Conference, Florida Government, Tampa, Florida. (State)

McDaniel, R. E. (presented 2003). *"Regional Planner/ Trainer Conference"*. Presentation at Regional Planner /Trainer Conference, Regional Planner Trainer Conference, Tampa, Florida. (State)

McDaniel, R. E. (presented 2001). *"Disaster Contractor's Network"*. Presentation at Associated Builders and Contractors Dinner, Associated Builders and Contractors, Tallahassee, Florida. (Local)

McDaniel, R. E. (presented 2001). *"Emergency Planning for Business and Industry"*. Presentation at Florida Governor's Hurricane Conference, State of Florida Government, Tampa, Florida. (State)

McDaniel, R. E. (presented 1999). *"Disaster Resistant Neighborhood Program"*. Presentation at American Red Cross Conference, American Red Cross, Tallahassee, Florida. (Local)

Emergency Management: Major Reports and Publications

McDaniel, R. E. (2020). *U.S. Virgin Islands Energy Assurance Plan Exercise After-Action Report*. Center for Disaster Risk Policy.

McDaniel, R. E. (2019). *Walton County Recovery Exercise After-Action Report*. Center for Disaster Risk Policy.

McDaniel, R. E. (2018). *Hurricane Michael After-Action Report*. Center for Disaster Risk Policy.

McDaniel, R. E. (2012). *"Continuity Validation in Private Sector Contracting of Traditional Life Sustaining Feeding Operations during Catastrophic Disasters Affecting Florida"*. Center for Disaster Risk Policy.

McDaniel, R. E., & Samples, M. (2012). *Good Luck Charlie: Hurricane Exercise After-Action Report*. Center for Disaster Risk Policy.

McDaniel, R. E. (2012). *Osceola Contagion: Strategic National Stockpile Exercise After-Action Report*. Center for Disaster Risk Policy.

McDaniel, R. E. (2009). *Turbulent Tide: Epidemiology & Environmental Health Team Exercises After-Action Report*. Center for Disaster Risk Policy.

McDaniel, R. E. (2008). *Market Mayhem: University Active Shooter Functional Exercise After-Action Report*. Center for Disaster Risk Policy.

McDaniel, R. E. (2007). *Bioshield : National Pharmaceutical Stockpile Exercise Video*. Center for Disaster Risk Policy.

McDaniel, R. E. (2007). *Overwhelming Outbreak: E. Coli Epidemic Tabletop Exercise After-Action Report*. Center for Disaster Risk Policy.

McDaniel, R. E. (2006). *Extreme Exposure: Dirty Bomb Tabletop Exercises After-Action Report*. Center for Disaster Risk Policy.

McDaniel, R. E. (2005). *Bioshield : National Pharmaceutical Stockpile Exercise Video*. Center for Disaster Risk Policy.

McDaniel, R. E. (2005). *Influenza Control Exercise (ICE): Pandemic Influenza Tabletop Exercises After-Action Report*. Center for Disaster Risk Policy.

McDaniel, R. E. (2004). *Bioshield : National Pharmaceutical Stockpile Exercise Video*. Center for Disaster Risk Policy.

McDaniel, R. E. (2004). *Pandemic Pandemonium: Pandemic Influenza Tabletop Exercises After-Action Report*. Center for Disaster Risk Policy.

McDaniel, R. E. (2003). *Bioshield : National Pharmaceutical Stockpile Exercise Video*. Florida Public Affairs Center.

McDaniel, R. E., Rodenbough, D., Joy, D., Andrews, L., Heffron, A., & Dilling, J. (2003). *Florida State Lottery Continuity of Operations Plan*. Center for Disaster Risk Policy.

McDaniel, R. E. (2003). *Public Health Florida Field Operations Guide (FFOG) Workshop*. Department of Health.

McDaniel, R. E. (2003). *Public Health Tabletop Exercises Workshop*. Florida Department of Health.

McDaniel, R. E. (2003). *Public Health WMD Response Course*. Florida Department of Health.

McDaniel, R. E., Dilling, J., & Heffron, A. (2002). *Comprehensive Emergency Management Planning Workshop*. The University of Belize.

McDaniel, R. E. (2002). *Emergency Support Function- 8 Staff Training*. Florida Department of Health.

McDaniel, R. E., Rogoff, M., Dilling, J., Heffron, A., & Bitterli, B. (2002). *Hillsborough County Alternate Relocation Point Plan*. Hillsborough County Emergency Management.

McDaniel, R. E., Buck, D., Dilling, J., & Heffron, A. (2001). *Disaster Contractor's Network*. Florida Homebuilder's Association.

McDaniel, R. E., Collins, J., Dilling, J., & Heffron, A. (2001). *Multi-Hazard Planning for Florida's Schools*. Florida Department of Education.

McDaniel, R. E., Dilling, J., & Heffron, A. (2000). *Economic Injury Impact*. Florida Department of Community Affairs.

McDaniel, R. E., Dilling, J., Heffron, A., Pettijohn, C., & Cox, F. (2000). *Georgia Childcare and Parent Services Network Course*. George Department Families and Children.

McDaniel, R. E., Pittman, J., & Dart, W. (2000). *Introduction to ESF-8 Operations Online Course*. Florida Department of Health.

McDaniel, R. E., Dilling, J., & Heffron, A. (2000). *Local Mitigation Strategy Course*. Florida Department of Community Affairs.

McDaniel, R. E., Dilling, J., & Heffron, A. (2000). *Project Management Course*. Center for Professional Development, Florida State University.

McDaniel, R. E., Kilcollins, D., Caudill, J., Griffin, D., Heffron, A., & Dilling, J. (1999). *Hurricane Shelter Evaluation Course*. Florida Department of Community Affairs.

McDaniel, R. E., Hughes, P., Dilling, J., & Heffron, A. (1999). *Salvation Army Field Operations Guide*. The Salvation Army.

McDaniel, R. E., & Dilling, J. (1998). *City of Jacksonville Preparedness Tabletop Exercise*. City of Jacksonville Emergency Management.

McDaniel, R. E. (1998). *Operations Planning for WMD*. National Terrorism Preparedness Institute.

McDaniel, R. E. (1997). *Changing Environments: Technology Driven Exercises*. Journal of the American Society of Professional Emergency Planners.

McDaniel, R. E., & Dilling, J. (1997). *Exercise Development Workshop*. AT&T Inc.

McDaniel, R. E., & Dilling, J. (1997). *Ops Center*. American Express.

McDaniel, R. E., & Dilling, J. (1997). *Rapid Impact Assessment Team Course*. Florida Department of Community Affairs.

McDaniel, R. E., Dilling, J., Pettijohn, C., & Sheffield, S. (1997). *Resource Identification Strategy Online Database*. Florida Department of Community Affairs.

McDaniel, R. E. (1995). *State Emergency Operations Center Operations Guide*. Florida Department of Community Affairs.

Service

Florida State University

FSU Institute or Center Service

Faculty Advisor, FEMA Corps Liaison - FSU (2012).

Faculty Advisor, International Association of Emergency Managers - FSU Student Chapter (2012).

Program Coordinator, Student Emergency Management Internships (2010).

The Profession

Reviewer or Panelist for Grant Applications

Florida Governor's Hurricane Conference - Student Scholarship Committee (2013).

The Community

Emergency Management, Hurricane Idalia, State Emergency Response Team (SERT) (2023).

Emergency Management, Hurricane Ian, State Emergency Response Team (SERT) (2022).

Emergency Management, Hurricane Dorian, State Emergency Response Team (SERT) (2019).

Emergency Management, Hurricane Michael, State Emergency Response Team (SERT) (2018).

Emergency Management, Hurricane Irma, State Emergency Response Team (SERT) (2017).

Emergency Management, Hurricane Harvey, FSU Center for Disaster Risk Policy (2017).

Emergency Management, Hurricane Sandy, FSU Center for Disaster Risk Policy (2013).

Emergency Management, Hurricane Issac, FSU Center for Disaster Risk Policy (2012).

Emergency Management, Tropical Storm Debbie, State Emergency Response Team (SERT) (2012).

Emergency Management, Hurricane Ivan, FSU Center for Disaster Risk Policy (2004).

Emergency Management, Severe Acute Respiratory (SARS), State Emergency Response Team (SERT) (2003).

Emergency Management, Water Facilities Security Breaches, State Emergency Response Team (SERT) (2003).

Emergency Management, Mass Smallpox Vaccinations, State Emergency Response Team (SERT) (2002).

Emergency Management, Cruise Ship Norwalk Virus Outbreak, State Emergency Response Team (SERT) (2002).

Emergency Management, Hurricane Georges, State Emergency Response Team (SERT) (1998).

Emergency Management, El Nino Flooding in Central Florida, State Emergency Response Team (SERT) (1997).

Emergency Management, Central Florida Flea Market Fire, State Emergency Response Team (SERT) (1997).

Emergency Management, Volusia County Tornado, State Emergency Response Team (SERT) (1997).

Emergency Management, Manatee County Flooding, State Emergency Response Team (SERT) (1997).

Emergency Management, Panhandle Earthquake, State Emergency Response Team (SERT) (1997).

Emergency Management, Pinellas County Severe Weather, State Emergency Response Team (SERT) (1997).

Emergency Management, Northwest Florida Medical Waste, State Emergency Response Team (SERT) (1997).

Emergency Management, Cassini Saturn Probe Launch, State Emergency Response Team (SERT) (1997).

Emergency Management, Tropical Flooding, State Emergency Response Team (SERT) (1997).

Emergency Management, Dade County DC8 Aircraft Crash, State Emergency Response Team (SERT) (1997).

Emergency Management, Gadsden County Manhunt, State Emergency Response Team (SERT) (1997).

Emergency Management, Hurricane Danny, State Emergency Response Team (SERT) (1997).

Emergency Management, Taylor County Search and Rescue, State Emergency Response Team (SERT) (1997).

Emergency Management, Jackson County Train/HazMat Incident, State Emergency Response Team (SERT) (1997).

Emergency Management, Okaloosa County Meningitis Outbreak, State Emergency Response Team (SERT) (1997).

Emergency Management, City of Madison Fire, State Emergency Response Team (SERT) (1997).

Emergency Management, Delta Rocket Explosion, State Emergency Response Team (SERT) (1997).

Emergency Management, Igloo Moon Vessel Incident, State Emergency Response Team (SERT) (1996).

Emergency Management, St. Petersburg Riots, State Emergency Response Team (SERT) (1996).

Emergency Management, Manatee County Flea Market Fire, State Emergency Response Team (SERT) (1996).

Emergency Management, Hurricane Lili, State Emergency Response Team (SERT) (1996).

Emergency Management, Tropical Storm Josephine, State Emergency Response Team (SERT) (1996).

Emergency Management, Hurricane Fran (Support), State Emergency Response Team (SERT) (1996).

Emergency Management, Hurricane Bertha, State Emergency Response Team (SERT) (1996).

Emergency Management, Atlanta Olympics Support, State Emergency Response Team (SERT) (1996).

Emergency Management, Valujet Crash, State Emergency Response Team (SERT) (1996).

Emergency Management, Church Burnings, State Emergency Response Team (SERT) (1996).

Emergency Management, Severe Cold, Floods and Fires, State Emergency Response Team (SERT) (1996).

Emergency Management, Veteran's Day Storm, State Emergency Response Team (SERT) (1995).

Emergency Management, Northwest Florida Floods, State Emergency Response Team (SERT) (1995).

Emergency Management, Mayo Correctional HazMat Incident, State Emergency Response Team (SERT) (1995).

Emergency Management, Southeast Florida Floods, State Emergency Response Team (SERT) (1995).

Emergency Management, Hurricane Opal, State Emergency Response Team (SERT) (1995).

Emergency Management, Tropical Floods, State Emergency Response Team (SERT) (1995).

Emergency Management, Hurricane Luis, State Emergency Response Team (SERT) (1995).

Emergency Management, Tropical Storm Jerry, State Emergency Response Team (SERT) (1995).

Emergency Management, Southwest Florida Floods II, State Emergency Response Team (SERT) (1995).

Emergency Management, Hurricane Erin, State Emergency Response Team (SERT) (1995).

Emergency Management, Southwest Florida Floods I, State Emergency Response Team (SERT) (1995).

Emergency Management, Hurricane Allison, State Emergency Response Team (SERT) (1995).

Emergency Management, Panhandle Floods, State Emergency Response Team (SERT) (1995).

Emergency Management, Putnam County Tornado, State Emergency Response Team (SERT) (1995).

Emergency Management, MLK Weekend Storm, State Emergency Response Team (SERT) (1995).

Emergency Management, Putnam/Marion Counties Tornadoes, State Emergency Response Team (SERT) (1995).

Emergency Management, Summit of the Americas, State Emergency Response Team (SERT) (1994).

Emergency Management, Tropical Storm Gordon, State Emergency Response Team (SERT) (1994).

Emergency Management, Tropical Depression 10, State Emergency Response Team (SERT) (1994).

Emergency Management, Tropical Storm Debbie, State Emergency Response Team (SERT) (1994).

Emergency Management, Belle Glade Mercury Incident, State Emergency Response Team (SERT) (1994).

Emergency Management, Mass Cuban Immigration, State Emergency Response Team (SERT) (1994).

Emergency Management, Tropical Storm Beryl, State Emergency Response Team (SERT) (1994).

Emergency Management, Tropical Storm Alberto, State Emergency Response Team (SERT) (1994).

Emergency Management, Alachua County HazMat Explosion, State Emergency Response Team (SERT) (1994).

Emergency Management, Volusia County Tornado, State Emergency Response Team (SERT) (1994).

Emergency Management, Northridge Earthquake (Support), State Emergency Response Team (SERT) (1994).

Curriculum Vitae

David Forrester Merrick, II

General Information

University address: Emergency Management and Homeland Security
Center for Disaster Risk Policy
College of Social Science and Public Policy
0648 BEL
Florida State University
Tallahassee FL-2250
Phone: 850-644-9961; Fax: None

E-mail address: dmerrick@em.fsu.edu

Web site: em.fsu.edu

Professional Preparation

2012 Master of Science, Florida Institute of Technology. Major: Logistics Management, Humanitarian Operations and Disaster Relief.

2010 Bachelor of Science, Florida State University. Major: Social Sciences.

2007 Academic Certificate, Florida State University. Major: Emergency Management.

1997 Associate of Arts, Tallahassee Community College. Major: N/A.

Non Degree Education and Training

2007 FEMA Incident Command System, G-300 Intermediate Incident Command System for Expanding Incidents.

2007 FEMA Incident Command System, G-400 Advanced Incident Command System Command & General Staff: Complex Incidents.

Professional Credential(s)

2020–present State of Florida Small UAS Team Leader (Position Task Book).

2016–present FAA Remote Pilot Certificate.

2009–present Wood Badge for the 21st Century Leadership Training (80 hours).

2008–present ICS, Applying ICS to Healthcare, IS-200.HC.

2008–present Intermediate ICS for Expanding Incidents, G-300 (32 hours).

2008–present National Incident Management System, IS-700.

2008–present National Response Framework, IS-800.B.

2007–present Homeland Security Exercise Evaluation Program.

2007–present Homeland Security Exercise Evaluation Program, Train-the-Trainer.

2007–present ICS, Introduction to Incident Command, IS-100.

2004–present HIPAA Security Training.

2004–present Introduction to Exercises, IS-120a.

2004–present Security Awareness Training.

2003–present Intersystems Cache v5.0 Core Training, 40-hour course.

2003–present Intersystems Cache v5.0 Systems Administrator Training, 32-hours.

1998–present Supporting Windows NT Workstation.

Professional Experience

2017–present Director, Center for Disaster Risk Policy and Emergency Management and Homeland Security Program, Florida State University. Supervise daily operation of a Class III research center which provides technical assistance to the governmental and non-profit sector. Responsibilities include supervision of center staff, assisting the Director in direction and administration, grant management, project management.. Also serves as an instructor in the academic program (.5 FTE).

1997–2017 Principal, David Merrick Technical Consulting. Sole proprietor of technology and software consulting firm. Responsibilities include all client development and interaction, software design and development, network integration services, and project management.

2010–2016 Instructor, Emergency Management and Homeland Security Program, Florida State University. Serve as the primary instructor in undergraduate classroom and distance

learning courses. Responsibilities include lecture and discussion facilitation, class management, grading, and content publishing via the Blackboard system, student interaction, curriculum research and development.

2009–2016 Deputy Director, Center for Disaster Risk Policy and EMHS, Florida State University. Supervise daily operation of a Class III research center which provides technical assistance to the governmental and non-profit sector. Responsibilities include supervision of center staff, assisting the Director in direction and administration, grant management, project management. Key personal achievements include assisting with the expansion of the center to include distance learning instruction of emergency management classes and consolidation of information technology resources.

2005–2009 Senior Analyst, Center for Disaster Risk Policy, Florida State University. Served as analyst for a variety of emergency management and information technology projects. Responsibilities included independent design and development of emergency management software, collaboration on emergency management training and exercise programs, and development and maintenance of internal information technology systems and processes. Personal achievements include the development and deployment of new versions of the Disaster Contractors Network, the Disaster Housing Resources application, and the Tabletop Exercise System Technology. Two of these applications have received several FSU Research Foundation Innovation Awards, and one was recognized as a national best practice by the Federal Emergency Management Agency.

2003–2005 Director of Development, Five Points Technology Group. Directed and supervised the development of software packages for human services clients. Responsibilities included development of project tasks, timelines and budgets, application development utilizing ColdFusion and C#.Net languages, database development in Microsoft SQL Server, client interaction, supervision of all software development staff, security of all confidential data, and assisting with crafting business strategy of the firm. Personal achievements included design and deployment of an integrated hardware platform that resulted in greater reliability and performance at reduced costs, development and sale of a distance learning application and learning management system for delivering high stakes testing.

2000–2003 Programmer / Analyst, Paragon New Media Incorporated. Independent development of software for private sector and government clients. Responsibilities included design, development, and integration of ColdFusion based software packages, design and development of Microsoft SQL Server databases, maintenance of all software and hardware systems, and client interaction. Personal achievements included the development of a web based trade show registration system that generated over $3 million in payments annually.

1996–2000 Network Administrator, Network Tallahassee. Maintain the network environment for a regional internet service provider. Responsibilities included supervision of support staff, hardware and software installation and maintenance, development of ColdFusion based code to support internal processes, provide level two support to end users, and data

security. Personal achievements included the design and deployment of the regions first private Digital Subscriber Line (DSL) service.

Areas of Expertise

Application Design and Development.
Disaster Air Operations.
Disaster Intelligence.
Distance Learning Applications.
Emergency Management.
Information Technology.
Remote Sensing in Disasters.
Social Media.
Terrorism Studies.
Unmanned Aircraft Systems.

Honors, Awards, and Prizes

FAVACA Volunteer of the Year 2014, Florida Association of Volunteerism in the Caribbean and Americas (2014).
FSU Innovator Award, Florida State University (2006).

Current Membership in Professional Organizations

Airborne Public Safety Association
Florida Emergency Preparedness Association
International Association of Emergency Managers
U.S. Geospatial Intelligence Foundation

Teaching

Courses Taught

Emergency Management Programs, Planning, and Policy (PAD4393)
Emergency Management Programs, Planning, and Policy (PAD5398)
Intelligence Analysis and Communication (PAD4841)
U.S. Intelligence Analysis and Communication (PAD5896)
Unmanned Aircraft Systems in Emergency Management (PAD5079)
Applications of Unmanned Aircraft Systems (PAD5078)
Foundations of Emergency Management (PAD5397)
Intro to Terrorism: Preparedness and Response (PAD4374)
Intro to Terrorism: Preparedness and Response (PAD5376)

Disaster Systems (PAD4395)
Disaster Systems (PAD5378)
Professional Pathways in Emergency Management (PAD5076)
Professional Pathways in Emergency Management (PAD4074)
Directed Individual Study (PAD5907)
Foundations in Emergency Management (PAD4391)
Mega Disasters (PAD3931)
Honors in the Major Research (INR4937)
Applications of Unmanned Aircraft Systems (PAD4072)
Implementation of UAS (UAS 3) (PAD5935)
Unmanned Aircraft Systems in Emergency Management (PAD4075)
UAS 2: Application of UAS (PAD5935)
UAS 3: Implementation of UAS (PAD4936)
Advanced Topics in Terrorism (PAD5377)
Homeland Security; Policy and Practice (DSC4007)
Homeland Security; Policy and Practice (PAD5895)
APPLIED BUSINESS CONTINUITY (PAD4905)
BUSINESS CONTINUITY AND EM (PAD4905)
HURRICANE PRACTICUM (PAD5935)
Introduction to Terrorism: Preparedness and Response (PAD4374)
Introduction to Terrorism: Preparedness and Response (PAD5376)
Disaster Recovery and Mitigation (PAD5388)
Leadership and Communication in Emergency Management (PAD4372)
Leadership and Communication in Emergency Management (PAD5373)
Advanced Topics in Terrorism (DSC4375)
Disaster Recovery & Mitigation (PAD5935)
Directed Individual Study (INR5906)

International Lecturing

Merrick, D. F. (2011–2001). *Guest lecturer on Technology and Disaster Management*. De La Salle University, Manila, Philippines.

Merrick, D. F., Casserleigh, A., Dilling, J., Broder, J., & McDaniel, R. (2010). *Co-developed and taught condensed academic material based on Foundations of Emergency Management*. Ghana Institute of Management and Public Administration.

STATE UNIVERSITY SYSTEM OF FLORIDA

Research and Original Creative Work

Publications

Invited Books

Casserleigh, A., & Merrick, D. F. (2013). *Terrorism WTF: Weapons, Tactics, and the Future*. Kendall/Hunt Publishing, USA.

Refereed Book Chapters

Lai, F., Bush, A., Yang, X., & Merrick, D. F. (2021). Opportunities and Challenges of Unmanned Aircraft Systems for Urban Applications. In Yang, Xiaojun (Ed.), *Urban Remote Sensing: Monitoring, Synthesis, and Modeling in the Urban Environment* (pp. 47-70). Wiley Global Research (STMS). Retrieved from https://online.vitalsource.com/books/9781119625858

Refereed Proceedings

Bal, A., Gupta, A., Goyal, P., Merrick, D., Murphy, R., & Choset, H. (2023). Towards Automated Void Detection for Search and Rescue with 3D Perception. In *2023 IEEE/RSJ International Conference on Intelligent Robots and Systems (IROS)* (pp. 3290-3297). IEEE. Retrieved from http://dx.doi.org/10.1109/IROS55552.2023.10341454

Manzini, T., Murphy, R., Merrick, D., & Adams, J. (2023). Wireless Network Demands of Data Products from Small Uncrewed Aerial Systems at Hurricane Ian. In *2023 IEEE/RSJ International Conference on Intelligent Robots and Systems (IROS)* (pp. 9941-9946). IEEE. Retrieved from http://dx.doi.org/10.1109/IROS55552.2023.10342413

Ball, A., Ladig, R., Goyal, P., Galeotti, J., Choset, H., Merrick, D., & Murphy, R. (2022). A Comparison of Point Cloud Registration Techniques for on-site Disaster Data from the Surfside Structural Collapse. In *2022 IEEE International Symposium on Safety, Security, and Rescue Robotics (SSRR)* (pp. 244-250). IEEE. Retrieved from http://dx.doi.org/10.1109/SSRR56537.2022.10018779

Rao, A., Murphy, R., Merrick, D., & Choset, H. (2022). Analysis of Interior Rubble Void Spaces at Champlain Towers South Collapse. In *2022 IEEE International Symposium on Safety, Security, and Rescue Robotics (SSRR)* (pp. 379-384). IEEE. Retrieved from http://dx.doi.org/10.1109/SSRR56537.2022.10018792

Fernandes, O., Murphy, R., Merrick, D., Adams, J., Hart, L., & Broder, J. (2019). Quantitative Data Analysis: Small Unmanned Aerial Systems at Hurricane Michael. In *IEEE International*

Workshop on Safety, Security, and Rescue Robotics (SSRR) (pp. 116-117). IEEE.org. Retrieved from https://ieeexplore.ieee.org/document/8848935

Adams, J., Hart, L., McBride, J., Merrick, D., & Murphy, R. (2018). Use of Small Unmanned Aerial Systems for Tactical Response during Kilauea Volcano Lower East Rift Zone event. In *2018 IEEE International Symposium on Safety, Security, and Rescue Robotics (SSRR)* (pp. 1-2). IEEE. Retrieved from http://dx.doi.org/10.1109/SSRR.2018.8468626

Merrick, D. F., Broder, J., & McDaniel, R. (2010). Utilizing Information Technology to Manage Special Needs Population in Disasters. In *The International Emergency Management Society (TIEMS), Annual Conference, Beijing, China*. Oslo, Norway.

Merrick, D. F., & Casserleigh, A. (2008). Al-Qaeda: Still America's Greatest Threat? In *The International Emergency Management Society (TIEMS), Annual Conference, Prague*. Oslo, Norway.

Merrick, D. F., Dilling, J., & Casserleigh, A. (2008). Computer Mediated Tabletop Exercises. In *The International Emergency Management Society (TIEMS), Annual Conference, Prague*. Oslo, Norway.

Merrick, D. F., Broder, J., & Church, C. (2001). Terrorist Usage of Communications Technology. In *The International Emergency Management Society (TIEMS), Annual Conference. Bucharest, Romania*. Oslo, Norway.

Refereed Reports

Alshami, A., Jalloul, H., Merrick, D., Hart, L., Choi, J., Manheim, D., & Yesiller, N. (2023). *Virtual Assessment Report: Surfside Building Collapse, Florida, USA, June 24, 2021* (SUMMEER – 24 June 2021 Surfside Building Collapse). DesignSafe-CI. Retrieved from https://doi.org/10.17603/ds2-337d-h485

Non Refereed Reports

Merrick, D. F. (2020). *Resource Typing and Position Qualifications of Small Unmanned Aircraft Teams*. State of Florida.

Merrick, D. F. (2020). *Small UAS Team Position Task Book*. State of Florida.

Merrick, D. F., & Dilling, J. (2011). *Residential Construction Mitigation Program, Disaster Contractors Network Final Report*. State of Florida, USA.

Merrick, D. F., Dilling, J., & Casserleigh, A. (2010). *Florida Mitigation Portal Final Report*. State of Florida, USA.

Merrick, D. F., & McDaniel, R. (2010). *Florida Mitigation Portal Final Report*. State of Florida, USA.

After action report using Office of Domestic Preparedness Homeland Security Exercise and Evaluation Reporting.

Merrick, D. F., & Dilling, J. (2010). *Minding Your Business Final Report*. State of Florida, USA.

Merrick, D. F. (2009). *Market Mayhem Exercise Series*. State of Florida, USA.

After action report using Office of Domestic Preparedness Homeland Security Exercise and Evaluation Reporting.

Merrick, D. F. (2009). *Review of Pasco County Biological Hazard Annex*. State of Florida, USA.

Merrick, D. F. (2008). *Alternate Medical Treatment Site Exercises*. State of Florida, USA.

After action report using Office of Domestic Preparedness Homeland Security Exercise and Evaluation Reporting.

Merrick, D. F. (2008). *Environmental Health and Epidemiology State of Florida Exercises*. State of Florida, USA.

After action report using Office of Domestic Preparedness Homeland Security Exercise and Evaluation Reporting.

Merrick, D. F. (2007). *Statewide Radiological Terrorism Incident Exercise*. State of Florida, USA.

After action report using Office of Domestic Preparedness Homeland Security Exercise and Evaluation.

Presentations

Invited Papers at Conferences

Merrick, D. F. (presented 2011, August). *Measuring Organizational Readiness for Disaster*. Paper presented at International Conference on Emergency Management and Management Science, Annual Conference, ICEM, Beijing, China. (International)

Non Refereed Papers at Conferences

Merrick, D. F. (presented 2012, July). *Analyzing Terrorist Activity Through Social Media*. Paper presented at Oxford Round Table Harris Manchester College, Oxford Round Table, Oxford University, Oxford, England. (International)

Merrick, D. F. (presented 2011, November). *Feasibility and Software to Measure Readiness*. Paper presented at The International Conference on Crisis and Emergency Management (ICCEM), Annual Conference, ICCEM, Kyoto, Japan. (International)

Merrick, D. F. (presented 2011, June). *ICT and Disaster Management*. Paper presented at De La Salle University Workshop, De La Salle University, Manila, Philippines. (International)

Merrick, D. F. (presented 2011, May). *Current Trends in Global Disaster Management*. Paper presented at USA-Korea Conference on Crisis and Disaster Management, Sangnam Institute of Management, Yonsei Univeristy, Seoul, South Korea. (International)

Merrick, D. F. (presented 2011, April). *Utilizing ICT for Tabletop Exercises and Training*. Paper presented at Workshop on technology transfer, Korean Ministry of Public Administration and Security, Seoul, South Korea. (International)

Merrick, D. F. (presented 2010, August). *Special Needs Registry Interoperability*. Paper presented at The International Conference on Crisis and Emergency Management (ICCEM) and Emergency Management Technology, Application, and Practice (EMTAP), Annual Conference, ICCEM, Beijing, China. (International)

Merrick, D. F., McDaniel, R., & Broder, J. (presented 2009, February). *Utilizing Computer Based Management and Tracking of Special Needs Populations*. Paper presented at The Florida Emergency Preparedness Association (FEPA) Annual Conference, FEPA, Orlando, FL. (State)

Merrick, D. F. (presented 2008, June). *Al-Qaeda and Terrorist Networks*. Paper presented at The International Emergency Management Society (TIEMS), TIEMS, Prague, Czech Republic. (International)

Invited Keynote and Plenary Presentations at Conferences

Merrick, D. F. (presented 2022, February). *Remote sensing operations at the Champlain Towers South condominium collapse*. Keynote presentation at Florida Emergency Preparedness Association Annual Meeting, Florida Emergency Preparedness Association, Sandestin, Florida. (State)

Merrick, D. F. (presented 2021, December). *Data sharing supporting disaster situational awareness in Florida*. Plenary presentation at Department of Defense TAK Offsite 2021, DoD TAK Program Office, Colorado Springs, CO. (International)

Merrick, D. F. (presented 2020, March). *Implementation of UAS in State Emergency Management*. Keynote presentation at Virginia Public Safety UAS Conference, Piedmont Valley Community College, Crozet, Virginia. (National)

Contracts and Grants

Contracts and Grants Funded

Merrick, D. F., Broder, J., Hart, L., & Bush, A. (Aug 2021–Jul 2022). *RAPID: Collaborative Research: Data Collection for Robot-Oriented Disaster Site Modeling at Champlain Towers South Collapse*. Funded by National Science Foundation. (2140573). Total award $72,332.

Merrick, David (PI). (Aug 2018–Jul 2019). *RAPID: Collaborative Research: Machine Learning for Dehazing Unmanned Aerial System Imagery from Volcanic Eruptions*. Funded by National Science Foundation. (1840878). Total award $6,331.

Merrick, David (PI). (Oct 2017–Sep 2018). *RAPID: Collaborative Research: Unmanned Aerial System Datasets from Hurricanes Harvey and Irma*. Funded by National Science Foundation. (1762139). Total award $11,740.

Dilling, Janet D (PI), & Merrick, David (Co-PI). (Apr 2011–Jun 2011). *Rebuilding Communities; Mitigation Portals DCN and MYB*. Funded by Florida Division of Emergency Management. (11-RC-62-13-00-22-41). Total award $98,035.

Heffron-Casserleigh, Audrey (PI), & Merrick, David (Co-PI). (Feb 2010–Mar 2011). *2010 Governor's Executive Tabletop Exercise*. Funded by Florida Division of Emergency Management. (10-DS-12-14-00-22-21). Total award $69,400.

Heffron-Casserleigh, Audrey (PI), & Merrick, David (Co-PI). (Jan 2010–Jun 2010). *RCMP Mitigation Portal*. Funded by Florida Division of Emergency Management. (10-RC-26-13-00-22-21). Total award $97,625.

Heffron-Casserleigh, Audrey (PI), & Merrick, David (Co-PI). (Jan 2010–Jun 2010). *RCMP-Minding Your Business*. Funded by Florida Division of Emergency Management. (10-RC-26-13-00-22-21). Total award $97,335.

Service

Florida State University

FSU Institute or Center Service

Director, Center for Disaster Risk Policy (2016–present).

Deputy Director, Center for Disaster Risk Policy (2009–2016).

FSU Program Service

Director, Emergency Management and Homeland Security Program (2016–present).

Deputy Director, Emergency Management and Homeland Security Program (2012–2016).

The Profession

Service to Professional Associations

Chair, Serve as chair of the Florida UAS Working Group - coordinating unmanned aircraft development in the State of Florida for emergencies and disasters, Florida UAS Working Group (2017–present).

Forum Moderator, International Conference on Crisis and Emergency Management Annual Conference (2011–2012).

Discussant, International Conference on Crisis and Emergency Management Annual Conference (2010).

The Community

Air Operations Branch, UAS Coordinator, State of Florida Emergency Response Team (SERT) (2016–present).

Program Manager, FSU Virtual Operations Support Team (2012–present).

Board Member, Lincoln Girls Soccer Boosters (2017–2020).

Volunteer, Boy Scouts of America, Suwannee River Area Council, Troop 117 (2011–2020).

ESF-18 (Business and Industry) Support, Virtual Business Emergency Operations Center, State of Florida Emergency Response Team (SERT) (2012–2018).

ESF-5 (Planning Section) Reservist, State of Florida Emergency Response Team (2012–2015).

Volunteer, Den Leader (2 years) Assistant Cubmaster (1 year) Committee Chairman (2 years) Cubmaster (2 years, Boy Scouts of America, Suwannee River Area Council, Pack 112 (2006–2011).

Volunteer, Buck Lake Elementary Parent Teacher Organization (2005–2011).

Volunteer, Youth Soccer Coach, Capital Soccer Association (2006–2010).

Consultation

Suwannee River Area Council, Boy Scouts of America. Development and deployment of new internet and intranet applications (2010).

Five Points Technology Group. Integration of local network services with case management software package for the care of foster children (2008).

CORE Technologies. Advise on technology platform transition (2007).

Five Points Technology Group. Update of disaster recovery plan (2007).

Reveal Technologies. Development of integrated grading system for distance learning application (2007).

Reveal Technologies. Development of custom distance learning student tracking system for the Edmastery Learning Management System (2007).

Curriculum Vitae
Bradley Clayton Skillman

General Information

University address: Florida Public Affairs Center
College of Social Sciences & Public Policy
Bellamy Building 0636
Florida State University
Tallahassee, Florida 32306-2250
Phone: 850/644-9961

E-mail address: bskillman@fsu.edu

Professional Preparation

2025 Ed.D, Florida State University, Tallahassee, FL. Major: Educational Leadership and Design. Supervisor: Dr. Perez-Felkner.

2010 MA, Florida State University. Major: International Affairs.

Professional Experience

2021–present Teaching Faculty II, Emergency Management and Homeland Security Program, Florida State University. 75% FACET load for teaching. Teaching 3 courses each semester.

2016–2021 Teaching Faculty I, FL PUBLIC AFFAIRS CTR, Florida State University.

2011-2016 Researcher, FL PUBLIC AFFAIRS CTR, Florida State University.

Teaching

Courses Taught

International Terrorism Policy (PAD 4084)
International Terrorism Policy (PAD 5837)
International Conflicts & Terrorism (PAD 4936)
International Conflicts & Terrorism (PAD 5839)
Public Health and Emergency Management (PAD 5845)
Public Health and Emergency Management (DSC 4213)
Advanced Topics in Terrorism (DSC 4375)

Advanced Topics in Terrorism (PAD 5377)
Directed Individual Study (PAD 4905)
Introduction to Terrorism: Preparedness and Response (PAD 4374)
Counter-terrorism Studio (PAD 4936)
Counter-terrorism Studio (PAD 5935)
Homeland Security: Policy and Practice (DSC 4007)
Homeland Security: Policy and Practice (PAD 5895)

New Course Development

9/11 Experience (2019)
International Conflicts and Terrorism (2017)
Counter Terrorism Studio (2013)

Research and Original Creative Work

Presentations

Non Refereed Papers at Conferences

Skillman, B. (presented 2014, June). *Bridging the Gap Between Theory and Practice – A Novel Approach to Graduate Education in Emergency and Disaster Management*. Paper presented at FEMA EMI Higher Education Conference, FEMA EMI, Emmitsburg , MD. (National)

Skillman, B., & Carhart, C. (presented 2013). *Terror Tweets: Al-Shabaab's Use of Twitter to Report Events*. Paper presented at Oxford Round Table, Oxford Round Table, Oxford, UK. (International)

Skillman, B., & Heffron-Casserleigh, A. (presented 2011, June). *The Use of Suicide Terrorism by Terrorist Organizations*. Paper presented at The International Emergency Management Society, The International Emergency Management Society, Bucharest, Romania. (International)

Service

Florida State University

FSU University Service

Faculty Advisor, World Affairs Program (2019–present).
Comprehensive Exams for Masters Students
Honors in the Major Committee Member

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM D

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM IV

August 28, 2025

SUBJECT: Annual Textbook and Instructional Materials Affordability Report (August 2024-July 2025)

PROPOSED COMMITTEE ACTION

Request for Approval

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Section 1004.085, Florida Statutes, and Board of Governors Regulation 8.003

BACKGROUND INFORMATION

State law requires each university to submit an annual report to the Chancellor of the State University System on textbook and instructional materials affordability. Using a template and instructions provided by the Florida Board of Governors, the Provost's Office compiled and analyzed this information. Per BOG Guidance: Section 1004.085, Florida Statutes, establishes requirements regarding the textbook and instructional materials adoption process at public colleges and institutions in Florida. The law requires each institution's board of trustees in the State University System to submit an annual report by September 30 of each year, beginning in 2016, to the Chancellor of the State University System. In 2019, Chapter 2019-4, Laws of Florida removed subsections (4) and (8) of section 1004.085, Florida Statutes. Each institution's report is required to address four components: (1) The selection process for textbooks and instructional materials for general education courses identified with high enrollments. (2) Specific initiatives of each institution designed to reduce the costs of textbooks and instructional materials. (3) Institution policies implemented for the posting of textbooks and instructional materials information for students. (4) The number of courses and course sections that did not meet the textbook and instructional materials posting deadline in the previous academic year.

ADDITIONAL COMMITTEE CONSIDERATIONS

Consistent with state law, upon review and approval, the report will be submitted to the Chancellor of the State University System.

Supporting Documentation Included: *Textbook & Instructional Materials Affordability Report FSU 2025*

Submitted by: *James M. Hunt, Ph.D., Associate Vice Provost and Chief Data and Analytics Officer*

Textbook and Instructional Materials Affordability Annual Report

Instructions

1. Complete each tab/worksheet as designed. The template reflects the interpretation of the reporting requirements by Board staff. Do not edit the content of the template. Expand the response space as needed.
2. **Submit the report in Excel.** The signatures may be submitted in PDF format. Statutory due date is September 29, 2025.
3. If there are questions, contact Tyler Aldinger, Assistant Director of Academic and Student Affairs, at tyler.aldinger@flbog.edu
4. Include the university contact name and email for the staff who completed the report below:
5. Please note some cells are auto-calculated and do not require you to enter a figure. These cells are green.

University Contact Name and Email: James Hunt, jhunt@fsu.edu

Textbook and Instructional Materials Affordability Annual Report Fall 2024 and Spring 2025
University Submitting Report:
Florida State University
Date Approved by the University Board of Trustees:
August 29, 2025
Signature of Chair, University Board of Trustees:
Signature of President:

Textbook and Instructional Materials Selection Process

Report the textbook and instructional materials selection process used for general education courses with high enrollment. Include the course prefix(es) and number(s), the course title(s), and the total number of courses (*n*=). In column "F," use the drop-down arrow in each cell to select the appropriate selection process. The methodology for determining high enrollment courses is as follows: *Order courses (course prefix/number) by headcount enrollment, excluding honors courses. The top 10% of courses are determined as high enrollment.*

General Education Courses with High Enrollment		*Total Number of Course Sections (n =)*	Selection Process	If "other," describe
Course Prefix & Number	Course Title			
ENC2135	RESEARCH GENRE AND CONTEXT	207	Combination of the Above	
CHM1045	GEN CHEMISTRY I	67	Department Committee	
MAC2233	CALCULUS FOR BUSINES	46	Department Committee	
CHM1046	GEN CHEMISTRY II	41	Department Committee	
STA2023	FUND BUS STATISTICS	43	Combination of the Above	
MAC1105	COLLEGE ALGEBRA	55	Department Committee	
CHM1045L	GEN CHEM I LAB	59	Department Committee	
PHI2010	INTRO TO PHILOSOPHY	19	Individual Faculty	
ECO2023	PRIN OF MICROECON	12	Combination of the Above	
MAC1140	PRECALCULUS ALGEBRA	37	Department Committee	
MAC1114	ANALYTIC TRIGONOMETRY	34	Department Committee	
ECO2013	PRIN OF MACROECON	16	Combination of the Above	
EVR1001	INTRO ENV SCIENCE	7	Department Committee	
POS1041	AMER GOV NATIONAL	3	Individual Faculty	
AMH2020	HISTORY OF US	21	Individual Faculty	
STA2122	INTRO APPL STATISTIC	45	Combination of the Above	
ARH2000	ART ARCH ARTITC VISN	17	Department Committee	
BSC2010	BIOLOGICAL SCIENCE I	26	Department Committee	
MAC2311	CALC WANLYT GEOM I	50	Department Committee	
PSB2000	INTRO BRAIN BEHAVR	13	Individual Faculty	
CHM1046L	GEN CHEMISTRY II LAB	37	Department Committee	
BSC2011	BIOLOGICAL SCIENCE II	8	Department Committee	
BSC1005	GEN BIO NON-MAJORS	7	Department Committee	
BSC1005L	GENERAL BIOLOGY LAB	40	Department Committee	
BSC2010L	BIOLOGICAL SCI I LAB	37	Department Committee	

Course Sections with No Cost for Textbooks/Instructional Materials

Report the total number of course section(s) offered including exceptions and the total number of course sections that did not require or recommend the purchase of a textbook(s)/ instructional materials and/or utilized open educational resources. These may include general education courses, upper level courses, and courses for directed independent study, internships, thesis/dissertation, etc. Include any courses canceled within 45 days of the first day of class in the total number of course sections.

Fall 2024	
Total Number of Course Sections Offered (Including Exceptions)	12318
Total Number of Course Sections Offered with No Cost Materials	8376
Percent of Course Sections with No Cost Materials (Auto-Calculated)	68%

Spring 2025	
Total Number of Course Sections Offered (Including Exceptions)	12350
Total Number of Course Sections Offered with No Cost Materials	8866
Percent of Course Sections with No Cost Materials (Auto-Calculated)	72%

Board Action Plan - Low Cost Course Materials

Report the total number of course section(s) offered including exceptions and the total number of course sections that required or recommended textbook(s)/instructional materials for $20 or less per credit hour (e.g., $60 or less for a three-credit-hour course), which meets the State University System of Florida Action Plan for the Pricing of Textbooks and other Instructional Materials. Include any courses canceled within 45 days of the first day of class in the total number of course sections.

Fall 2024	
Total Number of Course Sections Offered (Including Exceptions)	12318
Total Number of Course Sections Offered with the Cost of Materials at $20 or less per credit hour	943
Percent of Course Sections Offered with the Cost of Materials at $20 or less per credit hour (Auto-Calculated)	8%

Spring 2025	
Total Number of Course Sections Offered (Including Exceptions)	12350
Total Number of Course Sections Offered with the Cost of Materials at $20 or less per credit hour	715
Percent of Course Sections Offered with the Cost of Materials at $20 or less per credit hour (Auto-Calculated)	6%

Textbook & Instructional Materials Affordability Initiatives

Describe specific initiatives of the institution designed to reduce the costs of textbooks and instructional materials.

University Libraries implemented an eTextbooks Program in which library-licensed materials serve as course adopted textbooks. Instructors and students can search by course code, instructor, or book title to determine if required course materials identified by instructors are available online at no cost through the Libraries. Since its implementation, the Libraries have identified 2192 available eTextbooks in 2021, 2839 available eTextbooks in 2022, 3866 available eTextbook titles in 2023, and 2552 available titles in 2024 with 1614 titles available in 2025 spring and summer semesters only. In calculating the total potential savings for FSU students (assuming all courses adopted available eTextbook titles for all students), the impact now has exceeded five million dollars. This program is promoted directly to instructors with available eBooks each semester.

Further, the university Libraries have a course reserve program in which materials available through the course reserve program are searchable by course, instructor, and title through the library catalog. Each academic department is assigned a subject librarian who communicates with faculty about library services, including course reserves. The library website contains information about the Course Reserve program for faculty and students, while students also hear from the instructor about Course Reserves. For the 2023-2024 academic year, the Course Reserve Program at the Libraries included physical reserves and eReserves for 179 courses, 97 of which are permanently on Reserve.

FSU Libraries and PIRG have worked together on developing innovative initiatives to collaboratively achieve our goal for course material access for our student community. PIRG has been our imperative student partners in our work with eTextbooks and advocating for textbook affordability across campus. This includes outreach, tabling for our suite of accessible course materials (OER, eTextbooks, and Course Reserves), and beyond. The FSU Libraries has also partnered with PIRG and SGA to organize the Textbook Donation Drive at the end of every semester, which helps build our permanent Course Reserve collection, and donates the other materials to the Center for Academic Retention and Enhancement (first generation and/or economically challenged students) and the Academic Center for Excellence (undergraduate student tutoring and learning center).

Has the *opt-in* provision been implemented by your institution for the purchase of student materials? If yes, describe the impact this has this had on student savings, if any.

The University implemented the Follett Access Opt-In Program in Fall 2018 and administered the program through Fall 2020. The program allowed students to “opt in” to purchase materials at a reduced cost from the University Bookstore (Follett). These materials are digitally delivered to students providing advantages in both material accessibility and affordability for participating students. According to the University Bookstore, sixty-five courses participated in the opt-in program with a participation rate of 67% and a savings of $528,954. Since the program’s inception, the University Bookstore estimates that students saved nearly $1.4 million as a result of the Follett Access Opt-In Program.

Has the *opt-out* provision been implemented by your institution for the purchase of student materials? If yes, describe the impact this has this had on student savings, if any.

In Spring 2021, the university implemented the opt-out provision for the purchase of student materials for select courses (referred to as the “Follett Access Program”). The program is a partnership between Student Business Services and the University Bookstore to enhance student success by delivering required course materials to students on or before the first day of classes at the lowest cost available. To identify participating courses, the University Bookstore collaborates with instructors. Students enrolled in a participating course are automatically enrolled in the Follett Access Program when registering for the course. Both Student Business Services and the University Bookstore provide information to students about accessing course materials through the Follett Access Program as well as instructors to opt-out of the program and relevant deadlines. Additionally, incoming students and their family members are presented with information on how the Follett Access Program works during new student orientation, which is required prior to matriculation. Course materials obtained through the Follett Access Program are charged

automatically to student accounts through FSU invoices. If a student drops a course participating in the program, the charges are automatically removed from the invoice. According to the FSU Bookstore, the Follett Access Program continues to deliver significant savings to students. In Fall 2024, 308 courses participated in the opt-out program, with a total participation rate of 94.4%, resulting in student savings of $4,810,546 when compared to national physical textbook prices. In Spring 2025, 310 courses participated, with a 94.3% participation rate and student savings totaling $4,324,613. In Summer 2025, 72 courses participated, reaching a 95.1% participation rate and generating $1,341,666 in student savings. Since the launch of the Follett Access Program at FSU in Fall 2018, students have saved over $20 million when compared to the national physical price of course materials.

University Policies for the Posting of Textbooks and Instructional Materials & Compliance with the Posting Deadline

Describe policies implemented to ensure the posting of textbooks and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class.

The Office of the Provost requests that textbook and instructional material information be made available to students through the university's Student Information System by the first date of course registration (e.g., mid-March for Summer and Fall semesters and October for Spring semester), well ahead of the requirement of 45 days prior to the start of the semester. The Provost's Office establishes the deadlines for instructors of record or their designees to assign required and recommended textbooks and instructional material and input identifying information into the Student Information System. Textbook compliance information is posted on the Provost's website and also sent to colleges. Compliance is monitored by the Provost's Office and academic personnel provide regular reports to the Provost to ensure compliance. The Provost's Office also sends follow up emails and status updates regularly to the colleges. Students access the Student Information System through an online web portal using its course look-up feature to make decisions about courses, considering textbook costs, months in advance of the start of the term, and are encouraged to do so by academic personnel and advisors.

Are the policies effective in meeting the reporting requirement? If not, what measures will be taken by the university to increase faculty and staff compliance for meeting the reporting requirement?

The university's policies have been effective in meeting the reporting requirements. In the university's three most recent published operational audits in which textbook and instructional material compliance was included (conducted by the state auditor general), Florida State University had no findings related to compliance with s. 1004.085, Florida Statutes, concerning textbook affordability.

Published List of Required and Recommended Textbooks and Instructional Materials

Please use the drop-down options to confirm the published list of required and recommended textbooks and instructional materials includes the following information.

Information Required	Affirm Information is Included
International Standard Book Number (ISBN) or Other Identifying Information	Included
Title	Included
All Authors Listed	Included
Publishers	Included
Edition Number	Included
Copyright Date	Included
Published Date	Included
Searchable by Course Subject, Course Number, Course Title, Name of Instructor, Title of Material, and Author(s) of Material	Included
Material Information is Easily Downloadable by Current and Prospective Student	Included

Published Course Syllabus Requirements

Please use the drop-down options to confirm the course syllabus of the general education core course options identified pursuant to section 1007.25, Florida Statutes include the following information.

Information Required	Affirm Information is Included
Course Curriculum	Included
Goals, Objectives, and Student Expectations of the Course	Included
How Student Performance will be Measured	Included

Link to Published List of Required and Recommended Textbooks and Instructional Materials

Please provide an active link to the webpage housing the information listed under "Published List of Required and Recommended Textbooks and Instructional Materials.". If each course section has its own website link, please provide one example link.

Please Provide Link Below
https://registrar.fsu.edu/scheduling/textbooks

Link to Published List of Course Syllabi for General Education Courses

Please provide active links to the webpages housing the information under "Published Course Syllabus Requirements."

Please Provide Links Below	
Communication	https://registrar.fsu.edu/scheduling/textbooks
Humanities	https://registrar.fsu.edu/scheduling/textbooks
Mathematics	https://registrar.fsu.edu/scheduling/textbooks
Natural Sciences	https://registrar.fsu.edu/scheduling/textbooks
Social Sciences	https://registrar.fsu.edu/scheduling/textbooks

Exceptions

Per Board of Governors Regulation 8.003(1)(h), Textbook and Instructional Materials Affordability, any request for an exception to the compliance deadline shall be submitted in writing to the designated university official and shall provide a reasonable justification for an exception. A course or section added after the notification deadline is exempt from this notification requirement. Include any courses canceled within 45 days of the first day of class in the total number of course sections.

Fall 2024

Total # of Course Sections (Not Including Exceptions)	# of Course Sections Identified As Exceptions	Total # Of Course Sections Including Exceptions (Column A + Column B) (Auto-Calculated)	% Of Total Course Sections That Were Identified As Exceptions (Auto-Calculated)	Reasons For Exceptions
11710	608	12318	5%	Course sections added after 45-day posting deadline in order to meet student demand.

Spring 2025

Total # Of Course Sections (Not Including Exceptions)	# Of Course Sections Identified As Exceptions	Total # Of Course Sections Including Exceptions (Column G + Column H) (Auto-Calculated)	% Of Total Course Sections That Were Identified As Exceptions (Auto-Calculated)	Reasons For Exceptions
11778	572	12350	5%	Course sections added after 45-day posting deadline in order to meet student demand.

University Requirements for the Posting of Textbooks and Instructional Materials & Compliance with the Posting Deadline

Use the tables below to report the total number of course sections offered at the 45-day posting deadline, the number of course sections that met the posting requirement, the number of course sections that changed materials after the posting deadline, and the number of course sections that did not meet the posting requirement. Include any courses canceled within 45 days of the first day of class in the total number of course sections.

Fall 2024

Total Course Sections at the 45-Day Posting Deadline (Not Including Exceptions)	# Of Course Sections Meeting Requirement (Not Including Course Sections That Changed Adopted Materials After The Deadline)	% Of Course Sections Meeting Requirement (Auto-Calculated)	# Of Course Sections That Changed Adopted Course Materials After The Required Posting Deadline	# Of Course Sections Not Meeting Requirement (Including Course Sections That Changed Adopted Materials After The Deadline)	% Of Course Sections Not Meeting Requirement (Auto-Calculated)
11,710	11,448	98%	164	262	2%

Spring 2025

Total Course Sections at the 45-Day Posting Deadline (Not Including Exceptions)	# Of Course Sections Meeting Requirement (Not Including Course Sections That Changed Adopted Materials After The Deadline)	% Of Course Sections Meeting Requirement (Auto-Calculated)	# Of Course Sections That Changed Adopted Course Materials After The Required Posting Deadline	# Of Course Sections Not Meeting Requirement (Including Course Sections That Changed Adopted Materials After The Deadline)	% Of Course Sections Not Meeting Requirement (Auto-Calculated)
11,778	11,408	96.86%	84	350	3%

****Note: Per Board Regulation 8.003 (1) (h), a course or course section added after the posting requirement is considered an exception and should be reported on the "Exceptions" tab. A request for any other exception to the compliance deadline shall be submitted in writing to the designated university official and shall provide a reasonable justification for an exception. A course or section added after the notification deadline is exempt from this notification requirement.**

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM E

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM V

August 28, 2025

SUBJECT: Self-supporting and Market Tuition Rate College-Credit Programs Annual Report

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PROPOSED COMMITTEE ACTION

Request for Approval

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governors Regulation 8.002

BACKGROUND INFORMATION

Florida Board of Governors regulation 8.002 requires each university to submit an annual report for each self-supporting and market rate tuition program in the format prescribed by the Chancellor. The annual report must be approved by the university's Board of Trustees. Attached is the submission for 2024-25.

As defined in the regulation, a Self-Supporting Program assesses tuition and fees that are "sufficient to offset the full instructional cost of serving the student and shall not exceed the existing approved tuition and out of-state fees for similar level courses." FSU does not currently offer any programs designated as self-supporting.

As defined in the regulation, a Market Tuition Rate Program assesses a rate of tuition that is "competitively aligned with comparable programs offered by public or private institutions located both in-state and out-of-state."

FSU is currently authorized to offer nine (9) programs with market rate tuition. Each program is listed in the attached report with the corresponding enrollment, fiscal activity, and related program information. The Annual Report includes a summary of enrollment and financial information. The attached report has been compiled in accordance with BOG guidelines. I recommend you approve the Self-supporting and Market Tuition Rate College-Credit Programs Annual Report for fiscal year 2024-25.

ADDITIONAL COMMITTEE CONSIDERATIONS

Consistent with BOG Regulations, upon review and approval, the report will be submitted to the Chancellor of the State University System.

Supporting Documentation Included: 2024-2025 Self Supporting and Market Rate Programs Annual Report

Submitted by: *James M. Hunt, Ph.D., Associate Vice Provost and Chief Data and Analytics Officer*

Fiscal Year 2024-2025 Self-Supporting and Market Tuition Rate Report									
Program Name (in inventory)	**Project Management**	**Information**	**Instructional Systems & Learning Technologies**	**Criminology**	**Communication Science and Disorders**	**Social Work**	**Business Administration**	**Management Information Systems**	**Risk Management & Insurance**
CIP Code	09.0199	11.0401	13.0501	43.0104	51.0204	51.1503	52.0101	52.1201	52.1701
Program Level	Certificate	Master's	Master's	Master's	Certificate	Master's	Master's	Master's	Master's
Program Type	Certificate	Master's	Master's	Master's	Certificate	Master's	Master's	Master's	Master's
Local Program Name (if different from inventory name)	Graduate Certificate in Project Management	Master in Library & Information Studies	Master of Science in Instructional Systems	Master in Criminal Justice	School of Communication Science and Disorders' Bridge Certificate Program	Master of Social Work	Master in Business Administration	Master in Management Information Systems	Risk Management & Insurance
Program Length (in credit hours)	12	36	33	36	28	39	39	33	33
Tuition Type	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate
Mode of Delivery	Online	Online	Online	Online	Online	Online	Online	Online	Online
UBOT Tuition Approval Date	11/4/2011	1/7/2011	11/4/2011	11/4/2011	11/4/2011	1/7/2011	1/7/2011	1/7/2011	1/7/2011
BOG Tuition Approval Date	11/10/2011	2/17/2011	11/10/2011	11/10/2011	11/10/2011	2/17/2011	2/17/2011	2/17/2011	2/17/2011
Term	Summer	Fall	Summer	Summer	Summer	Fall	Fall	Fall	Fall
Year	2012	2011	2012	2012	2012	2011	2011	2011	2011
Tuition Rate Per Credit Hour - Resident	$629.00	$584.00	$544.00	$554.00	$485.00	$444.00	$780.18	$780.18	$630.18
Tuition Rate Per Credit Hour - Non-Resident	$629.00	$584.00	$544.00	$554.00	$485.00	$625.00	$810.24	$810.24	$660.24
Program Fees - Resident	-	-	-	-	-	$4,000	-	-	-
Program Fees - Non-Resident	-	-	-	-	-	$4,000	-	-	-
Resident Enrollment	0	2	3	9	68	35	304	20	40
Non-Resident Enrollment	0	37	34	48	13	229	150	15	34
Degree/Program Completions	0	11	9	13	73	79	89	6	11
Revenues	-	$247,480	$186,844	$459,285	$1,341,882	$2,387,008	$3,894,487	$470,533	$602,847
Expenditures	-	$384,408	$441,181	$389,856	$1,448,590	$2,064,710	$6,528,889	$395,977	$424,446
Comparable E&G Program?	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes
Program Name	Project Management	Information	Instructional Systems & Learning Technologies	Criminology	-	Social Work	Business Administration	Management Information Systems	Risk Management & Insurance
Degree/Program Level	Certificate	Masters	Masters	Masters		Masters	Masters	Masters	Masters
CIP Code (XX.XXXX)	09.0199	11.0401	13.0501	43.0104		51.1503	52.0101	52.1201	52.1701
Additional Comments (if any)	-	-	-	-	-	Program fee: Charges vary up to $400 per course for a total of ~10 courses	-	-	-

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM F

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM VI

August 28, 2025

SUBJECT: 2025-2026 Linking Industry to Nursing Education (LINE) Fund Proposal

PROPOSED COMMITTEE ACTION

Authorize the submittal of the 2025-2026 Linking Industry to Nursing Education (LINE) Fund Proposal to the SUS BOG in the amount of $570,000.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Board of Governors Regulation 8.008 - Nursing Education

BACKGROUND INFORMATION

The LINE (Linking Industry to Nursing Education) Fund is intended to incentivize collaboration between nursing education programs and healthcare partners and to meet local, regional, and state workforce demand by recruiting faculty and clinical preceptors, increasing the capacity of high-quality nursing education programs, and increasing the number of nursing education program graduates who are prepared to enter the workforce. Subject to available funds, for every dollar contributed to an institution by a healthcare partner, the fund shall provide a dollar-for-dollar match to the participating institution for approved proposals.

ADDITIONAL COMMITTEE CONSIDERATIONS

Florida State University College of Nursing (CON) will collaborate with Humana, Mayo Clinic in Florida, Sarasota Memorial Health Care (SMH), Tallahassee Memorial HealthCare (TMH) and Winter Haven Hospital to support faculty salaries, purchase equipment for simulation and provide tuition waivers, graduate assistantships, and scholarships to students to increase enrollment and program completion. Additionally, in collaboration with the Office of Research, a faculty member will enhance the CON's evidence-based practice infrastructure for students, allowing them to explore this important area and receive a well-rounded educational experience before entering or advancing in the workforce.

Supporting Documentation Included: State University System 2025-2026 Linking Industry to Nursing Education (LINE) Fund Proposal Form

Submitted by: Jing Wang, PhD, MPH, RN, FAAN - Dean, FSU College of Nursing

State University System
2025-2026 Linking Industry to Nursing Education (LINE) Fund Proposal Form

University:	**Florida State University**
Healthcare Partner:	**Tallahassee Memorial HealthCare Mayo Clinic in Florida Winter Haven Hospital Foundation Sarasota Memorial Health Care Humana**
Date Proposal Approved by University Board of Trustees:	**x/xx/xxxx**
Amount Requested:	**$570,000**
University Contact (name, title, phone, & email):	**Jing Wang, PhD, MPH, RN, FAAN Dean, FSU College of Nursing jingwang@nursing.fsu.edu (850) 644-6844**
Please check the boxes below as appropriate:	***All boxes must be checked in order to be eligible to participate.***
Healthcare partner making contribution is located in and licensed to operate in Florida?	☒ **Yes**
Healthcare partner making contribution is a healthcare provider as defined in Section 768.38(2), Florida Statutes?	☒ **Yes**
Nursing programs met or exceeded a first-time NCLEX passage rate of 75% for the prior year based on the 2025 Accountability Plan?	☒ **Yes**
The funds will be used for an eligible purpose per section 1009.8962, Florida Statutes?	☒ **Yes**

Background

The LINE Fund is intended to incentivize collaboration between nursing education programs and healthcare partners and to meet local, regional, and state workforce demand by recruiting faculty and clinical preceptors, increasing

the capacity of high-quality nursing education programs, and increasing the number of nursing education program graduates who are prepared to enter the workforce. Subject to available funds, for every dollar contributed to an institution by a healthcare partner, the fund shall provide a dollar-for-dollar match to the participating institution for approved proposals.
Funds may be used for student scholarships, recruitment of additional faculty, equipment, and simulation centers to advance high-quality nursing education programs throughout the state. Funds may not be used for the construction of new buildings. To participate, an institution must submit a timely and complete proposal to the Board of Governors for consideration. For more details, see Board of Governors Regulation 8.008 - Nursing Education.

Proposals must be submitted with a total of no more than three pages of narrative for the following sections.

Proposal Details

Provide a detailed narrative for each section below.

I. **Use of Funds -** *Describe in detail and with specificity how the institution plans to use the funds, including how the funds will be utilized to increase student enrollment and program completion.*

Florida State University College of Nursing (CON) will collaborate with Humana, Mayo Clinic in Florida, Sarasota Memorial Health Care (SMH), Tallahassee Memorial HealthCare (TMH) and Winter Haven Hospital to support faculty salaries, purchase equipment for simulation and provide tuition waivers, graduate assistantships, and scholarships to students to increase enrollment and program completion. Additionally, in collaboration with the Office of Research, a faculty member will enhance the CON's evidence-based practice infrastructure for students, allowing them to explore this important area and receive a well-rounded educational experience before entering or advancing in the workforce.

II. **Onboarding & Retention of Graduates -** *Describe in detail and with specificity how the health care partner will onboard and retain graduates.*

FSU CON will collaborate with Humana, Mayo, SMH, TMH and Winter Haven Hospital to support faculty salaries and simulation equipment that can facilitate a robust evidence-based practice infrastructure within the college to ensure constant student learning and high satisfaction levels of the learning experience. Additionally, these healthcare partners and the FSU CON will provide tuition waivers, student assistantships and scholarships designed to prepare students to practice at the highest level of their licenses. By partnering with these Florida organizations throughout the student learning experience, there is a higher chance that healthcare partners will retain these students post-graduation.

III. **Program Expansion -** *Describe in detail and with specificity how the funds will expand the institution's nursing education programs to meet local, regional, or state workforce demands. If applicable, include advanced education nursing programs and how the funds will increase the number of faculty and clinical preceptors and planned efforts to utilize the clinical placement process established in Section 14.36, Florida Statutes.*

Specifically, we will use the funds to support faculty salaries to ensure we educate more highly skilled nursing students who have the knowledge and training needed to contribute positively to better healthcare in the state of Florida. Broadening exposure to research and evidence-based practice furthers the students' ability to understand the full breadth of the research evidence in improving the health and well-being of individuals and communities in our state.

The funds will also be used to purchase simulation equipment related to program expansion, and support students through student assistantships, tuition waivers and scholarships to ensure they are prepared with the education and skills to translate evidence into practice, lead patient care teams, evaluate patient outcomes and promote system change at various health entities throughout the state, thereby improving the health of Floridians.

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM G

BYLAWS
OF
THE BOARD OF DIRECTORS
OF
THE JOHN AND MABLE RINGLING MUSEUM OF ART FOUNDATION, INC.

ARTICLE I

NAME

The name of the Corporation is The John and Mable Ringling Museum of Art Foundation, Inc. (sometimes hereinafter referred to as "Foundation").

ARTICLE II

PURPOSES

The purpose and function of The Foundation is to act as the direct support organization for The John and Mable Ringling Museum of Art (sometimes hereinafter referred to as "Museum"), under the direction of The Florida State University (sometimes hereinafter referred to as "FSU") as set forth in Section 1004.45, Florida Statutes.

ARTICLE III

BOARD OF DIRECTORS

Section 1. Purpose. The Board of Directors of the Foundation (sometimes hereinafter referred to as "Board") is responsible for establishing policy for the Museum under the direction of the university president and overseeing collections of the Museum and all other matters provided under Section 1004.45, Florida Statutes.

Section 2. Number, Term and Appointment of Directors. The Board shall consist of no more than thirty-one members to be appointed by the President of FSU from a list of nominees provided by the Board. The chair of the university board of trustees shall appoint one representative to the board of directors and the executive committee of any direct-support organization established under this section. The president of the university for which the direct-support organization is established, or his or her designee, shall also

serve on the board of directors and the executive committee of any direct-support organization established to benefit that university. The Provost of the university shall also serve on the board No less than one-third of the members shall be residents of Sarasota and Manatee Counties and two-thirds may reside elsewhere. The terms of office of the directors shall be three years. No member may serve more than two consecutive terms but may be reappointed to the Board after two years from the expiration of the member's second term, except a chair or vice chair's second term shall be extended for up to two years to fulfill such positions. It is not required that the maximum authorized thirty-one positions shall be maintained at all times. Members shall be assigned a term at the time of election so as to balance the classes.

Section 3. Duties of the Board of Directors. The Board shall be responsible for developing and monitoring the policies of the Museum in concert with its statutory mandate provided in Section 1004.45, Florida Statutes. The Board shall develop policy for the Museum, subject to the provisions of the John Ringling Will and the overall direction of the President of The Florida State University; and is invested with the power and authority to nominate a Museum Director, who is appointed by and serves at the pleasure of the President of FSU and shall report to the Provost of FSU or his/her designee, or such other individual as may be designated by FSU. Operating under its charter, these bylaws and such contracts as are approved by FSU, the Board shall set policies to maintain and preserve the collections of the Art Museum; the Circus Museum; the furnishings and objects in the Ringling home, referred to as the *Ca' d'Zan*; and other objects of art and artifacts in the custody of the Museum.

The Board shall also set policy for raising funds, submitting requests and receiving grants from various sources; for the receipt, holding, inventory and the administration of property and for the expenditures of such grants and donated funds to and for the benefit of Museum, subject to the approval of FSU as may be required. Board members also recognize the obligation to support the Museum as individuals, including maintaining active membership, contributing to annual campaigns, and participating in capital and endowment campaigns and meeting minimum individual philanthropic expectations as approved by the Board..

In addition to the foregoing, the Board shall have the following specific duties:

1. Planning

(a) Develop and approve a long range plan including a statement of the Board's philosophy and objectives.

(b) Conduct periodic reviews of the Board's philosophy and objectives and its long-range plan in achieving these objectives.

(c) Annually review and make recommendations for the Museum's plans for funding its strategy.

(d) Review and make recommendations for the Museum's five-year financial goals.

(e) Annually review and make recommendations to the President regarding the Museum's budget.

2. Operations

(a) Nominate candidates for the Director of the Museum for approval by the President of FSU, who shall have those responsibilities as outlined in Section 1004.45, Florida Statutes. The Director, and other employees as designated by the Director, shall act as staff to the Foundation and will report to the Board when conducting its authorized business and functions.

(b) Review the results achieved by management as compared with the Museum's philosophy, annual and long range goals, and the performance of similar institutions and make appropriate recommendations to the President. Review the financial structure of the Museum to assure it is adequate for current needs and long-range strategy and make recommendations to the President, as appropriate.

(c) Through the chair, provide candid and constructive guidance to support the Director and advise FSU in reviewing the Director’s performance, as appropriate.

3. Audit

(a) Review published reports to ensure they properly reflect the operating results and financial condition of the Museum.

(b) Annually approve the appointment of independent auditors to conduct audits of the Foundation in compliance with State and Federal regulations; review the findings of the auditors; transmit and make recommendations for improvements or

changes to the President of FSU.

(c) Review compliance with relevant laws materially affecting the Museum.

ARTICLE IV

MEETINGS OF THE BOARD OF DIRECTORS

Section 1. Annual Meetings. The annual meeting of the Board shall be held in the spring of each year at The John and Mable Ringling Museum of Art or at such other place or places as may be determined by the Chair. Newly elected officers shall assume their duties on July 1 of each year. The Board shall approve its annual budget at the annual meeting.

Section 2. Special Meetings. Special meetings of the Board may be called by the Chair or by one-third of the members of the Board for any specific purpose. Written notice shall be given stating the purpose of such meeting and shall be either delivered to each member of the Board or mailed to the last known address of such Director at least forty-eight hours prior to the meeting date.

Section 3. Regular Meetings. The Board shall hold two regular meetings in addition to the annual meeting. All meetings shall be held at the Museum unless otherwise designated by the Chair. Reasonable notice of such meetings shall be communicated to each member of the Board. Notice may be provided by US mail, email, voice communication, or overnight delivery at last known address. An agenda of the activities to be conducted at such meetings shall be included with and attached to such notice. In addition to the regular meetings, the Board may hold additional meetings during each year for such purposes as the Chair may direct. The Board may approve fewer meetings in any one year.

Section 4. Compliance with The Florida Government-In-The-Sunshine Law. All meetings of the Board and its committees shall be in compliance with the Florida Government-in-the-Sunshine Law, Section 286.011, Florida Statutes.

Section 5. Quorum, Voting. A majority of the members of the Board then in office shall constitute a quorum for the transaction of business. The affirmative vote of a majority of the Directors present shall be considered the act of the Board at any annual, special or regular meeting unless otherwise specified herein. One or more members of the Board may be present for all

purposes by means of teleconferencing if they are unable to physically attend any meeting.

Section 6. Resignation. Any Director may resign at any time by giving written notice of such resignation to the Board and the President of FSU.

Section 7. Vacancies. Vacancies occurring on the Board shall be filled by the Board and President of FSU in accordance with Section 1004.45, Florida Statutes

Section 8. Removal, Termination of Office. Any one or more of the Directors may be removed for just cause at any time by the President of FSU upon the recommendation of the Board.

Section 9. Voting of Directors. Each member of the Board shall be entitled to one vote only at any meeting thereof on any issue or matter of business before such meeting. No member may abstain from voting as to an official decision, ruling or other official act except as otherwise provided in Section 286.012, Florida Statutes.

Section 10. Compensation of Directors. Directors of the Board shall receive no compensation for their services but may be reimbursed for authorized board related expenses while in the performance of their duties as authorized by Section 112.061, Florida Statutes.

Section 11. Liability. The Directors of the Board shall not be personally liable for the Foundation's debts, liabilities or other obligations.

Section 12. Rules of Order. Meetings of the Board shall be conducted according to the *Modern Rules of Order*.

ARTICLE V

OFFICERS

Section 1. Officers. The officers of the Board shall include a Chair, Vice-Chair, Treasurer, Secretary, and such other officers as the Board may from time to time determine and elect or appoint. The officers shall be elected annually by and from the Board at its annual meeting. Any vacancy arising in any office, the incumbent of which is chosen by the Board, may be filled at any meeting by the Chair of the Board with the approval of the Board. The terms of officers elected by the Board shall be twelve (12) months or such other term as approved by the Board of Directors. No officer may serve in the

same position for more than twenty-four (24) consecutive months. Provided however, if a Director's term as a Board member has expired while said Director is completing his or her term as an officer of the Board, then said Director shall continue to act in the office to which he or she was elected until replaced.

Section 2. Powers and Duties. Individually, the officers designated below shall have the following general powers and duties:

A. Chair of the Board

1. Assure that the Board fulfills its responsibilities as provided in Section 1004.45, Florida Statutes.

2. Optimize the relationship among the Board, FSU and the Director of the Museum.

3. Chair meetings of the Board; see that it functions effectively, interacts with the Director of the Museum and such staff assigned to the Foundation and fulfills all of its duties. With the Director, develop agendas.

4. Establish standing committees or ad hoc committees to review activities in specific areas.

5. With the advice of the Officers, appoint committee chairs. With the advice of committee chairs, appoint members of the standing and ad hoc committees.

6. Assist the Director in recruiting Board and other talent for whatever volunteer assignments are needed.

7. Reflect any concerns the Director of the Museum has in regard to the role of the Board or individual members of the Board. Advise the Director of the concerns of the Board and other constituencies. On an annual basis and with the Vice Chair, provide input to the Provost, the Provost's designee. Or such other individual as may be designated by FSU, regarding the Director's performance.

8. Present to the Board an evaluation of the pace, direction and organizational strength of the Museum.

9. Annually focus the Board's attention on matters of Museum governance that relate to its own structure, role and

relationship to management. Be assured that the Board is satisfied it has fulfilled all of its responsibilities.

10. Fulfill such other assignments as the Chair and Director agree are appropriate and desirable for the Chair to perform.

B. Vice Chair

The Vice Chair shall act for the Chair in the Chair's absence. In addition, the Vice Chair shall have and perform such other duties as may be delegated by the Chair.

C. Treasurer

The Treasurer shall be responsible to the Board for review of the collection, receipt, custody and safekeeping of Foundation funds. The Treasurer shall make reports on the financial status of the Foundation to the Chair and to the Board at all meetings of the Board.

D. Secretary

The Secretary shall be responsible for oversight of the recording of the minutes and shall keep accurate records of all proceedings of the Board and all committees thereof; and shall discharge any other duties delegated by the Board or these Bylaws. In the absence of the Secretary, an Assistant Secretary or Secretary Pro Tempore designated by the person presiding at the meeting, shall perform the duties of the Secretary.

E. Director

The Director shall be the Chief Executive Officer of the Museum and the Director and any museum staff designated by Director designees shall be staff to the Foundation.

Responsibilities

Board of Directors- Individual Members

1. With the Chair of the Board, develop agendas for meetings, so that the Board can fulfill all its responsibilities effectively. Develop an annual calendar to cover all crucial issues in a timely fashion.

2. See that the Board and the Chair are kept fully informed on the condition of the Museum and Foundation on all

important factors influencing it. Get the best thinking and involvement of each Board member. Stimulate each Director to give his/her best.

3. Work with the Chair to make the committee structure of the Board function effectively.

4. Recommend to the Chair the composition of the Board committees.

5. Review and sign the Board of Directors Annual Expectations Statement.

6. Participate in the Annual Self-Evaluation of the Board, its committees, and the Director.

7. Understand and embrace the Roles and Responsibilities of the Board of Directors.

Section 3. Removal. Any Board officer may be removed from office with or without cause at any duly noticed meeting by a two-third (2/3) majority vote of the entire current Board.

Section 4. Vacancies. In the event of a vacancy occurring in any office on the Board, the Chair with the approval of the Board, shall appoint another Board member to carry out the unexpired term.

ARTICLE VI

COMMITTEES

The following standing committees will be established by the Chair:

Section 1. Budget, Finance and Investment Advisory Committee. Consists of members designated by the Chair. It reviews all budgets, fiscal and business transactions which require action of the Board. The committee shall also oversee the management of the investments of the foundation and make recommendations to the Board.

Section 2. Collections Committee. Consists of members designated by the Chair. The Committee shall review and recommend to the Board the acquisition of all objects of art and artifacts whether by gift or purchase, the deaccession of objects, and the loan of objects from the Museum's collection.

It shall review and recommend to the Board, policy regarding acquisition, deaccession, loans, and conservation. It shall also serve as an advocate to the Board of all matters relating to the collections. The Committee will work with the Development Committee to secure funding to underwrite new acquisitions and to seek potential donations of appropriate kind and quality.

Section 3. Strategic Planning Committee. Consists of members designated by the Chair. It shall review, evaluate, and present to the Board of Directors an annual update on progress toward meeting the Strategic Plan. The Committee will review and approve proposed initiatives to achieve goals prior to the annual budgeting process of the staff and Board and make certain these tactics are reflected in the budget. From time to time, the Committee may add additional strategic goals, initiatives, and strategies. Unless otherwise determined by the Board, every 3-5 years a new Strategic Plan will be adopted by the Board.

Section 4. Development Committee. Consists of members designated by the Chair. It shall review, evaluate and present to the Board of Directors proposals for long-range planning for the development program; review, evaluate and present to the Board any proposals for the development of revenue sources for the Museum to support general Museum operations, collections, programs, exhibitions, performances, and outreach; identify such sources; and develop, present and implement such programs as approved by the Board.

Section 5. Facilities Committee. Consists of members designated by the Chair. The Committee shall be familiar with grounds and facilities of The Ringling. The Committee shall review and comment on changes to the master plan for the Museum campus and report to the Board regarding changes to said plan; and on proposed major new construction or renovation projects in terms of need, priority, location, aesthetics, and funding; review and report on proposed capital expenditures, substantial facilities repairs and renovations; and review campus safety, emergency preparation, and property insurance matters as needed. Collection Committee responsibilities related to buildings and grounds have been delegated to the Facilities Committee.

Section 6. Audit Committee. Consists of members designated by the Chair. The Committee shall make recommendations for selection of the Board's independent auditors. The Committee shall meet at least annually with the independent auditors in order to directly receive their comments and reports and review the audit procedures. It shall also review all financial dealings of the Foundation, including the annual audit and review and advise the Board and present recommendations as may be necessary to ensure proper accounting of funds and financial transactions of the Foundation.

Section 7. Board Governance Committee. The Board Governance Committee shall consist of members designated by the Chair. The Committee shall nominate persons for election as officers of the Board and present the Board with its recommendations at the spring Board meeting of each year. Membership of committees and committee chairmen shall be designated by the Chair of the Board. The Committee shall also recommend to the Board individuals to be nominated by the Board as new Directors of the Board for approval by the President of FSU. In addition, the Committee shall be charged with promoting Model Governance for the Board of Directors as a whole and recommending any necessary and useful changes in the Articles of Incorporation, Bylaws or procedures of the Board.

Section 8. Executive Committee. Consists of the Officers of the Board as defined in Article V along with the Chairs of all Standing Committees as listed in ARTICLE VI. The prior Board Chair shall also serve on this Committee providing the prior Chair is still a current member in good standing of the Board. The Committee shall meet at such times as determined by the Board Chair to consider matters that need attention prior to regularly scheduled Board meetings and cannot await action at the full Board meeting. The Executive Committee shall be authorized to exercise all powers given to the Board by the Florida Statutes, these Bylaws and resolutions previously adopted by the Board, but the Committee shall not be authorized to:

a. Elect Officers and appoint other officials.

b. Amend these Bylaws.

c. Fill vacancies and elect new directors to the Board.

d. Remove Foundation Officers or Directors.

e. Authorize any single expenditure of more than $50,000 annually from Ringling Foundation funds.

f. Authorize action regarding loans, sale, deaccession or acquisitions of works of art and the pledging of assets except in authorizing the Director with the approval of the Collections Committee Chair to bid at auction for works of art or other time-sensitive acquisitions or loans.

Notice of meetings of the Executive Committee shall be given in the manner provided in these bylaws for meetings for the Board. Any actions taken shall be specifically and separately reported to the full Board by the Board Chair at its next meeting.

Section 9. Special, Ad Hoc, and Task Force Committees. In addition to the foregoing standing committees, special committees, ad hoc committees, or task force committees may be established by the Chair, who shall appoint the members and appoint the Chair of the committee.

Section 10. Committee Rules; Outside Members. All committees shall use a current edition of the Modern Rules of Order and each Committee Chair shall determine the structure, time, and length of its meetings. With the exception of the Governance Committee, the Chair, after conferring with the Director and the Board, may appoint for up to one-year terms with the possibility of reappointment, members of the general public to serve as members of standing or special committees of the Board. However, at no time shall the non-Board members of any committee exceed the number of Board members on any committee, unless approved by the Board, with the exception of the Development Committee, whose non-Board membership may exceed fifty percent (50%) of the committee membership. The Chair of each committee must be a member of the Board. Non-Board members can stand for Board membership after one year following completion of Non-Board member service.

The Chair shall appoint committee chairmen within thirty (30) days after the annual meeting for a one-year term. A committee chair may serve more than two consecutive annual terms if reappointed to his or her position by the Chair.

In the event that a vacancy occurs in the position of a committee chair, then the Chair shall appoint an individual to carry out the remainder of the terms. Except as otherwise provided by law, 50% of the members of any committee, shall constitute a quorum at all meetings of such committee except the Executive Committee which requires a majority of the members. When a quorum is present at any committee meeting, a vote of the majority of the members present and voting shall be necessary and sufficient for the decision of any question brought before the meeting, except as otherwise provided by law. Minutes of committee meetings will be kept and may be in abbreviated form.

ARTICLE VII

BUDGET

No later than the spring regular meeting of each fiscal year, the Director or Director's designee shall prepare and present to the Budget, Finance and

Investment Advisory Committee a recommended Foundation budget for the next fiscal year. The Committee will recommend the Foundation budget to the Board for approval and subsequent review by the President of FSU.

ARTICLE VIII

CONFLICT OF INTEREST

Any duality of interest on the part of any Director should be disclosed to the Board and made a matter of record through an annual procedure and also when the interest becomes a matter of Board action.

Except as otherwise mandated by law, any Director having a duality of interest shall not vote or use his or her personal influence on the matter, and he or she shall not be counted in determining the quorum for the meeting. The minutes of the meeting shall reflect that a disclosure was made, the abstention from voting and the quorum situation. In all cases such Director shall comply with the disclosure requirements under the Florida Government-in-the-Sunshine Law, Section 286.011, Florida Statutes.

ARTICLE IX

FISCAL YEAR

The fiscal year of the Foundation shall be the year ending with the 30th day of June in each year.

ARTICLE X

AMENDMENTS

These Bylaws may be amended at any regular or special meetings of the Board by a vote of two-thirds (2/3) of the entire Board then in office with approval by the President of FSU, provided that notice in writing of the proposed change shall have been sent at least ten (10) days in advance of the meeting at which such change is to be considered.

ARTICLE XI

INDEMNIFICATION PROVISIONS

Section 1. Indemnification for Directors. Except as otherwise directed by the Board, any Director or officer of the Board made a party to an action or proceeding, whether civil or criminal, by reason of the fact that he or she is or was a Director or officer of the Board, or for any alleged act or omission while in any such capacity, shall be indemnified by the Foundation and Museum to the extent permitted by law and only to the extent that the status of the Foundation as an organization exempt under Section 501(c)(3) of the Internal Revenue Code is not affected thereby. Indemnification shall include expenses, including but not limited to attorneys' fees and disbursements incurred by any such person in defending any such action, suit or proceeding and may be paid from time to time by the Foundation in advance of the final disposition of said action, suit or proceedings.

Section 2. Officers and Employees. By the same procedures set forth in the preceding paragraph, the Board may vote to extend indemnification provisions substantially similar to those rights and subject to those limitations described above to other officers, employees or agents of the Foundation and any such organization in which the Foundation has an interest.

Section 3. Non-Waiver of Other Rights. The right or grant of indemnification hereby provided shall not be exclusive of or affect the protection of sovereign or qualified immunity or any other rights to which any Director, office, employee or agent may be entitled or which may lawfully be granted to such person. As used herein, the terms "Director," "officer," "employee" and "agent" include their respective executors, administrators and other legal representatives.

Section 4. Insurance. By action of the Board, notwithstanding any interest of the Directors in such action, the Foundation may recommend the purchase and maintenance of insurance, in such amounts as the Board may from time to time deem appropriate, on behalf of any person who is or was a Director, officer, employee or other agent of the Foundation or was serving at the request of the Foundation, as Director, officer, employee or other agent of the Foundation and any other such organization in which the Foundation has an interest, against any liability incurred by such person in any such capacity, or arising out of his or her status as such, whether or not the Foundation would have the power to indemnify such person against such liability.

ARTICLE XII

RECORDS

The Board shall maintain correct and proper books and records and shall keep minutes of all the meetings of the Board, at the executive offices of the Museum. All such records may be inspected by any Director, or the agent or the attorney of same, or any proper person, at any reasonable time in accordance with Chapter 119, Florida Statutes.

ARTICLE XIII

CONTINUITY

In the event Florida Statute 240.711 revised as Florida Statute 1004.45 is repealed or amended and Florida State University is thereby or otherwise by law no longer operating the Museum, then in such event, the Foundation shall continue as a Florida not for profit corporation, to promote the aims, goals and general welfare of the Museum and its activities by all lawful and proper means. In such circumstance, the roles of Florida State University and its President as to corporate governance as set forth in these Bylaws of Incorporation, shall be delegated and devolved to the Directors of the Foundation. The Board shall further amend these Bylaws as necessary to update Foundation authority and purposes.

DATED and **ADOPTED** this 31st day of August, 2000, and **AMENDED** the 12th day of March, 2001, the 27th day of June, 2003, the 29th day of April 2005, the 20th day of April, 2007, the 25th day of June, 2010, the 8th day of April, 2011, the 24th day of June, 2011, the 8th day of April, 2016, the 13th day of October, 2017, the 4th day of May, 2018, the 31st day of January, 2025 and the 25th day of April, 2025.

Amended 3/12/01, 6/27/03, 4/29/2005, 4/20/2007, 6/25/2010, 4/8/2011, 6/24/2011, 4/8/2016, 10/13/2017, 5/4/2018, January 31, 2025 (FSU BOT approved Feb 28, 2025), April 25, 2025 (FSU BOT approved _____)

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM H

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Advancement Committee

ACTION ITEM II

August 28, 2025

SUBJECT: John and Mable Ringling Museum of Art Foundation, Inc. Articles of Incorporation Amendment

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PROPOSED COMMITTEE ACTION

Request approval of the Articles of Incorporation Amendment.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

FSU - 2.025 requires Board of Trustees approval of all DSO Articles of Incorporation amendments.

BACKGROUND INFORMATION

Added a continuity section outlining the Foundation's continuation of acting as a Florida not for profit corporation should FSU no longer operate the museum. The John and Mable Ringling Board of Directors approved Articles of Incorporation amendment on April 25, 2025.

ADDITIONAL COMMITTEE CONSIDERATIONS

Florida Board of Governors approval is not required.

Supporting Documentation Included: Amended Articles of Incorporation – changes in red

Submitted by: The John and Mable Ringling Museum of Art Foundation, Inc. Board of Directors

AMENDED AND RESTATED ARTICLES OF INCORPORATION OF THE JOHN AND MABLE RINGLING MUSEUM OF ART FOUNDATION, INCORPORATED

BE IT RESOLVED, by the Board of Directors of The John and Mable Ringling Museum of Art Foundation, Inc., a Florida not-for-profit corporation that the Articles of Incorporation of the aforesaid Corporation are hereby amended and restated as follows:

ARTICLE I. NAME AND LOCATION

The name of the corporation shall be THE JOHN AND MABLE RINGLING MUSEUM OF ART FOUNDATION, INCORPORATED, and its principal office shall be located in Sarasota, Sarasota. County, Florida, although it may have other places of business elsewhere.

ARTICLE II. PURPOSES

The general nature of the object of the corporation is to provide charitable and educational aid in the form of money and other forms of property and service to the John and Mable Ringling Museum of Art located in Sarasota, Florida (“Museum”) and to the persons, associates, institutions and programs associated therewith; to carry out those tasks delegated to it as the Museum Direct Support Organization under § 240.711 et. Seq., Florida Statutes, as amended from time-to-time; and to promote the aims, goals and general welfare of the said Museum and its activities by all lawful and proper means.

The income and principal from all funds held by the corporation from time-to-time, less proper expenses, shall be applied to or expended for the advancement, promotion, maintenance, operation and support of the Museum,

and to organizations associated therewith including, but not limited to, the acquisition of works of art for the Museum and anyother purposes which shall be deemed to advance and promote the Museum, its proper maintenance and operation and its goals and programs; provided, however, that the Board of Directors of the corporation shall take all necessary steps to insure that this corporation is operated exclusively for exempt purposes within the provisions of Section 501 (c) (3) of the Internal Revenue Code, together with any amendments thereto, and as defined in the applicable provisions of the Internal Revenue Service regulations in effect from time-to-time.

The corporation shall accept gifts, grants, bequests or devises (hereinafter called gifts) to be held for the

uses and purposes and upon the conditions herein set forth. Any gift to the corporation for the purposes herein provided may be made by effectively identifying the gift as made to or for the purposes of the John and Mable Ringling Museum of Art Foundation, Incorporated, or by effectually identifying this corporation by reference in the manner permitted by law in any Will, deed or written instrument legally operative to transfer title to the corporation, and in this respect, the donor or testator shall adopt all the provisions of this Charter and such By-Laws as may be in effect from time-to-time, and the gift shall be devoted to the purposes set forth herein.

ARTICLE III. TERM

The term of existence of this corporation shall be perpetual.

ARTICLE IV. DIRECTORS AND OFFICERS

Section 1. The affairs of this corporation shall be managed by the Board of Directors, who shall constitute the only members of this corporation and who shall have full authority, and all the powers granted to the directors of corporations not for profit under the laws of Florida. There shall be up to thirty-one (31) Directors appointed by the President of The Florida State University from a list of nominees provided by the Board of Directors. No less than one-third of the Directors shall be residents of Sarasota and Manatee Counties, and two-thirds may reside elsewhere.

Section 2. This corporation shall have as its officers a chairperson, vice chairperson, secretary and a treasurer.

Section 3. There may be such committees, appointed from time-to-time by the chairperson or by resolution of the Board of Directors as may be necessary or desirable to carry out the purposes and goals of the corporation.

ARTICLE V. BY-LAWS

The Bylaws of this corporation shall be made, altered or rescinded by the Board of Directors and approved by The Florida State University. The Bylaws shall operate to carry out the purposes of this corporation as expressed herein and to facilitate the operational procedures thereof. An affirmative vote of at least two-thirds of the Board of Directors then in office and approval by The Florida State University shall be required to effect any alteration, change of amendment to the Bylaws. The current Bylaws shall be rescinded effective July

1, 2000 and new Bylaws developed reflecting the applicable law in effect on July 1, 2000.

ARTICLE VI. AMENDMENT

These Articles of Incorporation may be altered or amended only by the Board of Directors and only
with an affirmative vote of at least two-thirds of the Board of Directors then in office and approval by The Florida State University.

ARTICLE VII. DISSOLUTION OR TERMINATION

In the event of dissolution or termination of this corporation in any manner or for any reason whatsoever, all of its remaining assets shall be distributed to the John and Mable Ringling Museum of Art, if the said Museum be then in existence and is qualified for tax exemption under Section 501 (c)(3) of the Internal Revenue Code, or such comparable section as may then be in effect, or is qualified as an exempt body of state or local government. If said Museum is not then in existence, or has not been so qualified for exemption, then the assets of the corporation shall be distributed to organizations which have qualified for exemption under said Section 501(c)(3) of the Internal Revenue Code, to The Florida State University, if eligible, then, to a state or local government, or to the Federal Government for a public purpose, preferably a public museum, and none of the assets shall be distributed to any director or officer of the corporation.

ARTICLE VIII. RESIDENT AGENT

The Resident Agent for service of process for the corporation who shall serve until a successor has been duly appointed and qualified shall be Richard S. Webb, IV, Esq., Lutz, Webb & Bobo , P.A., 2 N. Tamiami Trail, Suite 500, Sarasota, Florida 34236, and the principal office of the corporation shall be John and Mable Ringling Museum of Art, 5401 Bayshore Road, Sarasota, Florida.

BE IT FUTHER RESOLVED by the Board of Directors of The John and Mable Ringling Museum of Art that the foregoing amendments shall take effect as of July 1, 2000, and shall thereafter continue in effect until repealed or amended.

IT IS HEREBY CERTIFIED that there are no members of this corporation other than the Board of Directors, and the number of votes cast for the foregoing Amendment was sufficient for approval.

IT IS HEREBY CERTIFIED that the foregoing is a true and correct copy of the Resolution duly adopted by The John and Mable Ringling Museum of Art, Foundation, Inc., at a regular and duly noticed meeting of the Board of Directors of said corporation, at which a quorum was present, on 13th day of June, 2000.

Dated this 13 day of June, 2000

The John and Mable Ringling Museum of Art Foundation, Inc.

Attest Dorothy Jenken (Secretary) By: Marlow W. Cook, Chairperson

ARTICLE IX. CONTINUITY

In the event Florida Statute 240.711 revised as Florida Statute 1004.45 is repealed or amended and Florida State University is thereby or otherwise by law no longer operating the Museum, then in such event, the Foundation shall

continue to promote the aims, goals and general welfare of the Museum and its activities by all lawful and proper means. In such circumstance, the roles of Florida State University and its President as to corporate and Board governance and authority, as set forth in these Articles of Incorporation, shall be delegated and devolved to the Directors of the Foundation. These Articles and Bylaws shall be further amended to reflect such change.

BE IT FURTHER RESOLVED by the Board of Directors of the John and Mable Ringling Museum of Art that the foregoing amendment shall take effect on approval by the Florida State University.

IT IS HEREBY CERTIFIED that in fact, the foregoing is a true and correct copy of the Resolution duly adopted by the John and Mable Ringling Museum of Art, Foundation, Inc., by more than two thirds of its Board of Directors, at a duly noticed meeting, at which a quorum was present, on April 25, 2025.

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM I

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Advancement Committee

ACTION ITEM III

August 28, 2025

SUBJECT: Nominations to the Board of Directors of The John and Mable Ringling Museum of Art Foundation, Inc.

PROPOSED COMMITTEE ACTION

Request approval of reappointments to the Board of Directors of The John and Mable Ringling Museum of Art Foundation, Inc.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Section 1004.28 and BOG-9.011 provide that the university board of trustees shall approve all appointments to any direct-support organization.

BACKGROUND INFORMATION

The attached reappointments to The John and Mable Ringling Museum of Art Board of Directors have been proposed for membership by The John and Mable Ringling Museum of Art Board of Directors. The John and Mable Ringling Board of Directors approved these nominees on April 25, 2025. They have been reviewed by the President.

Nominees:
Jasleen "Ritu" Anand Kaur
Andrew Michael "Andy" Economos
Dr. Ronald "Ron" A. Johnson
Frederic D. "Fred" Pfening III

ADDITIONAL COMMITTEE CONSIDERATIONS

Florida Board of Governors approval is not required.

Submitted by: The John and Mable Ringling Museum of Art Foundation, Inc. Board of Directors

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM J

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Audit and Compliance Committee

ACTION ITEM I

August 28, 2025

SUBJECT: Request for approval of the FSU Office of Audit and Advisory Services' (OAAS) FY 2025-2026 Audit Plans

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PROPOSED COMMITTEE ACTION

FSU OAAS's request for BOT approval of the FY 2025-2026 Audit Plans.

1. Operational Audit Plan
2. Information Technology Audit Plan

AUTHORITY FOR BOARD OF TRUSTEES ACTION

1. BOG Regulation 4.002 (6d): The chief audit executive shall develop audit plans based on the results of periodic risk assessments. The plans shall be submitted to the board of trustees for approval. A copy of the approved audit plans will be provided to appropriate university management and the Board of Governors.
2. OAAS Charter:
   - Section 4. Strategy, Implement Supporting Initiatives
     a. Develop and maintain a comprehensive annual audit plan aligned with the University's strategic goals and risk profile.
   - Section 13. Duties and Responsibilities:
     a. Develop an internal audit plan based on a prioritization of the audit universe using a risk-based methodology, including input from the BOT, President, and Executive Management.
     d. Provide the approved audit plan to appropriate University management and the BOG's Office of Inspector General. The audit plan will be revised as needed to meet the requests and needs of the President, BOT, and the University.

BACKGROUND INFORMATION

No additional Background Information

ADDITIONAL COMMITTEE CONSIDERATIONS

No additional Committee Considerations

Supporting Documentation Included: Request for Approval I Memo – FY2025-2026 Operational and Information Technology Audit Plans

Submitted by: Undra Baldwin, Chief Audit Officer

FSU | OFFICE OF AUDIT & ADVISORY SERVICES

MEMORANDUM

TO: Dr. Richard McCullough, President

FROM: Undra Baldwin, Chief Audit Officer

DATE: August 11, 2025

SUBJECT: Consent Agenda Items for the August 29, 2025, BOT Meeting

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Please find enclosed the FSU Office of Audit and Advisory Services' request for BOT approval of the FY2025-2026 Audit Plans.

I respectfully request that this item be placed on the BOT Consent Agenda for the August 29, 2025, BOT meeting.

Thank you.

Attachment

FSU | OFFICE OF AUDIT & ADVISORY SERVICES

OPERATIONAL AUDIT PLAN - FY2025-2026

	Project	Area	Project Description	Type of Project	Project Performed by	Previously Audited
1	Research Grants **(Rollover from FY2024-2025)**	Research	The purpose of this audit is to the review the processes and procedures relating to pre-awards and post-awards. We will select grants from different departments.	Audit	OAAS	No
2	Interdisciplinary Research and Commercialization Building **(Rollover from FY2024-2025)**	Facilities Construction	The purpose of this audit will be to determine if construction costs are documented and in compliance with contractual provisions and applicable laws, rules, and regulations.	Audit	OAAS	No
3	Florida State University Schools **(Rollover from FY2024-2025)**	College of Education	Phase 2: The purpose of this audit is to evaluate the processes surrounding HR, payroll, and grants.	Audit	OAAS	Yes
4	Performance-Based Funding Metrics Data Integrity Certification Audit (mandated)	Academics	The purpose of this audit, mandated by the State University System of Florida (SUSF), Board of Governors (BOG), is to assess controls that address the topic of data integrity, including an analysis of the processes, procedures, system-based controls, and other data verification measures in place to support the integrity of information presented by the University to the BOG for the University's Performance-Based Funding calculations.	Annual Audit	OAAS	Yes
5	Preeminent Research University Funding Metrics Data Integrity Certification Audit (mandated)	Academics	The purpose of this audit, mandated by the SUSF, BOG, is to assess controls that address the topic of data integrity, including an analysis of the processes, procedures, system-based controls, and other data verification measures in place to support the integrity of information presented by the University to the BOG for the University's Preeminence Funding calculations.	Annual Audit	OAAS	Yes
6	Student-Athlete Revenue Sharing	Athletics	The purpose of this audit is to evaluate the operational processes, procedures, and controls regarding revenue sharing with student-athletes, which became effective as of July 2025.	Audit	OAAS	No
7	Ringling - Follow-up Review	DSO	The purpose of this audit is to evaluate operational processes and procedures and follow-up on prior year financial audit findings. In addition, we will conduct an assessment of risks and controls to identify additional areas.	Corrective Action Plan Testing	OAAS	Yes
8	Ringling - Operational	DSO	The purpose of this audit is to evaluate operational processes and procedures and follow-up on prior year financial audit findings. In addition, we will conduct an assessment of risks and controls to identify additional areas.	Audit	OAAS	Yes

FSU | OFFICE OF AUDIT & ADVISORY SERVICES

OPERATIONAL AUDIT PLAN - FY2025-2026

	Project	Area	Project Description	Type of Project	Project Performed by	Previously Audited
9	International Programs Panama Branch Campus, Panama	International Programs	The purpose of this audit is to evaluate operational processes and procedures. In addition, we will conduct an assessment of risks and controls to identify additional areas.	Audit	OAAS	No
10	External Audits – Financial Review and IRS Form 990 Review (mandated)	DSO	Each DSO shall cause a financial audit of its accounts and records to be conducted by an independent certified public accountant after the close of each fiscal year. The audit report shall be submitted by the President of the University to the BOT Board of Trustees no later than the end of the fifth month following the close of the organization's fiscal year.	Annual Review of External Audit Results	OAAS	Yes
11	FSU Health	Facilities Construction	The purpose of this audit will be to determine if construction costs are documented and in compliance with contractual provisions and applicable laws, rules, and regulations.	Audit	Fort Hill Associates, LLC.	No
12	The Collegiate School at FSU Panama City	College of Education	The purpose of this audit is to evaluate operational processes and procedures. In addition, we will conduct an assessment of risks and controls to identify additional areas.	Audit	OAAS	No
13	Institutional Risk Management Program	University-wide	To review and summarize the operational and strategic risk register results and to prepare the Heat Map and Overall Summary of Results.	Advisory	OAAS	No
14	Quality Assurance and Improvement Program (QAIP) - Periodic Self-Assessment	Global Auditing Standards	Periodic self-assessments are an essential element of an internal audit function's QAIP. The purpose of this assessment is to evaluate OAAS' conformance with the 2024 Global Internal Audit Standards.	Assessment	OAAS	N/A
15	Audit Follow-up	University-wide	Follow-up activities on management recommendations are conducted on previously completed audits.	Follow-up	OAAS	N/A

FSU | OFFICE OF AUDIT & ADVISORY SERVICES

INFORMATION TECHNOLOGY AUDIT PLAN - FY2025-2026

	Project	Area	Project Description	Type of Project	Project Performed by	Previously Audited
1	Computer Science **(Rollover from FY2024-2025)**	College of Arts and Sciences	To evaluate the adequacy of IT controls and operational processes managed by distributed IT units in alignment with centralized standards and processes.	Audit	Eisner	No
2	ITS **(Rollover from FY2024-2025)**	Information Technology Services	Review and confirm the implementation of CrowdStrike for ITS centralized areas. Also, we will assess the capabilities and bandwidth to service the University.	Audit	Eisner	No
3	College of Business **(Rollover from FY2024-2025)**	College of Business	We will provide advisory services regarding the IT infrastructure for the new College of Business Building.	Advisory	Eisner	No
4	FSU Health **(Rollover from FY2024-2025)**	College of Medicine	We will provide advisory services regarding the IT infrastructure for the FSU Health Hospital and Medical Center in Panama City and other Tallahassee locations.	Advisory	Eisner	No
5	Northwest Regional Data Center (NWRDC)	NWRDC	Follow-up activities on management's corrective action related to Auditor General Report 2025-162, State of Florida Compliance and Internal Controls Over Financial Reporting and Federal Awards.	Corrective Action Plan Testing	Eisner	No
6	Driver and Vehicle Information Database (DAVID)	Registrar	The Registrar Department has a Memorandum of Understanding (MOU) with the Florida Department of Highway Safety and Motor Vehicles (FLHSMV) to use FLHSMV's DAVID system for residency validation. This audit is being conducted to ensure Registrar's compliance with the MOU.	Audit	Eisner	Yes
7	Student-Athlete Revenue Sharing	Athletics	The purpose of this audit is to evaluate the IT processes, controls, and security of internal and third-party systems regarding revenue sharing with student-athletes, which became effective as of July 2025.	Audit	Eisner	No
8	Florida Dept. of Health	Sponsored Research	Sponsored Research has a Memorandum of Understanding (MOU) with the Florida Department of Health to ensure adequate information security is in place. This audit is being conducted to ensure Sponsored Research's compliance with the MOU.	Audit	Eisner	No

FSU | OFFICE OF AUDIT & ADVISORY SERVICES

INFORMATION TECHNOLOGY AUDIT PLAN - FY2025-2026

	Project	Area	Project Description	Type of Project	Project Performed by	Previously Audited
9	Ringling - IT Security and Emergency Management	DSO	This audit assesses whether appropriate plans, controls, and systems are in place to ensure the continuity, security, and recovery of critical IT operations during and after incidents such as natural disasters, cyberattacks, or system failures.	Audit	Eisner	No
10	Third-Party Cloud Usage and Security	ITS	1) To determine processes are in place to ensure only University vetted cloud applications and software are purchased. Further, to assess the effectiveness of the University's controls preventing the use of unauthorized third-party cloud service providers. 2) To determine processes are in place when contracting with an IT vendor to ensure proper due diligence. Further, determine that high-risk IT vendors are monitored and properly managed throughout the life of the contract.	Audit	Eisner	No
11	International Programs Panama Branch Campus, Panama	International Programs	The objective of this audit is to determine the effectiveness of controls and processes related to the security and protection of the information and data at the Panama Branch Campus, Panama.	Audit	Eisner	No
12	Digital Identity of Students	ITS	The objective of this audit is to determine the effectiveness of controls and processes related to the security and protection of the student data within the Canvas application.	Audit	Eisner	No
13	PCI Compliance Audit	ITS	The objective of this audit is to determine the effectiveness of controls and processes for conforming with the Payment Card Industry (PCI) Data Security Standard (Security Standard).	Audit	Eisner	No
14	Physics	College of Arts and Sciences	To evaluate the adequacy of IT controls and operational processes managed by distributed IT units in alignment with centralized standards and processes.	Audit	Eisner	No
15	Audit Follow-up	University-wide	Follow-up activities on management recommendations are conducted on previously completed audits.	Follow-up	Eisner	N/A

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM K

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Audit and Compliance Committee

ACTION ITEM II

August 28, 2025

SUBJECT: Request for Approval of the Revised FSU Board of Trustees Audit and Compliance Committee Charter

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PROPOSED COMMITTEE ACTION

FSU OAAS' request for BOT approval of the revised Audit and Compliance Committee Charter.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

1. BOG Regulation 4.002(2): Each Board of Trustees shall establish a Committee responsible for addressing audit, financial, and fraud-related compliance, controls, and investigative matters. For purposes of this regulation, this Committee will be referred to as the Audit and Compliance Committee. This Committee shall have a charter approved by the Board of Trustees and reviewed at least every three (3) years for consistency with applicable Board of Governors and University regulations, professional standards, and best practices.

BACKGROUND INFORMATION

No additional Background Information

ADDITIONAL COMMITTEE CONSIDERATIONS

No additional Committee Considerations

Supporting Documentation Included: Request for Approval II Memo; Revised Audit and Compliance Committee Charter.

Submitted by: Undra Baldwin, Chief Audit Officer

FSU | OFFICE OF AUDIT & ADVISORY SERVICES

MEMORANDUM

TO: Dr. Richard McCullough, President

FROM: Undra Baldwin, Chief Audit Officer

DATE: August 11, 2025

SUBJECT: Consent Agenda Items for the August 29, 2025, BOT Meeting

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Please find enclosed the FSU Office of Audit and Advisory Services' request for BOT approval of the revised Audit and Compliance Committee Charter.

I respectfully request that this item be placed on the BOT Consent Agenda for the August 29, 2025, BOT meeting.

Thank you.

Attachment

Florida State University
Audit and Compliance Committee Charter

1. Purpose

The Audit and Compliance Committee (the Committee) is a standing committee of the Florida State University Board of Trustees (BOT). The purpose of the Committee is to provide assurances to the BOT regarding University risk management, control, and governance processes thereby assisting the BOT in fulfilling its statutory, fiduciary, and oversight responsibilities. Additionally, the Committee shall provide oversight and direction to the Office of Audit and Advisory Services (OAAS) and the Office of Compliance and Ethics (OCE).

2. Authority

The Board authorizes the Committee to:

2.1 Perform activities within the scope of this charter.

2.2 Participate, through the Chair, in the process of appointment, evaluation, and/or dismissal of the Chief Audit Officer (CAO) or the Chief Compliance and Ethics Officer (CCEO).

2.3 Have unrestricted access to management, faculty, and employees of the university and its component units, all of whom are directed to cooperate with the Committee's request.

2.4 Meet as needed with those persons responsible for university compliance with state and federal laws and applicable rules, regulations, and policies.

2.5 Have access to all books, records, and facilities thereof of the University.

2.6 Study or investigate any matter related to audit, compliance, or related concerns such as potential fraud or conflicts of interest that the Committee deems appropriate.

2.7 Retain independent counsel, or others to advise the Committee or assist in the conduct of an investigation upon approval of the BOT.

2.8 Meet with the University's General Counsel to review any legal matters that may have a significant impact on the University's overall finances, operations, and compliance with regulatory agencies.

2.9 Provide oversight and direction to the OAAS and the OCE to include reviewing and recommending BOT approval of the annual work plan.

2.10 Provide oversight of audits performed of the University and its component units by state and federal auditors, to include the Auditor General, as well as external auditors.

2.11 Review and approve this Charter at least once every three (3) years for consistency with applicable law, BOG, and University regulations and policies, professional standards, and best practices.

2.12 Nothing in this Charter shall be construed to limit the authority of the BOT or the Committee.

3. Organization

Composition

3.1 The Committee shall be appointed and comprised of members of the Florida State University Board of Trustees as provided for in the BOT Operating Procedures.

3.2 The members will be free from any financial, family, or other material personal relationships, including relationships with members of university management, University Office of Audit and Advisory Services and Office of Compliance and Ethics staff, and other professional consultants that would interfere with the exercise of his or her independence to perform assigned duties and responsibilities.

3.3 The majority of the Committee members will be financially literate and collectively have experience in accounting, finance, business, internal controls, risk management, and ethics.

3.4 If possible, the Committee will include at least one member who is considered an accounting or financial expert having an understanding of generally accepted accounting principles and financial statements, internal controls, and the role and responsibilities of internal and external auditors.

Meetings

3.5 A simple majority of the members of the Committee will constitute a quorum for the transaction of business.

3.6 The Committee will meet during regularly scheduled BOT meeting days, or at a minimum of three times per year. Additional meetings may occur as circumstances dictate.

3.7 The Committee Chair will approve the meeting agenda prior to each meeting subject to amendment at the Committee meeting.

3.8 The Committee shall maintain written minutes of meetings.

3.9 The Committee will look to the CAO and the CCEO for staffing and other administrative needs relating to Committee operation.

4. Internal Controls

The Committee will:

4.1 Evaluate the overall effectiveness of the University's system of internal control to include the control environment, risk assessment, control activities, information and communications systems, and monitoring thereof.

4.2. Provide oversight of the University's internal control structure and the processes in place to ensure the effectiveness and reliability of business, financial and information systems controls.

4.3 Understand the internal control system implemented by management for the University and each component unit for the approval of transactions and the recording and processing of financial data.

5. Risk Management

The Committee will:

5.1 Provide oversight of the University's enterprise risk management process by reviewing procedures in place to assess and minimize significant risk.

5.2 Review and consider the effectiveness of the University's process for identifying significant financial, operational, reputational, strategic, compliance and regulatory risk or exposure and management's plans and efforts to control and monitor such risks.

5.3 Obtain management assurances that internal controls have been established to mitigate major identified risks.

5.4 Evaluate the University's monitoring of insurance coverage and the process used to identify and manage any uninsured risks.

6. Compliance with Laws, Rules, Regulations, Contracts, and Agreements

The Committee will:

6.1 Review the effectiveness of management's system for monitoring compliance with laws, rules, regulations, contracts and agreements and for follow-up on any reported non-compliance, fraud, abuse, or ethics violations.

6.2 Obtain regular updates from management and legal counsel regarding compliance matters that may have a material impact on the University's operations, financial statements, programs, or ethics policies.

6.3 Review and discuss any significant results of compliance audits; any significant matters of litigation or contingencies that may materially affect the University's financial statements; and any legal, tax or regulatory matters that may have a material impact on University operations, financial statements, policies and programs.

6.4 Ensure that significant compliance findings and recommendations made by the university compliance officer or audit officer are received, discussed, and appropriately acted upon.

6.5 Review the effectiveness of the system for monitoring compliance with laws and regulations and follow-up (including disciplinary action) of significant wrongful acts or non-compliance.

6.6 Ascertain whether the University has an effective process for determining risks and exposure from asserted and unasserted litigation and other claims of noncompliance with laws and regulations.

6.7 Obtain reports concerning financial fraud resulting in losses in excess of $10,000 or of any amount involving a member of senior management.

6.8 Obtain regular updates from the CCEO and CAO regarding compliance matters that may have a material impact on the organization's financial statements, compliance program, conflict of interest, or ethics policies.

6.9 Review and approve procedures for the receipt, retention, and treatment of complaints regarding financial, compliance, ethics, and conflict of interest matters.

6.10 Review the University's monitoring of compliance with University policies and standards of ethical conduct and conflict of interest policies.

6.11 Review findings of any examinations by state and federal regulatory agencies.

6.12 Review the University's process for monitoring contracts and agreements significant to university operations.

7. Ethics and Business Conduct

The Committee will:

7.1 Review University processes to ensure actual or potential conflicts of interest are clearly defined.

7.2 Review the process followed to ensure the University's code of conduct is communicated to all employees on an annual basis.

7.3 Review University processes to require the reporting and approval of outside businesses' involvement, employment, and consulting services.

7.4 Review University policies relating to ethics and business conduct, financial disclosure, and environmental health and safety.

8. Financial Reporting

Financial Statements and Reports

Management is responsible for the preparation, presentation, and integrity of the University's financial statements and for the appropriateness of the accounting principles and reporting policies used by the University. The following shall be the principal duties and responsibilities of the Committee regarding financial statements:

~~8.1 Review the annual audited financial statements and ensure that significant findings and recommendations made by the auditors and management's response are received, discussed, and appropriately acted upon.~~

8.1 Revised: Ensure that significant findings and recommendations made by the auditors and management's responses are received and discussed and corrective action plans are implemented to address the resulting recommendations.

~~8.2 Make inquiries of management and auditors concerning the adequacy and effectiveness of the University's systems of financial reporting and internal control and compliance.~~

~~8.3 Discuss with management, the State Auditor General, and/or other external auditors the appropriateness of accounting principles used by the University and component units.~~

~~8.4 Review the audit report on Federal Awards as required by OMB Circular A-133 and State Awards required by Section 215.97, Florida Statutes.~~

~~8.5 Review the annual audit reports of component units, including management responses and corrective action plans to address the resulting recommendations.~~

~~8.6 Review significant accounting and reporting issues and recent professional regulatory pronouncements, and the impact on the financial statements of the University.~~

~~8.7 Review compliance with federal and state guidelines for financial reporting.~~

9. External Auditors

~~9.1 Monitor the work of the State Auditor General and other external auditors engaged to perform work within the University.~~

~~9.2 Review and assist in the resolution of any disagreements between management and the external auditors regarding financial reporting.~~

~~9.3 Inquire of management as to whether external audits of DSO's are being acquired in accordance with BOT Regulation 2.025.~~

~~9.4 Inquire of management as to whether external audits of auxiliaries are being acquired within the spirit and intent of BOT Regulation 2.025 that is applicable to DSO's.~~

9.5 Provide oversight of component units (DSO's and auxiliaries) that select external auditors to perform audit work.

9.5 Revised: Provide oversight of component units' (DSO's and auxiliaries) selection of external auditors to perform audit work in accordance with BOT Regulation 2.025.

10. Office of Audit and Advisory Services

10.1 Review and approve the annual work plan, ensuring it addresses key areas of risk.

10.2 Approve and periodically review the charter, staffing, budget, resources, and activities of the OAAS.

10.3 Review a summary of significant findings and recommendations of completed work, including management's response and time frame for corrective actions and the appropriateness of proposed actions.

10.4 Obtain periodic progress reports on the status of execution of work plans.

10.5 Review significant changes or deviations from approved work plans.

10.6 Determine the degree of implementation of past recommendations and the sufficiency of actions taken in addressing those recommendations.

10.7 Work with senior management to ensure there are no unjustified restrictions to data, records, information, personnel, and physical properties or limitations on the scope of work.

10.8 Through the Chair and with Committee input, provide the President an annual assessment of the performance of the CAO.

10.9 Address any challenges or difficulties faced by OAAS, and ensure the CAO has the necessary support to overcome these challenges.

10.10 Ensure periodic quality assurance reviews are conducted by external organizations. Review the results and address any identified deficiencies.

10.11 Identify areas warranting policy changes, if any, and make recommendations to the BOT.

10.12 Hold regular meetings with the CAO to discuss any issues of concern. Provide support and guidance as needed.

10.13 Review controls and guidelines for receiving and investigating reported fraud waste, or abuse.

10.14 Review guidelines for the CAO receiving and investigating complaints relating to the Whistle-blower's Act pursuant to Chapter 112, Florida Statutes.

10.15 Require the CAO to annually report in writing on the activities of the OAAS.

10.16 Ensure OAAS functions comply with applicable state law, professional standards, and best practices.

10.17 Collaborate with the CAO and senior management to define OAAS' mandate, specifying its authority, role, and responsibilities.

10.18 Review OAAS' strategy, including vision, strategic objectives, and supporting initiatives with the CAO and senior management periodically.

10.19 Establish agreed-upon criteria with the CAO to determine what constitutes a significant error or omission in final engagement communications.

10.20 Engage with senior management to appoint a CAO with the necessary qualifications and competencies.

10.21 Review and approve any additional roles or responsibilities assigned to the CAO, and establish safeguards to maintain OAAS' independence.

11 Office of Compliance and Ethics

11.1 Provide governance oversight of the compliance program.

11.2 Review at least every three (3) years and approve the OCE charter and any subsequent revisions.

11.3 Review and approve the OCE Program Plan and any subsequent changes.

11.4 Review a summary of significant findings and recommendations of completed work including management's response and time frame for corrective actions and the appropriateness of proposed actions.

11.5 Review the independence, qualifications, activities, resources, and structure of the compliance and ethics function and ensure no unjustified restrictions or limitations are made.

11.6 Determine the degree of implementation of past recommendations and the sufficiency of actions taken in addressing those recommendations.

11.7 Through the Chair, and with input from the Committee provide the President an annual assessment of the performance of the CCEO.

11.8 Review the CCEO's annual report on the effectiveness of the compliance program.

11.9 Review the effectiveness of the University's efforts to comply with BOG regulations and any applicable federal, state, and local laws, rules, and regulations.

11.10 Review the effectiveness of the compliance and ethics program in preventing and detecting noncompliance, unethical behavior, and criminal misconduct and ensure that it has appropriate standing and visibility across the University.

11.11 Identify areas warranting policy changes, if any, and make recommendations to the BOT.

11.12 Obtain regular updates from the CCEO regarding compliance and ethics matters that may have a material impact on the University's financial statements or compliance policies.

11.13 Review controls and guidelines for receiving and investigating reported compliance, or ethics complaints.

11.14 Review guidelines relating to CCEO responsibilities under applicable sections of the Federal Sentencing Guidelines.

11.15 Require the CCEO to annually report in writing on the activities of the OCE.

11.16 Review at least once every five years, an external evaluation of the OCE program's design and effectiveness and approve any recommendations for improvement.

This Audit and Compliance Committee Charter is hereby adopted on July 1, 2023.

_____ _____

Board of Trustee Chair Date

_____ _____

President Date

Audit and Compliance Committee Chair	Date

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM L

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Audit and Compliance Committee

ACTION ITEM I

August 28, 2025

SUBJECT: Approval of Foreign Countries of Concern Transaction Report

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PROPOSED COMMITTEE ACTION

Request for Approval: Fiscal Year 2025 Foreign Countries of Concern Agreements Report Pursuant to BOG Regulation 9.012

AUTHORITY FOR BOARD OF TRUSTEES ACTION

BOG Regulation 9.012

BACKGROUND INFORMATION

Each state university is required to annually submit to the Board of Governors for approval a report relating to all grant programs, agreements, partnerships, and contracts between the state university and any colleges and universities based in a foreign country of concern and foreign principals. The report must contain certain information as specified in BOG Regulation 9.012(9).

ADDITIONAL COMMITTEE CONSIDERATIONS

Upon approval by the Board of Trustees, the report is sent to the Board of Governors for approval.

Supporting Documentation Included: BOG Foreign Countries of Concern Report for Fiscal Year 2024-2025.

Submitted by: Robert Large, Chief Compliance and Ethics Officer

Foreign Country of Concern or Foreign Principal Reporting

Instructions

1. Provide the requested information for all agreements, partnerships, contracts, or grant programs between your institution and any identified foreign countries of concern or foreign principals in Tab 1.
2. Provide the requested information for all offices, campuses, or physical locations used or maintained by your institution in a foreign country of concern or foreign principal.
3. Affirm below that the information provided has been approved by the Board of Trustees, and provide the approval date.
4. If your institution has no agreements that meet the reporting requirements as defined in Regulation 9.012, Foreign Influence, complete the certification below in lieu of tabs 1 & 2.
5. If there are questions, contact Diego Fermin, Assistant Director, Academic and Student Affairs, at Diego.Fermin@flbog.edu

Include the university contact name and email for the staff who completed the report below:

University:	**Florida State University**
University Contact Name and Email:	Robert Large; rlarge@fsu.edu
Report Approved by Board of Trustees Date:	8/29/25

Certification of Compliance with Regulation 9.012, Foreign Influence

I confirm that this institution does not have any grant programs, agreements, partnerships, contracts, offices, campuses, or physical locations within a foreign country of concern as identified in Board of Governors Regulation 9.012, Foreign Influence, and section 288.860, Florida Statutes.

University:	
University CAVP or Designee and Email:	
Date Reviewed:	

Insert rows as necessary.

Type of Relationship	Country of Concern Involved	Foreign Principal Involved	Expiration Date of Agreement	Notes
Contract	China	Labtone Test Equipment Co., Ltd.	6/30/25	Vibration Test System for materials testing (CAPS)
Contract	China	Qyantop Technology Sdn. Bhd.	4/3/25	Electrospinning machine and electrospinning external injection pump module to produce nanofibers (Health, Nutrition, & Food Science)
Contract	China	Guandong Liyi Technology Co., Ltd.	7/3/25	High-temperature oven for performance evaluation of test objects (CAPS)
Contract	China	Beijing Zhenben Technology Co., Ltd.	8/15/24	Multi-volume set of Chinese language books used for research (Strozier Library)
Contract	China	Oriprobe Information Services, Inc.	12/5/24	Subscription to People's Daily news content (FSU Librarires)

Insert rows as necessary.

Type of Physical Presence	Country of Concern Involved	Foreign Principal Involved (If any)	Expiration Date of Agreement	Notes

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM M

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Finance and Business Committee

ACTION ITEM I

Thursday, August 28, 2025

SUBJECT: 2025-2026 Carryforward Spending Plan

PROPOSED COMMITTEE ACTION

1. Approve the university's fiscal year 2025-2026 carryforward spending plan of $265,831,548.

2. Grant approval for the President to submit this budget in the format prescribed by the Board of Governors, and to make subsequent changes to the budget outlined in motion 1 as needed during the fiscal year, within available resources and fund balances, and consistent with applicable laws and regulations.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Required by Florida Statute 1011.45 *End of year balance of funds* and Board of Governors Regulation 9.007 *State University Operating Budgets and Requests*.

BACKGROUND INFORMATION

Per the statute and regulation referenced above, each University Board of Trustees shall adopt a carryforward spending plan as prescribed by law and regulations of the Board of Governors.

ADDITIONAL COMMITTEE CONSIDERATIONS

The carryforward spending plan will be submitted to the Board of Governors using their required template by October 1, 2025 for consideration at their next meeting.

Supporting Documentation Included: 2025-2026 Carryforward Spending Plan

Submitted by: Kyle Clark, Senior Vice President for Finance & Administration

SELECT UNIVERSITY NAME
Education and General
2025-2026 Carryforward Spending Plan Summary
Approved by University Board of Trustees
Balances and Spending Plans as of July 1, 2025

		Florida State University	FAMU-FSU College of Engineering	FSU College of Medicine	Grand Total : University Summary
A.	**Beginning E&G Carryforward Balance - July 1, 2025 :**				
	Cash	$ 5,418,116	$ 190,489	$ 157,533	$ 5,766,138
	Investments	$ 401,015,301	$ 13,805,579	$ 11,377,002	$ 426,197,882
	Accounts Receivable	$ 10,476,104	$ 1,469	$ 578,859	$ 11,056,432
	Less: Accounts Payable	$ 5,854,191	$ 1,513	$ 592	$ 5,856,296
	Less: Deferred Student Tuition & Fees	$ 30,079,074	$ -	$ 3,695,541	$ 33,774,615
B.	**Beginning E&G Carryforward Balance (Net of Payables/Receivables/Deferred Fees)**	$ 380,976,256	$ 13,996,024	$ 8,417,261	$ 403,389,541
C.	**Fiscal Year 2024-2025 E&G Carryforward Encumbrances Brought Forward:**	$ 17,514,766	$ 454,714	$ 125,217	$ 18,094,697
D.	**Annual Contribution to Reserves for New FCO Projects (per s. 1001.706(12), F.S., and Board Reg 14.002)** (Should agree with the "Total Facilities Reserves as of July 1, 2025" on the "Details - FCO Reserves" tab)	$ 3,805,340	$ -	$ -	$ 3,805,340
E.	**7% Statutory Reserve Requirement** (per s. 1011.45(1), F.S.)	$ 68,319,513	$ 1,490,101	$ 3,592,713	$ 73,402,327
F.	**E&G Carryforward Balance Less 7% Statutory Reserve Requirement (**Amount Requiring Approved Spending Plan**)**	**$ 291,336,637**	**$ 12,051,209**	**$ 4,699,331**	**$ 308,087,177**
G.	**12% Carryforward Funds towards Public Education Capital Outlay (PECO) projects or deferred building maintenance expenses** (per s. 1011.45(3), F.S.)(Should agree with the "Total Amount Committed to PECO Projects or Deferred Maintenance of July 1, 2025" on the "Details-12% Commitment" tab)	$ 36,970,461	$ -	$ -	$ 36,970,461
H.	**Carryforward Reserve Fund** (per s. 1011.45(3), F.S.)	$ -	$ -	$ -	$ -
I.	***Restricted / Contractual Obligations**				
	Restricted by Appropriations	$ 36,471,944	$ -	$ -	$ 36,471,944
	University Board of Trustees Reserve Requirement	$ -	$ -	$ -	$ -
	Restricted by Contractual Obligations				
	Compliance, Audit, and Security				
	Compliance Program Enhancements	$ -	$ -	$ -	$ -
	Audit Program Enhancements	$ -	$ -	$ -	$ -
	Campus Security and Safety Enhancements	$ 2,735,399	$ -	$ -	$ 2,735,399
	Academic and Student Affairs				
	Student Services, Enrollment, and Retention Efforts	$ 1,748,793	$ -	$ -	$ 1,748,793
	Student Financial Aid	$ 50,000	$ -	$ -	$ 50,000
	Faculty/Staff, Instructional and Advising Support and Start-up Funding	$ 2,673,508	$ -	$ -	$ 2,673,508
	Faculty Research and Public Service Support and Start-Up Funding	$ 2,030,524	$ -	$ -	$ 2,030,524
	Library Resources	$ 2,561,960	$ -	$ -	$ 2,561,960
	Facilities, Infrastructure, and Information Technology				
	Utilities	$ -	$ -	$ -	$ -
	Information Technology (ERP, Equipment, etc.)	$ 97,730	$ -	$ -	$ 97,730
	Small Carryforward Fixed Capital Outlay Projects (Board of Governors Regulation 14.003(2))	$ -	$ -	$ -	$ -
	Large Carryforward Fixed Capital Outlay Projects (Board of Governors Regulation 14.003(2))	$ -	$ -	$ -	$ -
	Other UBOT Approved Operating Requirements				
	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	$ 7,079,447	$ -	$ -	$ 7,079,447
	Contingencies for a State of Emergency Declared by the Governor (Section 1011.45(3)(g))	$ -	$ -	$ -	$ -
	Operating Restricted (Should agree with restricted column totals on "Details-Operating" tab)	$ 55,449,305	$ -	$ -	$ 55,449,305
	FCO Restricted (Should agree with restricted column totals on "Details-Fixed Capital Outlay" tab)	$ -	$ -	$ -	$ -
	Grand Total Restricted / Contractual Funds	**$ 55,449,305**	**$ -**	**$ -**	**$ 55,449,305**
J.	***Commitments**				
	Compliance, Audit, and Security				
	Compliance Program Enhancements	$ -	$ -	$ -	$ -
	Audit Program Enhancements	$ -	$ -	$ -	$ -
	Campus Security and Safety Enhancements	$ 1,185,784	$ -	$ -	$ 1,185,784
	Academic and Student Affairs				
	Student Services, Enrollment, and Retention Efforts	$ 9,404,438	$ 64,700	$ 1,527,307	$ 10,996,445
	Student Financial Aid	$ 23,664,184	$ -	$ 965,000	$ 24,629,184
	Faculty/Staff, Instructional and Advising Support and Start-up Funding	$ 66,551,605	$ -	$ -	$ 66,551,605
	Faculty Research and Public Service Support and Start-Up Funding	$ 41,374,279	$ 3,370,673	$ 1,833,786	$ 46,578,738
	Library Resources	$ 86,780	$ -	$ -	$ 86,780
	Facilities, Infrastructure, and Information Technology				
	Utilities	$ 38,513	$ 42,332	$ -	$ 80,845
	Information Technology (ERP, Equipment, etc.)	$ 15,399,347	$ -	$ 303,238	$ 15,702,585
	Small Carryforward Fixed Capital Outlay Projects (Board of Governors Regulation 14.003(2))	$ 1,048,000	$ -	$ -	$ 1,048,000
	Large Carryforward Fixed Capital Outlay Projects (Board of Governors Regulation 14.003(2))	$ -	$ -	$ -	$ -
	Other UBOT Approved Operating Requirements				
	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	$ 40,163,939	$ 8,573,504	$ 70,000	$ 48,807,444
	Contingencies for a State of Emergency Declared by the Governor (per s. 1011.45(3)(g), F.S.)	$ -	$ -	$ -	$ -
	Operating Commitments (Should agree with committed column total on "Details-Operating" tab)	$ 197,868,871	$ 12,051,209	$ 4,699,331	$ 214,619,411
	FCO Commitments (Should agree with committed column total on "Details-Fixed Capital Outlay" tab)	$ 1,048,000	$ -	$ -	$ 1,048,000
	Grand Total Commitments	**$ 198,916,871**	**$ 12,051,209**	**$ 4,699,331**	**$ 215,667,411**
K.	**Available E&G Carryforward Balance as of July 1, 2025**	**$ 0**	**$ 0**	**$ (0)**	**$ 0**

* Provide supplemental, **detailed descriptions** for all multiple-item categories using the subsequent "Details" tabs in this file.

Notes :

1. Florida Polytechnic University amounts include the Phosphate Research Trust Fund.
2. **2024 House Bill 707 amended 1011.45 F.S**. regarding university Education & General carryforward minimum reserve balances, reporting requirements, and allowable uses. 1011.45(1) states that "Each university shall maintain a minimum carry forward balance in of at least 7 percent of its state operating budget; however, a university may retain and report to the Board of Governors an annual reserve balance exceeding that amount. The spending plan shall be submitted to the university's board of trustees for review, approval, or if necessary, amendment by September 1, 2020, and each September 1 board of trustees for review, approval, or if necessary, amendment by September 1, 2020, and each September 1 thereafter. The Board of Governors shall review, approve, and amend if necessary, each university's carry forward spending plan by October 1, 2020, and each October 1 thereafter." 1011.45(3) adds "A university's carry forward spending plan must include the estimated cost per planned expenditure and a timeline for completion of the expenditure." Three additional tabs are provided with this file to allow reporting of university detailed expenditure plans for each planned expenditure or project, a completion timeline, and amount budgeted for expenditure during the reporting fiscal year.

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM N

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Finance and Business Committee

ACTION ITEM II

Thursday, August 28, 2025

SUBJECT: 2025-2026 Fixed Capital Outlay Budget

PROPOSED COMMITTEE ACTION

1. Amend the university's fiscal year 2025-2026 fixed capital outlay budget from $485,637,264 to $486,423,573.

2. Grant approval for the President to submit this budget in the format prescribed by the Board of Governors, and to make subsequent changes to the budget outlined in motion 1 as needed during the fiscal year, within available resources and fund balances, and consistent with applicable laws and regulations.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Required by Florida Statute 1013.61 *Annual capital outlay budget* and Board of Governors Regulation 14.003 *Fixed Capital Outlay Projects – University Budgeting Procedures*.

Language included in Senate Bill 2500 (2025) *Appropriations* specifically allows the use of E&G carryforward funds to support the operational, maintenance, and capital needs of FSU Health (including facilities housing health providers or their support offices), to address deferred maintenance needs at the Donald L. Tucker Civic Center, and for the construction, maintenance, and capital needs of Title IX facilities.

BACKGROUND INFORMATION

Per the statute and regulation referenced above, each University Board of Trustees shall adopt a fixed capital outlay budget as prescribed by law and regulations of the Board of Governors.

ADDITIONAL COMMITTEE CONSIDERATIONS

The fixed capital outlay budget will be submitted to the Board of Governors using their required template by October 1, 2025 for consideration at their next meeting.

Supporting Documentation Included: 2025-2026 Fixed Capital Outlay Budget

Submitted by: Kyle Clark, Senior Vice President for Finance & Administration

FLORIDA STATE UNIVERSITY

FIXED CAPITAL OUTLAY BUDGET for Fiscal Year 2025-26

(per s. 1013.61, F.S. and Board Reg. 14.003)

University Contact: Katie Perkins kperkins@fsu.edu | 645-7164
[name] [email & phone]

CFSP item #	Category	Project Title/Name	Description	Total Project Budget Allocation (Total Estimated Project Cost)	Funding Source(s)		Funds Expended Since Inception	Estimated Amt of Funds to be Expended this Year	Remaining Balance	Estimated Project Timeline		Comments
					Source	Amount				Start Date	Completion Date	
	Education & General (E&G) Operating Projects [1]			$1,967,966	E&G Operating Funds	$1,967,966	$518,000	$531,564	$918,402	Not Applicable		7 Projects
	Dedicated Reserves For Future Maintenance [2]			$0	Escrow Reserve	$0	$0	$0	$0	Not Applicable		There are no expected projects from Required Reserves
	Carryforward (CF) - Small Projects [3]			$54,501,955	CF	$54,501,955	$16,317,620	$19,738,224	$18,446,111	Refer to detail in Carryforward Spending Plan		78 Projects
	Carryforward (CF) - Large Projects [4]											
CY23 FCO Line 14	Legacy Hall College of Business		New construction of a new 200,000 GSF building to house the college of business. Once completed, the entire college will be relocated from their existing location in Rovetta A & B.	$160,000,000	CF Donations SFRF-PECO GR AUX - Business Market C&G **Total:**	$63,519,189 33,880,811 30,500,000 13,800,000 16,500,000 1,800,000 **$160,000,000**	$137,043,468	$22,956,532	$0	4/13/2018	8/30/2025	CB1820600; Substantial Completion
Amend FY25 CFSP		Arts District	Planning for demolition of existing 40-year old approximately 16,000 gsf, Fine Arts Annex to make way for a new facility, an addition to Housewright Music Building and renovations to eisting space in the Fine Arts Building.	$157,350,000	CF PECO Anticipated Future Appropriations **Total:**	$3,000,000 1,467,202 152,882,798 **$157,350,000**	$0	$1,000,000	$156,350,000	10/1/2022	1/1/2029	CB2400620
Amend FY24 CFSP	FSU/TMH Academic Health Center		New construction for clinical space, research, labs	$137,500,000	CF PECO **Total:**	$12,500,000 125,000,000 **$137,500,000**	$18,458,574	$107,640,562	$11,400,864	7/1/2022	10/31/2026	CB2300316
Amend FY23 CFSP	Interdisciplinary Research & Commercialization Building (IRCB)		New Building on SW Campus to house labs and core equipment.	$126,000,000	CF Donations GR PECO **Total:**	$33,000,000 49,000,000 24,646,099 19,353,901 **$126,000,000**	$113,810,095	$12,185,524	$4,381	4/1/2015	5/1/2025	CB1527500
Amend FY25 CFSP		Rovetta Buildings A & B	Remodel and renovation of Buildings A and B due to its aging infrastructure, inadequate learning environments, image and recruitement challenges, assessibility, and the need for modernization and upgrade of many bulding systems, including life safety, and building envelope.	$45,950,000	CF PECO Anticipated Future Appropriations **Total:**	$9,200,000 12,500,000 24,250,000 **$45,950,000**	$0	$4,000,000	$41,950,000	12/1/2025	12/30/2029	CM2501359
FY20 Univ E&G Line 423 | FY21 FCO Lines 3 & 4 | FY22 FCO Line 27 | FY23 FCO Line 18 | FY24 FCO Line 16		Kellogg Building Remodel	Remodel of 44,000 GSF	$35,900,000	CF PECO Donations AUX - Crim Market Rate Anticipated Future Appropriations **Total:**	$14,905,762 7,300,000 179,222 15,016 13,500,000 **$35,900,000**	$948,149	$3,000,000	$31,951,851	6/15/2022	12/31/2028	CC2221200
Amendment to FY24 CFSP		Moore Auditorium Renovation	Redesign the interior layout, seek options for alternate seating configuration, upgrade A/V, restrooms, address building code, ADA requirements, and other related building enhancements	$33,000,000	CF PECO Anticipated Future **Total:**	$12,000,000 5,000,000 16,000,000 **$33,000,000**	$0	$1,000,000	$32,000,000	8/1/2025	7/31/2029	CM2400679
FY21 Line 20 Minor	National High Magnetic Field Laboratory		Primary Electrical Service Expansion	$25,941,871	CF SFRF-PECO SFRF-DM **Total:**	$10,121,854 8,310,017 7,510,000 **$25,941,871**	$844,763	$15,586,056	$9,511,052	12/12/2019	1/31/2027	CM2000062
TBD		Lacrosse Field and Facility	Construct a new field and facilities to support a women's lacrosse program	$17,500,000	CF	$17,500,000	$48,388	$16,000,000	$1,451,612	7/1/2024	7/1/2026	CB2400833

FY22 FCO Line 25	Biology Unit-1 Research Facility	2nd Floor remodel of 26,000 GSF of lab space.	$17,208,000	CF C&G **Total:**	$14,000,000 3,208,000 **$17,208,000**	$505,427	$3,500,000	$13,202,573	5/20/2022	8/1/2026	CC2226500
FY24 FCO Line 9	Engineering Lab Building	Remodel of lab, workshop, and office space	$10,000,000	CF	$10,000,000	$0	$4,000,000	$6,000,000	7/1/2025	1/31/2027	CM2300476
FY24 FCO Line 10	Turnbull Conference Center	Remodel conference room and kitchen to allow more kitchen space to host multiple large events simultaneously.	$7,500,000	CF	$7,500,000	$2,395,065	$4,632,629	$472,306	8/15/2023	12/1/2025	CM2300435
Amend FY25 CFSP	Emergency Access & Security	Repairs to breached doors and upgrades to security within multiple buildings due to April 17th event	$7,000,000	CF AUX **Total:**	$2,000,000 $5,000,000 **$7,000,000**	$0	$500,000	$6,500,000	7/1/2025	6/30/2027	CM2501324
FY26 12% Commitment #9	Center for Energy Independence	New Energy Research building located on the Southwest Campus.	$6,000,000	CF PECO C&G **Total:**	$2,953,982 3,000,000 46,018 **$6,000,000**	$46,191	$5,953,809	$0	10/1/2023	5/1/2027	CB2300368
Amend FY23 & FY25 CFSP	Strozier Library Sub-Basement	Renovation of existing space for a student focused lounge/discovery area	$5,000,000	CF	$5,000,000	$155,370	$2,000,000	$2,844,630	3/1/2023	12/31/2026	CM2300435
TBD	Ringling HVAC Phase 2	Phase 2 HVAC upgrades to address deferred maintenance - final scope dependent on mitigation project	$5,000,000	CF	$5,000,000	$0	$1,000,000	$4,000,000	TBD	TBD	CM2501014
Amend FY24 CFSP |	Emergency Recovery	Repairs to various buildings due to recent tornados & hurricane.	$4,881,984	CF	$4,881,984	$0	$4,350,000	$531,984	TBD	TBD	
FY25 FCO Line 1	Tucker Center Parking Lot	Upgrades site lighting, drainage and paving conditions in parking lots around thetucker civic center.	$4,700,000	CF AUX **Total:**	$3,200,000 1,500,000 **$4,700,000**	$139,234	$700,000	$3,860,766	TBD	TBD	CM2400824
FY24 FCO Line 18	WFSU Transmitter	Replacement of existing transmitter and associated equipment for the maintenance and continued operation of WFSU. Construction is existing. Only minor modifications to construction will occur.	$4,600,000	CF C&G **Total:**	$4,100,000 500,000 **$4,600,000**	$4,597,408	$2,592	$0	10/1/2023	6/30/2025	CM2300515
Amend FY23 CFSP|	Diffenbaugh	This project will include HVAC assessment, carpet replacement, bearing	$4,000,000	CF	$4,000,000	$128,283	$2,000,000	$1,871,717	12/1/2022	12/31/2026	CM2300128
Amend FY23 CFSP	Sliger Building HVAC	2nd floor renovation that includes HVAC, lighting, ceiling, insulation and new roof	$4,000,000	CF	$4,000,000	$166,952	$1,840,867	$1,992,181	3/20/2023	10/31/2025	CM2300274
FY24 FCO Line 14	NHMFL Mag Lab Deferred Maintenance	Remediation of the B Wing HVAC building systems (also envelope and	$4,000,000	CF	$4,000,000	$2,554,544	$300,000	$1,145,456	8/1/2023	12/31/2026	CM2300276
Amend FY23 & FY25 CFSP	Fine Arts Renovation	Renovation of Fine Arts Building	$4,000,000	CF	$4,000,000	$0	$1,500,000	$2,500,000	4/1/2026	12/31/2026	CM2300563
Amend FY25 CFSP	Keen Basement Lab	Remediation of the B Wing HVAC building systems (also envelope and HVAC study for all 3 buildings)	$3,800,000	CF C&G **Total:**	$3,198,021 601,979 **$3,800,000**	$120,891	$1,700,000	$1,979,109	5/1/2025	6/30/2026	CM2400911
FY23 FCO Line 1|	Rogers 5th Floor Renovation	New HVAC, LED lighting, flooring, upgrade current bathrooms, new tile	$3,600,000	CF	$3,600,000	$3,197,804	$240,582	$161,614	3/1/2023	6/30/2026	CM2300325
FY24 FCO Line 11	Tucker Center Deferred Maintenance	Chiller Replacement, as allowed by the 2022 GAA	$3,500,000	CF	$3,500,000	$3,128,695	$371,305	$0	7/1/2023	12/31/2025	CM2400587
FY24 FCO Line 12	Thrasher Deferred Maintenance	Renovation of HVAC and air quality improvement	$3,000,000	CF	$3,000,000	$0	$750,000	$2,250,000	12/1/2023	12/31/2026	CM2300345
FY24 FCO Line 15 |	Carraway Deferred Maintenance	Renovation of HVAC and air quality improvement	$3,000,000	CF	$3,000,000	$25,047	$2,000,000	$974,953	4/1/2023	12/31/2026	CM2300428
Amend FY25 CFSP	NHFML Mag Lab Cooling Tower	Replacement of Cooling Tower to accommodate equipment	$3,000,000	CF C&G **Total:**	$1,500,000 1,500,000 **$3,000,000**	$14,900	$500,000	$2,485,100	6/1/2025	12/31/2025	CM2400644
FY24 FCO Line 11	Tucker Center Deferred Maintenance	Deferred maintenance on HVAC, as allowed by the 2022 GAA	$3,000,000	CF	$3,000,000	$0	$2,000,000	$1,000,000	7/1/2024	12/31/2026	CM2400879
Amend FY24 CFSP	College of Engineering Chiller	Chiller Replacement	$3,000,000	CF	$3,000,000	$0	$2,000,000	$1,000,000	12/1/2024	12/31/2026	CM2400979
Amend FY25 CFSP	Alumni Center Renovation	Renovate Conference Room 145	$3,000,000	CF	$3,000,000	$0	$2,967,750	$32,250	5/1/2025	12/30/2026	CM2501044
TBD	Tully Gym Renovation	Upgrade ADA, restrooms, bleechers and lighting	$3,000,000	CF	$3,000,000	$0	$0	$3,000,000	TBD	TBD	
TBD	Parking Garage Safety Measures	Installation of security fencing	$3,000,000	CF	$3,000,000	$0	$1,000,000	$2,000,000	4/1/2025	12/30/2026	
FY22 FCO Line 25 | FY23 FCO Line 19 | Amend FY25 CFSP	Biology Unit-1 Research Facility	BSIR First floor, Lab Space & HVAC	$2,785,248	CF C&G **Total:**	$1,482,624 1,302,624 **$2,785,248**	$2,414,299	$345,122	$25,827	8/22/2022	12/31/2025	CM2300192
;nd FY20 CFSP | FY22 FCO Lin	College of Medicine Thrasher Roof	Roof Repair	$2,151,735	CF	$2,151,735	$205,580	$1,946,155	$0	3/1/2025	12/31/2025	CF1900184
	Deferred Maintenance	State Appropriated Deferred Maintenance	$72,443,156	CF SFRF-DM AUX - Ringling **Total:**	$6,081,289 66,187,052 174,815 **$72,443,156**	$40,866,746	$26,395,639	$5,180,771	Various	Various	81 Projects

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			Subtotal - CF Large Projects:	$939,311,994	$331,815,873	**$257,865,124**	$349,630,997		
State Appropriated Projects [5,7]									
College of Engineering	Construction of approx. 160,000 GSF addition to existing COE building, Project provides space to relieve crowded conditions and provide for improved teaching, research, office, and support space.	$156,975,000	PECO Anticipated Future Appropriations **Total:**	$65,000,000 91,975,000 **$156,975,000**	$222,992	$3,000,000	$153,752,008	10/1/2023	7/1/2029	CB2400618
Panama City Health	Academic Research Center providing a collaboratve, multidisciplinary exosystem for investiators, clinicians, educators, and students to fule innovation and educate the health care workforce of the future.	$105,000,000	PECO Anticipated Future Appropriations **Total:**	$9,000,000 96,000,000 **$105,000,000**	$0	$5,000,000	$100,000,000	10/1/2023	12/130/30	TBD
Dittmer Remodel	Remodeling of the entire building, including but not limited to, new	$95,400,000	PECO	$95,400,000	$3,749	$5,000,000	$90,396,251	10/1/2023	6/30/2027	CM2400616
Academic Support Building	Relocate the Maintenance Complex to allow for student centric programming in the center of campus	$78,624,000	PECO Anticipated Future Appropriations **Total:**	$65,000,000 13,624,000 **$78,624,000**	$0	$35,000,000	$43,624,000	10/1/2023	7/1/2028	CM2400617
College of Nursing	Construct a new FSU College of Nursing free standing building or building addition to Duxbury Building. The facility will support the development of FSU Health and to complement all other health-related programs at FSU	$52,500,000	PECO Anticipated Future Appropriations **Total:**	$12,000,000 40,500,000 **$52,500,000**	$0	$2,000,000	$50,500,000	7/1/2024	12/30/2028	CB2501033
Veterans Legacy Complex	New 3 department building for Veteran Student Service, ROTC and WW2 Museum	$49,770,000	PECO Anticipated Future Appropriations **Total:**	$37,500,000 12,270,000 **$49,770,000**	$84,836	$1,500,000	$48,185,164	10/1/2023	7/1/2029	CB2400619
Middleton Golf Course	Remodel and new construction of space to support expansion of educational programs in hospitality and to foster interprofessional education to train club management and other hospitality professions.	$28,171,608	PECO Anticipated Future Appropriations **Total:**	$5,000,000 23,171,608 **$28,171,608**	$0	$2,000,000	$26,171,608	7/1/2025	5/1/2030	CB2501197
Deferred Maintenance - Panama City	State Appropriated Deferred Maintenance	$5,000,000	SFRF-DM	$5,000,000	$1,653,400	$2,699,484	$647,116	Various	Various	2 Projects
Deferred Maintenance - Engineering	State Appropriated Deferred Maintenance	$855,000	SFRF-DM	$855,000	$854,812	$188	$0	Various	Various	3 Projects
			Subtotal - State Appropriated Projects:	$572,295,608	$2,819,789	**$56,199,672**	$513,276,147		
Non-Appropriated Projects [6,7]									
Panama City Beach Academic Health	Construction of a new medical academic hospital	$413,900,000	BOND	413,900,000	$0	$100,000	$413,800,000	TBD	TBD	CB2400621
Northwest Campus Community	Planning new Housing, Dining, and Parking	$354,215,879	AUX-Housing, Dining, Parking	354,215,879	$1,768,653	$25,000,000	$327,447,226	5/1/2023	8/31/2027	CB2400626
Doak Campbell Seating Enhancements	Will include more diverse seating options	$210,000,000	ATHL	210,000,000	$142,164,496	$45,730,009	$22,105,495	12/1/2022	8/1/2025	CB2327200
Football Operations Facility	150,000 GSF Facility to include offices, locker room, strength training, rehabilitation resources, and video production space150,000 GSF Facility to include offices, locker room, strength training, rehabilitation resources, and video production space	$150,000,000	ATHL	150,000,000	$93,985,925	$56,014,075	$0	12/1/2022	12/31/2025	CB2326200
Strategic Housing Property Acquisition	Potential purchases of new property used for Housing	$30,000,000	AUX-Overhead	30,000,000	$0	$0	$30,000,000	N/A	N/A	Specific Acquisitions TBD
Strategic Property Acquisitions	Potential purchases of new property	$25,000,000	AUX-Overhead	25,000,000	$0	$0	$25,000,000	N/A	N/A	Specific Acquisitions TBD
Doak Campbell Structural Improvements	Improvements to address structural, life safety, and code deficiencies	$20,000,000	C&G	20,000,000	$15,353,131	$4,050,773	$596,096	12/1/2022	8/1/2025	CC2221100
Theatre Renovation	Renovate theatre into usable space	$4,600,000	AUX-Market Rate	4,600,000	$0	$200,000	$4,400,000	7/1/2025	8/1/2027	CM2501125
Maryland Circle Remodel	Convert 16,000 SF into usable space for FL Inst. Of Child Welfare and Multidisciplinary Center	$4,400,000	C&G	4,400,000	$2,669,786	$1,317,777	$412,437	6/1/2023	TBD	CM2300323
University Center Chilled Water Extension	Connect the University Center to the Chilled Water Loop on main campus	$4,200,000	AUX-Overhead	4,200,000	$1,615,903	$2,584,097	$0	10/1/2022	8/31/2025	CM2300310
Dining Services Renovations	Planned renovations to locations in the Union & Parking Garage 1, as well as newly acquired space	$4,000,000	AUX-Dining	4,000,000	$0	$200,000	$3,800,000	10/1/2024	12/31/2026	

Parking Garage 1 Reno	Upgrades and renovation to parking structure	$3,600,000	AUX-Parking	3,600,000	$66,554	$500,000	$3,033,446	4/1/2025	12/31/2026	CM2400668
Bryan Hall Mechanical Upgrades	Complete mechanical renovation. Update flooring, paint, & bathrooms.	$3,500,000	AUX-Housing	3,500,000	$2,871,768	$150,000	$478,232	7/6/2021	12/31/2025	CM2100192
Figg Dining Room Modifications	Expansion and Renovation	$3,500,000	ATHL	3,500,000	$37,628	$400,000	$3,062,372	10/1/2022	8/31/2026	CM2300330
Wildwood Hall 2 Shower Renovation	Bathroom renovations & finishes upgrades	$3,000,000	AUX-Housing	3,000,000	$101,978	$1,000,000	$1,898,022	6/1/2025	7/31/2026	CM2501058
Northwest Community Dining	Doctor's Inn, Argo Tea	$3,000,000	AUX-Dining	3,000,000	$0	$500,000	$2,500,000	TBD	TBD	
Wildwood Hall South Shower	Bathroom renovations & finishes upgrades	$3,000,000	AUX-Housing	3,000,000	$0	$757,387	$2,242,613	5/1/2026	5/1/2027	
Broward Hall Mechanical Upgrades	Complete mechanical renovation	$2,965,162	AUX-Housing	2,965,162	$52,130	$900,000	$2,013,032	6/1/2025	6/30/2026	CM24006635
Sandels HVAC Improvements	Replacement of AHU-6 and (6)-4th Fl fume hoods necessary for research spaces, improvements in air quality, and increased energy efficiency in HVAC.	$2,737,158	C&G	2,737,158	$2,400,337	$150,000	$186,821	1/20/2023	12/1/2026	CM2300270
Bryan Hall Shower Renovation	Bathroom renovations & finishes upgrades	$2,651,852	AUX-Housing	2,651,852	$2,409,257	$100,000	$142,595	5/1/2024	12/1/2026	CM2300410
University Center Bldg D Renovation	Renovate office space vacated by Football Athletics relocation to the new Football Operations Facility.	$2,500,000	ATHL	2,500,000	$0	$500,000	$2,000,000	9/1/2025	5/1/2027	
Ringling Rupp Pavilion	Repair & replace envelope - Phase 2	$2,300,000	AUX-Ringling	2,300,000	$10,309	$1,300,000	$989,691	9/1/2024	12/1/2027	CM2400892
Jennie Murphree Hall	Renovation	$2,206,844	AUX-Housing	2,206,844	$940,709	$1,000,000	$266,135	1/1/2025	8/31/2025	CM2200031
Central Utilities Plant 15KV	Replace cables for circuits 11 and 19 (including switchgear)	$2,111,201	AUX-Utilities	2,111,201	$2,106,394	$4,807	$0	5/1/2022	8/31/2025	CM2200101
FSU Schools Gymnasium & Football	Replace Bleachers	$2,075,000	FSUS	2,075,000	$2,060,983	$13,217	$800	1/1/2025	8/1/2025	CM2400755
Multipurpose Educational Facility	This project will add conditioned air to 6 tennis courts in the Multi-Purpose Education Facility.	$2,041,127	AUX-Overhead	2,041,127	$1,671,155	$280,289	$89,683	10/1/2023	8/1/2026	CM2400622
Projects $2M and Less	Various Projects	$53,447,593	AUX, ATHL, FSUS, Donations, C&G	53,447,593	$21,033,160	$9,336,559	$23,077,874	Various	Various	88 Projects
			Subtotal - Non-Appropriated Projects:	$1,314,951,816	$293,320,256	**$152,088,990**	$869,542,570			
	TOTALS:	**$2,883,029,339**		**$2,883,029,339**	**$644,791,538**	**$486,423,574**	**$1,751,814,227**			

Notes:

1) *Education & General (E&G) Operating Projects* is a consolidated line item of all FCO projects, as defined in Board reg 14.001, funded from current year E&G operating funds. No individual project funded in whole or in part shall exceed $1M, per Board reg 9.007(3)(a)1.

2) *Dedicated Reserves for Future Maintenance* - is a consolidated line item of planned maintenance expenditures to be funded from the dedicated reserves established pursuant to Section 1001.706(12)(c)1,F.S, and/or Board reg 14.002.

3) *Carryforward (CF) - Small Projects* is a consolidated line item of all FCO projects with a cost up to $2M funded in whole or in part from from CF funds, pursuant to Board reg. 14.003(2)(b). Includes replacement of facilities less than 10,000 gross sf. This is a single line item in the FCO budget. For a list of individual projects, refer to the Carryforward Spending Plans (CFSP).

4) *Carryforward (CF) - Large Projects* includes any FCO project funded in whole or in part from CF funds, where total individual FCO project cost exceeds $2M, pursuant to Board reg. 14.003(2)(c) and expenditure limits described therein. May also be reflected as one of multiple funding sources under categories State Appropriate Projects and Non-Appropriated Projects.

5) *State Appropriated Projects* - this category includes all FCO projects utilizing funds originally appropriated as FCO funds by the State of Florida, notwithstanding criteria in Board reg 14.001. These funds should never be included in the operating budget. Examples, PECO (including Sum-of-Digits) and CITF. Reference Board reg 14.003(12)(d). For the purpose herein, all projects $2 million or less can be consolidated into a single line item.

6) *Non-Appropriated Projects* - this category includes all university FCO projects that have not directly or indirectly used funds appropriated by the State. Examples include private donations, athletic revenues, federal grants, housing/parking revenue bonds, etc. Reference Board reg 14.003(2)(e). For the purpose herein, all projects $2 million or less can be consolidated into a single line item.

7) In light of the definition of "board" Section 1013.01, F.S., and the requirements of s. 1031.61, F.S., the FCO Budget does not apply to those projects acquired, constructed, and owned by a Direct Support Organization or under a Public Private Partnership.

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM O

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Finance and Business Committee

ACTION ITEM III

Thursday, August 28, 2025

SUBJECT: Status Report on Purchase Orders $1.0 Million and 5+ Year Service Contracts

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PROPOSED COMMITTEE ACTION

Approve the University's Status Report on Purchase Orders issued over $1.0 million and 5-year Service Contracts executed/in force in Fiscal Year 2025.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

The Florida State University Board of Trustees Policy on Reporting Purchase Orders and Service Contracts, Item 14, approved January 24, 2003.

BACKGROUND INFORMATION

The Florida Board of Governor's Resolution dates January 7, 2003, provides that "The Boards of Trustees shall be responsible for cost-effective policy decisions appropriate to the University's mission, the implementation and maintenance of high-quality education programs within laws and rules of the Board of Governors, the measurement of performance, the reporting of information, and the provision of input regarding state policy, budgeting and education standards." Also, the Resolution requires "the President to deliver to the Board of Trustees all data and information required by the Board of Trustees in the performance of its duties." Adoption of the above referenced policy helps ensure that the FSU BOT receives the information it needs to fulfill its responsibilities in the contracting area.

ADDITIONAL COMMITTEE CONSIDERATIONS

Supporting Documentation Included: Attachment – Status Report on Purchase Orders $1.0 Million and 5+ Year Service Contracts

Submitted by: Kyle Clark, Senior Vice President for Finance and Administration

Suppliers with orders over $1,000,000 and Service Contracts over $1,000,000 or 5+ years (July 2024 through June 2025)

Purchase Orders

$1M - $1.5M (31 total)

Ajax Building	$1,153,228.00 Structural repair of exterior stairs towers. UNF continuing services contract.
Anixter Inc	$1,496,797.00 DPO for electrical equipment for FSU Academic Health Center. Ajax Contract 2024-PD&C-10740.
Bluefors	$1,131,413.61 LD250 dilution refrigerator system for Physics. FSU ITB # 6693-3.
CDW-G	$1,272,689.60 Crowdstrike software. National IPA Technology Solutions Education (2018011) contract.
CDW-G	$1,375,699.74 Microsoft 365 software. National IPA Technology Solutions Education (2018011) contract.
Commercial Design Services	$1,202,858.60 Furniture for Legacy Hall. State of Florida Alternative Source Contract Source 56120000-24-NY-ACS.
Commercial Design Services	$1,339,869.70 Westside renovation of Doak Campbell Stadium. Seminole Boosters contract.
Dell Marketing	$1,091,246.16 Secureworks SLED Taegis for NWRDC. Statewide College Technology Refresh contract, RFP No. 21-2202.
Harvard Jolly, Inc. dba PBK	$1,459,238.00 Design services for new women's lacrosse field and facility. FSU RFQ 6645-J.
Insight Public Sector Inc	$1,028,572.04 SQL Server Enterprise Core and Win Server DC Core for NWRDC. Contract 43210000-23-OMNIA-ACS.
Jack Porter, Inc	$1,396,720.00 Seminoles football branding. Seminole Boosters contract.
Krueger International, Inc.	$1,370,768.82 Furniture for Legacy Hall. Florida Alternative Contract Source 56120000-24-NY-ACS.a
Mad Dog Design and Construction	$1,109,271.04 Upgrades to Howser baseball facility. Seminole Boosters project.

Mythics LLC	$1,006,397.07 Oracle PaaS and IaaS Universal Credits and Gen 2 Exadata Cloud for NWRDC. Contract number 180233-002.
OCLC – Online Computer Library Center	$1,426,641.60 Cataloguing and Metadata for FLVC. FSU ITN 6614-6.
Oracle America Inc	$1,401,273.39 Oracle software maintenance and support. BOG OLSA - Oracle Master Agreement US-OMA-1375238.
Ram Construction & Development	$1,049,139.71 Preconstruction services to heat and dry air at AME building. DMS contract CMR24R.
Rippee Construction Inc	$1,081,838.91 Renovation of BK Roberts lecture hall. FSU Contract 2023-FAC-06198.
Rippee Construction Inc	$1,429,567.61 Flooring and lighting upgrades for Montgomery Hall. FSU Contract 2023-FAC-06198.
Rippee Construction Inc	$1,107,032.22 Envelope repairs for College of Criminology and Justice. FSU Contract 2023-FAC-06198.
Sciberus Inc	$1,201,504.85 Math deficiency portal. Exempt - Purchases from firms or individuals who are prescribed by state or federal law or specified by a granting agency.
Sciberus Inc	$1,006,395.79 CPALMS Programming. Exempt - Purchases from firms or individuals who are prescribed by state or federal law or specified by a granting agency.
Smyrna Ready Mix LLC	$1,025,260.00 DPO for ready-mix concrete for FSU Academic Health Center. FSU contract 2024-PD&C-10740 (Ajax).
Southern Standard Construction	$1,073,011.51 Restoration of chemical science labs (CSL). FSU contract 2022-FAC-06050.
Southern Standard Construction	$1,026,556.31 Roof repairs for FSU Commonwealth Building. FSU contract 2023-FAC-06199.
Specs-TII Inc.	$1,162,000.00 Scanning Tunneling Microscope. FSU ITB # 6690-3.
Stearns Weaver Miller Weissler Alhadeef	$1,137,200.00 Groundwater mediation for low-level radiation waste site in Apalachicola forest. Emergency exemption.
Tom Barrow Co	$1,142,563.00 Installation of air handling units for FSU Academic Health Center. DPO under executed Ajax contract 2024-PD&C-10740.
Trane US Inc	$1,355,057.00 Installation of chillers for FSU Academic Health Center. DPO under executed Ajax contract 2024-PD&C-10740.

Visionworx LLC dba AVI Systems	$1,195,217.00 A/V equipment for Doak Campbell Stadium renovation project. Seminole Boosters contract.
Wesco Distribution, Inc.	$1,496,797.00 Installation of electrical equipment/parts for FSU Academic Health Center. DPO under executed Ajax contract 2024-PD&C-10740.

$1.5M+ (47 total)

(AHP) Architectural Hardware Products	$2,179,781 DPO order for doors & hardware materials for COB Legacy Hall project. Alternate source contract.
Ajax Building	$2,503,806.00 Dittmer building envelope (parapet wall replacement). UNF continuing services contract.
Applied Science and Technology Research	$2,999,935.00 Sub-award for leadership services. Exempt - single source and specific contractor prescribed by law or grant.
Childers Construction Co., Inc.	$2,162,140.48 Fine Arts building envelope repairs. FSU contract 2023-FAC-06197.
Childers Construction Co., Inc.	$1,688,492.00 Pre-construction services for Pepper building envelope. FSU contract 2023-FAC-06197.
Childers Construction Co., Inc.	$1,796,648.00 GMP contract for Chilled Water Loop Extension project. FSU contract 2023-FAC-06197.
City of Tallahassee	$3,000,000.00 Airport Gateway – Joint Project Agreement. Exempt.
City of Tallahassee	$5,671,908.74 Campus bus service. FSU ITN 5827-A.
Creative Sign Designs LLC	$2,181,813.40 Permanent Signage and Wayfinding. Seminole Boosters contract.
Cumming Management Group Inc	$2,055,000.00 Pre-design & Design, Pre-Demolition Planning, Construction and Project Close-out related to NW Campus Housing, Dining Services and Parking Garage Improvements. Alternate source contract. Term: 11/18/2024 - 2/29/2028.
D.E. Scorpio Corporation	$2,473,559.00 Preconstruction, Construction Manager's Fee, Construction Phase Service Expenses for new lacrosse field and facility. FSU contract 2025-PD&C-12752.
Ebsco Industries, Inc.	$3,466,153.00 Statewide library e-resources for FLVC. Exempt.

Egston Power Electronics GmbH	$1,933,091.00 Compiso System 800 kVA / 8 isolated Channels (Groups) of 4 Amplifiers. Prescribed by Federal grant.
Ensono LLC	$20,916,460.15 Three PO's. Mainframe software for NWRDC. FSU ITN # 7001-6.
Ex Libris (USA) Inc	$1,518,890.41 Alma and Primo software subscriptions for FLVC. UWF ITN #18ITN-06AJ.
Formetco, LLC.	$5,774,567.45 LED video boards for Doak Campbell Stadium. Seminole Boosters funded.
Graybar Electric Company Inc	$2,197,696.58 DPO for light fixtures related to Football Ops. Seminole Boosters executed contract.
Hellmuth, Obata & Kassabaum Inc	$8,850,054.00 Planning, designing and constructing a new addition for the College of Engineering's operations of approximately 164,000 square feet of new space. FSU RFQ 6596-M.
Imagination Station, Inc.	$4,100,000.00 Professional and product development and program marketing. FSU ITN 6612-6.
Insight Public Sector Inc	$1,521,319.90 Palo Alto Networks telecom equipment support for NWRDC. Florida contract 43210000-23-OMNIA-ACS.
Insight Public Sector Inc	$3,160,146.00 Microsoft Azure support for NWRDC. Florida contract 43210000-23-OMNIA-ACS.
Insight Public Sector Inc	$5,380,213.00 FDC Azure for NWRDC. Florida contract 43210000-23-OMNIA-ACS.
L&W Supply	$1,500,000.00 DPO for light gage metal framing, insulation, gypsum board, sheathing, gypsum accessories related to Football Ops project. Seminole Boosters contract.
Mad Dog Design and Construction Co., Inc	$3,791,818.44 Maryland Circle Renovation. FSU contract 2023-FAC-06196.
Mad Dog Design and Construction Co., Inc	$1,916,765.67 Jennie Murphree Hall AHU Replacement. FSU contract 2023-FAC-06196.
Mad Dog Design and Construction Co., Inc	$2,694,466.12 FAMU/FSU College of Engineering Envelope Repairs. FSU contract 2023-FS-06986.
Messer LLC	$1,500,000.00 Blanket PO for helium in bulk gas trailer, liquid helium in dewars, monthly gas trailer rental fee, and applicable emergency delivery fees for FSU Magnet Lab. FSU ITN 6521-3.
Microsoft Corporation	$3,223,316.26 FETPIP project (services) for the DOE, purchased by FLVC. State of FL Contract 43230000-15-01.

Millers Plumbing and Mechanical	$1,793,646.32 JOC project for NEW AC units for Indoor Tennis. FSU contract 2023-FAC-08288.
Mythics, LLC	$4,046,918.81 Oracle software licenses for NWRDC. Omnia Contract Region 4 / National IPA R190801.
Norstan Communications	$2,260,679.15 Zoom Blackbox software for ITS (year 1 of 5). FSU ITN 6652-4.
Otis Elevator Company	$1,636,385.61 Preventative maintenance services on FSU elevators. OMNIA contract and FSU Contract 2024-FAC-09927.
Peraton Inc.	$2,660,122.73 Storage as a Service for NWRDC.
Perma-Fix Environmental Services, Inc.	$1,978,000.00 Additional Characterization, Remediation, Component Removal and Waste Disposal at Ditmer Hall. DOE contract and FSU Contract 2025-EHS-11929.
Power Design Resources	$1,821,756.36 Light fixtures for Doak Campbell Stadium premium seating. Seminole Boosters contract.
Presidio Networked Solutions LLC	$1,502,259.10 ISPO IPS Servers and service for ITS. Carahsoft Technology Corp GSA contract 47QSWA18D008F.
Rippee Construction Inc	$3,192,812.56 GMP related to Panama City Campus Exterior Envelope Improvements. FSU Contract 2023-FS-06987.
Rippee Construction Inc	$2,463,843.00 GMP related to Sandels Building Envelope Repairs. FSU Contract 2023-FS-06987.
Rippee Construction Inc	$2,577,598.73 GMP contract for Carothers South Elevation Window Replacement. FSU Contract 2023-FAC-06198.
Roofconnect Logistics Inc	$2,172,510.44 Reroofing of University Center D Building. OMNIA contract #R230403.
Southern Standard Construction LLC	$5,564,583.83 GMP contract for Turnbull Conference Center Remodel. FSU contract 2023-FAC-06199.
Southern Standard Construction LLC	$2,709,971.97 Renovation of 5th floor in the Rogers Building under JOC. FSU contract 2022-FAC-06050.
The Emmes Company, LLC	$1,785,280.00 Statistical & Data Mgmt Lead service. Exempt - Purchases from firms or individuals who are prescribed by state or federal law or specified by a granting agency.
Walker Architects, Inc.	$14,777,500.00 Planning & design services for NW Campus Housing. RFQ 6596-M FSU Capital Projects – Project #8.

Willis A Smith Construction Inc	$1,919,815.00 GMP for CM Services for Ringling re-roof. FSU contract 2023-FAC-06200.
Willis A Smith Construction Inc	$1,620,449.00 GMP for Ringling Ca D' Zan roof replacement. FSU contract 2023-FAC-06200.
Xello Inc.	$3,600,000.00 Two PO's for Career Readiness Project for DOE (purchased by FLVC). FSU ITN 6343-6.

Five Year + Service Contracts – Expense

Less than $100K (191 total)

A-Frame Videography & Post Production	$4,000.00 expense FYE 2025. Term: 6/26/2024 - no end date. To secure performance rights for video about the Flying High Circus.
ACS Architectural Construction Services	$1,584.00 expense FYE 2025. Term: 10/13/2023 - no end date. Foodservice Design Proposal.
Active Internet Technologies LLC	$3,500.00 expense FYE 2025. Term: 6/30/2023 - 6/30/2028. Final site CMS platform.
Adobe Systems INC	$20,772.81 expense FYE 2025. Term: 9/29/2022 - 9/28/2025. Adobe Creative Cloud software.
Affinaquest	$0 expense FYE 2025. FSU Advancement, ISV Software. E&I Contract CNR01435. Term: 7/1/2024 – 6/30/2029, with four one-year renewals.
American Museum of Natural History	$0 expense FYE 2025. Term: 11/6/2023 - 9/29/2033. CLC-AMNH Dark Universe license for planetarium show.
Americas Second Harvest Of The Big Bend	$279.38 expense FYE 2025. Term: 12/12/2024 - no end date. Engineering Second Harvest.
American Speech Language Hearing Association (ASHA)	$8,839.99 expense FYE 2025. Term: 6/4/2025 - no end date.
Anser Advisory	$0 expense FYE 2025. Effective date thru 6/30/25 plus 2 1-year periods. Provides Construction Cost Estimating Services ITN 6353-A. Term: 11/13/2024 - 11/13/2029. Anser Award Assignment RFQ 6594-M.
Anthology Of Recorded Music Inc	$6,983.00 expense FYE 2025. Term: 9/23/2024 - 9/30/2029. DRAM Library Materials subscription, October 2024 - September 2029.

Anthony Travel LLC	$0 expense FYE 2025. Term: 03/19/2025 – 05/31/2028 plus one 2-year renewal option. Provides for FSU Athletics Travel Management Services ITN 6662-6
Anton Paar Germany Gmbh	$4,617.00 expense FYE 2025. Term: 9/25/2023 - 9/15/2033. Diffractometer purchase for FSU Mag Lab. ITN 6548-3.
Apogee Telcom INC	$49,999.80 expense FYE 2025. Term: 6/10/2021 – 6/30/2024 plus three 1-year periods. Provides for Athletics Direct TV Services. ITN 6234-6
Applied Biological Materials Inc.	$0 expense FYE 2025. Term: 9/18/2019 – 9/17/2029 and no renewal options. Material Transfer Agreement to use biological materials for research only for Human Sciences. Under Bid Limit.
Atelier 4 Inc.	$0 expense FYE 2025. Term: 4/9/2020 – 4/6/2025 plus five additional 1-year renewal terms. Customs Brokerage & International Freight Forwarding Services. ITN 6091-3.
Audienceview Ticketing Corp	$50,000.00 expense FYE 2025. Term: 7/1/2024 - 6/30/2031 plus two 1-year renewal options. Event Ticketing System AudienceView. Extended due to ITN 6473-6.
Axias FL LLC	$0 expense FYE 2025. Effective date through 6/30/25 plus 2 1-year periods. Provides Construction Cost Estimating Services ITN 6353-A.
B2B Environments Inc DBA Jack Porter Inc	$504.00 expense FYE 2025. Term: 10/14/2022 - no end date. Branding package for Legacy Hall.
Bakers Sports Inc	$0 expense FYE 2025. Term: 6/18/2024 - 6/30/2029. Athletic pads.
BCP Foley I LLC	$36,764.04 expense FYE 2025. Term: 2/1/2024 - 1/31/2029 plus two 5-year renewal options. Lease agreement.
Bento Tally LLC	$857.35 expense FYE 2025. Term: 9/26/2022 - no end date. Sponsorship agreement for FSU Homecoming.
Bevis Colonial Funeral Home	$22,500.00 expense FYE 2025. Term: 3/1/2020 – 12/31/2023 plus two 1-year renewal options. Provides for Cremation Services for College of Medicine. ITB 6107-6.
Big Ten Academic Alliance	$6,000.00 expense FYE 2025. Term: 7/14/2023 - 7/25/2028. Under this agreement, FLVC will join the Library Accessibility Alliance to help promote equitable access to library services and electronic resources.
Biodigital Inc	$0 expense FYE 2025. Term: 12/20/2022 - 12/31/2027. E-resource materials for FLVC.

Black Box Network Services	$0 expense FYE 2025. Term: 2/25/2025 – 2/25/2030, with two one-year renewals.
Blue Cross Blue Shield of Florida DBA Florida Blue Foundation	$0 expense FYE 2025. Term: 11/28/2023 - 12/30/2028. IMS_FL Blue Grant_2023-2028.
Bob S Auto Repair and Collision	$57,069.90 expense FYE 2025. Term: 10/4/2021 – 6/30/2024 (plus two 1-year renewal options). Provides for fleet maintenance services. ITN 6269-A.
Breakthrough Learning Inc	$0 expense FYE 2025. Term: 3/22/2023 - no end date. Friday Night at the ER kit for College of Medicine.
C&K Systems Inc	$16,326.49 expense FYE 2025. Term: 8/17/2023 - no end date. C&K Systems - Counterpoint Upgrade.
Cal Closets Retail Inc	$0 expense FYE 2025. Term: 9/10/2022 - no end date. Clothing closet for FSU Career Center.
Capital Transportation	$0 expense FYE 2025. Term: 4/6/2023 - no end date. University Health Services contract for one-way transportation services for patients.
Cedar Mountain Software Inc	$0 expense FYE 2025. Term: 12/9/2022 - 12/15/2027. Pantrysoft application for managing food pantries and food banks for Dean of Students.
Cell Lines Service LLC	$3,060.00 expense FYE 2025. Term: 11/4/2024 - 6/30/2034. Cytion Supply Agreement.
Coastal Carolina University	$0 expense FYE 2025. Term: 2/20/2024 - 5/1/2029. International Programs Coastal Carolina MOA.
Columbia Sportswear Co	$2,579.95 expense FYE 2025. Term: 10/13/2022 – no end date. Textile testing for Jim Moran College of Entrepreneurship.
Command Corporation	$80,874.75 expense FYE 2025. Term: 11/14/2022 – no end date. Beltpacks for RDCH house management for College of Music. RFQ.
Conservatorio di Musica "G. Puccini" di La Spezia	$0 expense FYE 2025. Term: 4/19/2024 - 4/19/2029. Conservatorio di Musica G. Puccini della Spezia, Exchange Agreement.
Corrigan Moving Systems Inc	$17,750.00 expense FYE 2025. Term: 8/9/2023 - no end date. Moving service for lab materials.
Creative Empire LLC DBA Mango Languages	$11,655.51 expense FYE 2025**.** Term 6/10/2022-12/31/2027. Provides language subscription services for Florida Virtual Campus. Exempt – Subscription Group E-Resources.

CSI Contracting	$0 expense FYE 2025. Term: 7/1/22-6/30/25 plus two 1-year renewals. Provides Job Order Contracting services RFQ-00536-2021
CVENT	$47,158.67 expense FYE 2025. Term: 7/1/2024 - 6/30/2029. Cvent College of Law.
Cyxtera Communications LLC	$6,456.10 expense FYE 2025. Term: 5/1/2024 - 4/30/2029 plus four 1-year renewal options. Alternate Data Center Site and Services. Extension of existing contract while ITN is finalized.
D.E. Scorpio Corporation	$0 expense FYE 2025. Term: 6/2/2025 - no end date. CB2400833 CMR - GMP 2. Term: 3/10/2025 - no end date. CB2300368 CMR.
Dankook University	$0 expense FYE 2025. Term: 11/21/2023 - 11/20/2028. Non-monetary contract for Center for Global Engagement.
David H Melvin Inc Consulting Engineers	$59,454.00 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides Civil Engineering Continuing Services, RFQ-00247-2019 and RFQ-00248-2019.
Department of The Navy	$0 expense FYE 2025. Term: 8/11/20 – 8/10/25. Panama City Educational Services. Exempt Services.
Devereux Advanced Behavioral Health Georgia	$0 expense FYE 2025. Term: 6/8/2024 - 6/8/2029. FSU Music Therapy Internship Site Agreement Deveraux.
Dewey Data Inc	$15,000.00 expense FYE 2025. Term: 3/27/2024 - 3/27/2029. The Warren Group - Property Data Set.
DGP Development, Inc.	$0 expense FYE 2025. Term: 1/30/2019 – 2/3/2027 plus two 4-year renewal options. Provides for Distributed Antenna System (DAS) Management for Athletics. ITN 5949-6.
Digital Theatre US LLC	$23,820.64 expense FYE 2025. Term: 1/1/2023 - 12/31/2027. Platform and content (high-definition films of stage productions that can be streamed on demand) for FLVC.
EAB Global Inc	$0 expense FYE 2025. Term: 5/4/2023 - 8/1/2027. Cloud-based online advising and academic support system. ITN 6418-4.
EIP Holdings II LLC	$1,845.00 expense FYE 2025. Term: 2/8/2023 - 2/28/2033. Lease agreement for tower in Mariana, FL for WFSU.

Emerald Publishing Limited	$0 expense FYE 2025. Term: 5/22/2023 - no end date. Emerald eJournal Backfiles Premier for University Libraries.
Ellana, Inc.	$0 expense FYE 2025. Effective date thru 6/30/25 plus 2 1-year periods. Provides Construction Cost Estimating Services ITN 6353-A.
Encyclopedia Brittanica	$21,663.98 expense FYE 2025. Term 1/1/2022-1/1/2027. Provides academic online database subscription for Florida Virtual Campus. Exempt – Subscriptions E-Resources.
Everbridge Inc	$10,277.08 expense FYE 2025. Term: 7/1/2024 - 6/30/2029. For system of communications and warnings for developing emergency situations. Master terms are with parent contract. Procured through GSA contract# Contract Number: #GS-35F-0692P, Period Covered by Contract: July 19, 2004, to July 18, 2024; Amendment will extend the period to June 30, 2029. Florida Division of Emergency Management Contract Number: D0003 RFQ# RFQ-DEM-18-19-021.
Florida Department of Environmental Protection	$10,038.02 expense FYE 2025. Term: 10/31/2023 - no end date. State of Florida DEP Permission to Enter Property.
Florida Emergency Physicians	$11,200.00 expense FYE 2025. Term: 9/25/2023 - 9/25/2028 plus five 1-year renewal options. Florida Emergency Physicians Kang & Associates.
Florida State Courts System	$0 expense FYE 2025. Term: 1/29/2024 - 1/29/2029 plus five 1-year renewal options. Dark Fiber License Agreement (ITS).
Florida Virtual School	$11,913.75 expense FYE 2025. Term: 11/1/2023 - 10/31/2026 plus two 1-year renewal options. NWRDC provides the school with the data center products and services outlined in Attachment A.
Front Rush LLC	$19,140.00 expense FYE 2025. Term: 6/25/2020 – 6/30/2024 plus two 1-year renewal options. Provides FSU Athletics Recruiting and Compliance Software. ITN 6130-6.
Full Swing Golf Inc	$59,505.00 expense FYE 2025. Term: 12/4/2024 - 12/4/2029. Golf simulator for the bowling and billiard's area.
Galante Art Conservation, LLC	$0 expense FYE 2025. Term: 10/9/2023 - 10/9/2028 plus one 4-year renewal option. Art Conservation and Restoration Services for the John & Mable Ringling Museum of Art. ITN 6531-6.

Gartner	$3,825.00 expense FYE 2025. Term: 5/29/2025 - 5/31/2030 plus 4 1-year renewal options. ITN 6679-1 Gartner Information Technology Research & Advisory Services.
George & Associates Consulting Eng Inc	$0 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides Civil Engineering Services for Minor Projects, RFQ-00247-2019.
Gideon Taylor Consulting LLC	$4,536.00 expense FYE 2025. Term: 3/2/2023 - 3/1/2028. PaymentTalk / PaymentWorks vendor software. Exemption 4 proprietary computer software, accessories and supplies, including expendable items from a single source for existing equipment and systems where no other manufacturer's product can be used.
Global Construction Estimating	$0 expense FYE 2025. Effective date thru 6/30/25 plus two 1-year periods. Provides Construction Cost Estimating Services ITN 6353-A.
Goldstein & Guilliams PLLC	$15,000.00 expense FYE 2025. Term: 4/29/2025 - no end date. 25-26 The Lost Things.
Gulf County Schools	$250.00 expense FYE 2025. Term: 7/7/2025 - 7/7/2030. FSU CEHHS - Gulf District Schools.
H2Engineering, Inc.	$31,312.00 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides MEP Engineering Services for Minor Projects, RFQ-00243-2019.
Hansung University	$0 expense FYE 2025. Term: 10/31/2023 - 10/30/2028. Hansung University.
Heck Industries dba Jay Heck	$0 expense FYE 2025. Challenger Learning Center, 50-year warranty license agreement for Laser Fantasy shows. QQ 6643-5. Term: 3/21/2025 – 3/21/2075.
Hilltop Securities Inc	$14,525.00 expense FYE 2025. Term: 12/7/2023 - 12/6/2028 plus four 1-year renewal options. Agreement for Hilltop Securities Municipal Advisor. State Board of Administration RFP 2023-1.
Hiroshima University	$0 expense FYE 2025. Term: 11/8/2023 - 11/8/2028. Hiroshima University, Exchange Agreement.
Honorlock Inc	$42,700.00 expense FYE 2025. Term: 12/4/2024 - 12/12/2029 plus 4 1-year renewal options. This agreement was awarded to Honorlock, Inc. in response to ITN 6619-6 for the purpose of providing the Florida Virtual Campus (in partnership with Florida's colleges and universities, career, and technical education centers) live and online proctoring services.

Hoy Stark Hagan Architects	$0 expense FYE2022. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides Architect Services for Minor Construction Projects, RFQ-00240-2019.
Human Motion Technologies LLC	$3,654.00 expense FYE 2025. Term: 8/14/2023 - no end date. This Contract is executed to procure from HUMOTECH a unique robotic prosthetic, in this case a facsimile of a human leg to support the research of new faculty member Dr. Taylor Higgins.
Iclemyer Inc	$0 expense FYE 2025. Term: 12/7/2023 - no end date. Darren Criss Golden Torch 10/13/23.
Iconic Group Inc Dba Grad Images	$0 expense FYE 2025. Term: 10/1/2023 - 12/31/2028 plus one 4-year renewal option. Commencement Photography Services. ITN 6488-6.
IDC Research, Inc.	$0 expense FYE 2025. Term: 5/27/2025 - 5/31/2030 plus 4 1-year renewal options. ITN 6679-1 IDC Information Technology Research & Advisory Services.
IGI Global	$157.50 expense FYE 2025. Terms: 1/1/2023 - 12/31/2027 and 2/15/2023 - no end date. eBooks and eJournals collections for FLVC.
IMAX Corp	$54,523.19 expense FYE 2025. Term: 1/30/2021 – 1/29/2026. IMAX projection system and trademark. Exempt Service.
Info Tech Research Group Inc	$0 expense FYE 2025. Term: 5/23/2025 - 5/31/2030 plus 4 1-year renewal options. ITN 6679-1 Infotech IT Research & Advisory Services.
Ingersoll Rand Co	$9,806.76 expense FYE 2025. Term: 6/21/2024 - 6/24/2029. FEM. ITN 6490-3.
Itasca Consulting Group Inc	$0 expense FYE 2025. Term: 8/24/2023 - no end date. Itasca-Wasman/Demi.
Jimmie Crowder Excavating & Land Clearing	$35,159.22 expense FYE 2025. Term: 11/25/2024 - no end date. Public Safety Fence--Release of Property Damage--Crowder.
John Wiley & Sons, Inc.	$68,485.50 expense FYE 2025. Term: 4/5/2024 - 12/31/2026. Wiley online journals database for University Libraries. Exempt Service.
Johnson-Laux	$0 expense FYE 2025. Term: 7/1/22 - 6/30/25 plus two 1-year renewals. Provides Job Order Contracting services RFQ-00536-2021.

Jonkoping University	$0 expense FYE 2025. Term: 4/23/2024 - 4/23/2029. Jonkoping University, Exchange Agreement.
Kanopy	$55,353.21 expense FYE 2025. Term: 1/1/2024 - 1/1/2029. FLVC is entering into this Master e-Resource Subscription Agreement on behalf of the Florida College and State University Systems.
Kranos Corporation	$0 expense FYE 2025. Term 2/11/2022-2/15/2027. Provides football helmets and reconditioning. ITN 0606-6.
Kurita America Inc	$49,611.29 expense FYE 2025. Term 2/28/25 – 4/1/30 (plus one 5-year renewal option). Provides water treatment chemicals, equipment and service. ITN 6654-3.
Leaf Capital Funding LLC	$33,266.06 expense FYE 2025. Term: 6/30/2023 - 6/30/2028. Lease agreement for Verkada Command cloud service & VX subscription provided by CDW.
Local Coffee Co	$0 expense FYE 2025. Term: 1/14/2022 - 6/30/2032. Provides local tea licensing.
Lucid Software Inc	$10,280.01 expense FYE 2025. Term: 7/26/2024 - 7/25/2029. LucidChart provides a diagramming solution for the Division of Research to visually share project status and processes. Web/cloud-based.
Mahidol University International College	$0 expense FYE 2025. Term: 11/28/2023 - 11/28/2028. Mahidol University International College, Exchange Agreement.
Marpan Supply Co Inc	$75,892.72 expense FYE 2025. Term: Effective Date - 6/30/27 (plus two 1-year renewal options). FSU Leases trash compactors for Oglesby Union.
Maximus Inc	$22,100.00 expense FYE 2025. Term: 7/1/2023 – 7/30/2026. Provides for maximus consulting services – webspace license agreement and CRIS License and Consulting Agreement for Sponsored Research Services. Exempt: Proprietary Computer Software.
Mazevo LLC	$9,823.62 expense FYE 2025. Term: 8/1/2022 - 8/1/2028. Scheduling system and EMS data conversion for Oglesby Union.
Mc Ginnis & Fleming Engineering	$39,812.00 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides MEP Engineering Services for Minor Projects, RFQ-00243-2019.
McKim & Creed, Inc.	$0 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation

	18.001(h). May be terminated by the Owner at its sole discretion upon seven days written notice. Provides MEP Engineering Services for Minor Projects, RFQ-00243-2019.
Mid Florida Armored & ATM Services	$50,808.00 expense FYE 2025. Term: 7/1/2023 – 6/30/2025 plus three 1-year renewal options. Provides for Armored Car Services. RFQ.
Missouri Community Action	$6,030.00 expense FYE 2025. Term: 10/10/2024 - 10/31/2029. Missouri Community Action Network.
Modern Language Association Of America	$14,332.00 expense FYE 2025. Term: 1/21/2025 - 1/21/2030 plus 4 1-year renewal options. FLVC administers MLA Handbook subscriptions on behalf of participating Florida universities and colleges; execution of this order made under the FSU-MLA Master Agreement provides participating universities and colleges access to the identified subscription products.
Morningstar Inc	$0 expense FYE 2025. Term: 1/1/2023 -Termination upon written notice of non-renewal to the other party no later than ninety (90) days prior to the expiration of the term. Not to exceed ten (10) years. Investment advisory services for HR.
Muhlenberg College	$0 expense FYE 2025. Term: 3/25/2024 - 5/1/2029. International Programs Muhlenberg MOA.
National Student Clearinghouse	$739.95 expense FYE 2025. Term: 11/8/2024 - termination at any time by providing 60 days' prior written notice of termination to the other party. Not to exceed ten (10) years.
Noldus Information Technology Inc	$18,399.00 expense FYE 2025. Term: 6/26/2023 - 6/25/2028. Additional Observer XT Coder license for College of Medicine.
Nuventive LLC	$93,220.00 expense FYE 2025. Term 3/27/18 – 3/26/2022 (plus five 1-year renewal options). Provides for Strategic Planning Software. Exempt Service in accordance with FSU-2.015 (9)(d)(14).
Office Of Legislative Services	$0 expense FYE 2025. Term: 5/24/2024 - 6/30/2025. WFSU will provide television programming and distribution services to the Florida Legislature.
Paramount Vending Services Corporation	$0 expense FYE 2025. Term: 7/8/2024 - 7/31/2029 plus one 4-year renewal option. Traditional and other snack vending agreement. ITN 6592-6.
Payment Works Inc	$96,900.00 expense FYE 2025. Term: 12/15/2022 – 12/15/2025. Supplier onboarding software. Alternate Source Contract, University of Utah RFP # UU134269255-A.

Pearson	$78,640.10 expense FYE 2025. College of Arts and Sciences, API setup and individual participant data service/storage. Exempt – proprietary. Term: 10/4/2024 – 10/3/2029.
Penguin Random House LLC	$8,000 expense FYE 2025. Term: 6/1/2020-Cancellation or Termination with notice. Exempt: Copyright Agreement for Fine Arts.
Performance Engineering Group, Inc.	$0 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides MEP Engineering Services for Minor Projects, RFQ-00243-2019.
Photon Manufacturing LLC	$15,862.50 expense FYE 2025. Term: 4/15/2025 - 4/15/2030. CLC-Photon Manufacturing.
Pier Park LLC	$18,000.00 expense FYE 2025. Term: 3/10/2025 - no end date. Tabling at Pier Park.
Pinellas County Schools	$250.00 expense FYE 2025. Term: 6/30/2025 - 6/30/2030. FSU CEHHS - School Board of Pinellas County.
Preferred Construction Management	$0 expense FYE 2025. Effective date through 6/30/25 plus two 1-year periods. Provides Construction Cost Estimating Services ITN 6353-A.
Pittman Law Group	$82,456.00 expense FYE 2025. Term: 8/17/2022 – 6/30/2024 plus two 1-year renewal options, renewed through 2026. Provides governmental legal consulting services for SGA. ITN 6368-6.
Quadient Leasing	$11,485.02 expense FYE 2025. Term: 12/3/2022 - 6/30/2028. Real-time integration UAT test results for new meter machine for OBS. Term: 11/26/2024 - no end date. SWO for professional services to relocate server from existing location to FSU ITS.
Ragans & Roberts Inc	$29,923.42 expense FYE 2025. Term: 7/2/2024 – 6/30/2029 with 5 consecutive periods of five years. Lease of property at 609 W. Tennessee Street. Contract ended with the purchase of property on 10/22/2024.
Riverside Medical Group	$0 expense FYE 2025. Term: 9/27/2023 - 9/27/2028. Riverside Medical Group.
Rogers Gunter Vaughn Insurance	$0 expense FYE 2025. Term: 11/1/2017 – 11/1/2022 (plus one 5-year renewal option). Provides insurance for Florida High School. ITN5876-A.
Ruckus Wireless Inc	$0 expense FYE 2025. Term: 2/9/2024 - 6/30/2025 plus one 2-year renewal option. Ruckus IT/TELECOM/SECURITY EQUIPMENT 2024.

Rural Urgent Care, LLC	$0 expense FYE 2025. Term: 10/25/2023 - 10/25/2028. Rural Urgent Care, LLC.
SAE International	$23,000.00 expense FYE 2025. Term: 5/19/2023 - no end date. EDGE reports purchase for University Libraries. Exempt - Subscriptions.
Sales Tax - FL Dept of Rev	$55,352.63 expense FYE 2025. Term: 7/1/2024 - 6/30/2027 plus two 1-year renewal options. NWRDC provides data center products and services outlined in Attachment A.
Same Day Transcriptions Inc	$0 expense FYE 2025. Term: 2/23/2024 - 1/31/2030. SAME DAY TRANSCRIPTIONS INC.
School Board Of Sarasota County	$3,459.86 expense FYE 2025. Term: 7/1/2025 - 7/1/2030. FSU CEHHS - School Board of Sarasota County.
School District Of Escambia County	$2,576.00 expense FYE 2025. Term: 2/18/2025 - 6/30/2030. FSU CEHHS - Escambia County School District Affiliation Agreement.
SCL Holdings Inc (SC Logic)	$8,922.33 expense FYE 2025. Term: 6/20/2021 – 6/30/2024 (plus two 2-year renewal options). Provides for a postal campus mail delivery and tracking management system. ITN5781-4.
Secureworks Inc	$62,742.12 expense FYE 2025. Term: 6/25/2024 - 7/1/2027 plus three 1-year renewal options. NWRDC-Secureworks Global Partner Agreement for the purchase & resale of Secureworks products & services to NWRDC Customers. State of FL contract NASPO #AR2472 FL Contract # 43230000-NASPO-16-ACS.
Seoul National University	$0 expense FYE 2025. Term: 12/8/2023 - 12/8/2028. Seoul National University.
Sertoma Speech & Hearing Foundation	$0 expense FYE 2025. Term: 11/13/2023 - 11/30/2028. Sertoma Speech & Hearing - SCSD.
Sierra Cedar Inc	$60,000.00 expense FYE 2025. Term: 10/2/2019 – 6/30/2024 plus one remaining 1-year renewal term, extended until new ITN is awarded. IT Managed Services and Staff Augmentation. ITN 5981-1.
Signature Championship Rings	$0 expense FYE 2025. Term: 11/3/2022 – 8/31/2025 plus three 1-year renewal options. Provides multiple sports award and championship rings, for the Athletic Department. ITN 6391-6.
Sookmyung Women's University	$0 expense FYE 2025. Term: 10/24/2023 - 10/24/2028 and 2/22/2024 - 2/21/2029. Sookmyung Women's University exchange agreement.

Springer Nature America	$0 expense FYE 2025. Term: 4/24/2023 - 12/31/2025. Journals subscription for University Libraries. Exempt - Subscriptions.
SRI International	$6,800.00 expense FYE 2025. Term: 2/1/2024 - no end date. To secure a membership with the Quantum Economic Development Consortium.
State University of New YorkBinghamton	$0 expense FYE 2025. Term: 1/19/2024 - 5/1/2028. Binghamton University MOA.
SurveyMonkey Com LLC	$54,646.00 expense FYE 2025. Term: 8/28/2021 – 8/27/2025. Provides submission management software system services. RFP/ITN# KDC010821 App Management - UConn/Connecticut MSA.
Symplicity Corp	$32,156.41 expense FYE 2025. Term: 8/26/2019 – 1/31/2028. Software License Agreement for the Career Center. Exempt: Proprietary Computer Software.
Tallahassee Highland Development Inc	$23,375.00 expense FYE 2025. Term: 12/1/2024 - 11/30/2029. 800 Capital Circle.
Take 5 Oil Change	$663.24 expense FYE 2025. Term: 10/4/2021 – 6/30/2023 (plus two 1-year renewal option). Provides for fleet maintenance services. ITN 6269-A.
Taylor Shaw	$0 expense FYE 2025. Term: 9/16/2022 - 9/16/2027. Rights to use murals on Panama City campus in marketing and advertising campaigns.
Taylor & Francis Group	$70,310.38 expense FYE 2025. Term: 12/12/2022 - 12/31/2025. Online journals subscription for University Libraries. Exempt - Subscriptions. Term: 6/2/2025 - no end date. Taylor & Francis Backfiles 2025.
Taylor County Schools	$75.00 expense FYE 2025. Term: 2/27/2025 - 2/27/2030. FSU CEHHS - Taylor County Schools.
Telaforce	$0 expense FYE 2025. Term: 6/3/2019 – 6/30/2024 plus one remaining 1-year renewal option. GSA contract to be used for future purchases. Provides for NWRDC Service Desk. ITN6033-6.
Tend Academy Ltd	$0 expense FYE 2025. Term: 12/18/2023 - 12/18/2028 plus one 4-year renewal option. Consulting Services for Comprehensive Workforce Enhancement. ITN 6575-6.
The Adler Planetarium	$3,500 expense FYE 2025. Term: 4/10/2024 - 4/10/2029. CLC-OneWorld.
The Chronicle of Higher Education	$63,747.00 expense FYE 2025. Term: 1/1/2022-1/1/2027. Provides news and information access. Exempt – advertising.

The Edgewater Corporation of Tallahassee	$0 expense FYE 2025. Term: 7/1/2016 - 9/30/2026. 2016:105 The Edgewater Corp.
The Miriam Hospital	$600.00 expense FYE 2025. Term: 3/8/2022 - 6/30/2027. Provides HIV viral load testing. Request-for-quotes.
The Spelman & Johnson Group	$0 expense FYE 2025. Term: 9/23/2022 - no end date. Executive Search for University Housing Senior Associate Director. RFQ.
The Woods Hole Group Inc	$268.40 expense FYE 2025. Term: 1/8/2024 - no end date. WHOI.
Tso City Centre Tallahassee LP	$31,425.95 expense FYE 2025. Term: 3/1/2025 - 9/30/2030. 227 Bronough Street.
Uniti Fiber Holdings Inc	$40,576.21 expense FYE 2025. Term: 4/5/2025 - 4/4/2030. New service for the Film school, formerly Regal Cinema. Term: 11/4/2024 - 11/4/2029. 60-month service order to renew the current 200M Uniti Metro E connection in place at CML (Coastal Marie Lab).
Universita Per Stranieri Di Perugia	$0 expense FYE 2025. Term: 3/14/2024 - 3/14/2029. Universita Per Stranieri Di Perugia, Exchange Agreement.
University of Botswana	$0 expense FYE 2025. Term: 1/31/2024 - 1/31/2029. University of Botswana, Exchange Agreement.
University of Delaware	$94,247.82 expense FYE 2025. Term: 8/26/2019 – Until terminated. Software License Agreement to share Peoplesoft custom source code developed for the digital promotion and tenure solution for FSU’s Oracle Peoplesoft HCM System.
University of Montevideo	$0 expense FYE 2025. Term: 10/27/2023 - 10/27/2028. University of Montevideo, Exchange Agreement.
University of Surrey	$0 expense FYE 2025. Term: 11/17/2023 - 11/17/2028. University of Surrey, Exchange Agreement.
University of Sussex	$0 expense FYE 2025. Term: 7/1/2024 - 6/30/2029. University of Sussex, Exchange Agreement.
University Of West Florida	$13,510.00 expense FYE 2025. Term: 10/1/2024 - 12/31/2049. 2016:900 UWF Agreement and letter of Intent for FSU Libraries to join a service agreement authored by the Florida Academic Library Services Cooperative, on behalf of their 40 institutional members, for a suite of services including interlibrary loan and cataloging access.
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US Army Research Inst of Enviro Med	$0 expense FYE 2025. Term: 7/13/2022 - no end date. Heat flux testing services by Jim Moran College of Entrepreneurship.

Vasp Software Gmbh	$7,576.76 expense FYE 2025. Term: 2/17/2023 - no end date. VASP software license agreement for Department of Chemistry and Biochemistry.
Vias Academia LLC	$671.40 expense FYE 2025. Term: 10/11/2022 - no end date. SIMULIA teaching suite for FAMU-FSU College of Engineering.
Voya Retirement Insurance and Annuity Co	$0 expense FYE 2025. Term: 2/4/2023 - no end date. May be terminated at any time by providing (30) day written notice to Morningstar. 403(b) plan sponsorship for Human Resources.
Wakulla County Schools	$725.00 expense FYE 2025. Term: 6/30/2025 - 6/30/2030. FSU CEHHS - Wakulla County School District.
Waste Connections	$71,094.88 expense FYE 2025. Term: 4/6/2020 – 4/1/2025 plus 5 additional renewal years. Provides for recycling services for Ringling/Aslo. Per Request for Quotes.
WCG Clinical, Inc.	$0 expense FYE 2025. Term: 3/26/2024 - 3/28/2029 plus one 4-year renewal option. For various clinical trial support services.
Wellpath Recovery Solutions, LLC	$0 expense FYE 2025. Term: 9/26/2023 - 9/26/2028. Wellpath Recovery Solutions, LLC.
Wells Fargo	$42,958.15 expense for banking fees FYE 2025. $1,133,202.56 revenue from PCard program rebates. Term (PCard): 9/28/2017 – 9/27/2027 currently in 5-year renewal, ITN in process. Term (Banking): 8/28/20 – 12/31/23 with one 5-year renewal. ITN 5824-A.
Wenger Corp	$2,282.28 expense FYE 2025. Term: 9/11/2024 - no end date. CoM Wenger Opperman Chairs.
WGBH Educational Foundation	$10,122.54 expense FYE 2025. Executed 7/24/2024 for WGBH Materials Release.
Women's Care - Tampa	$0 expense FYE 2025. Term: 8/16/2023 - Termination at any time and for any reason upon not less than thirty (30) days prior written notice to the other party. Women's Care.
Wonderin LLC	$0 expense FYE 2025. Term: 7/8/2022 - Termination at least thirty (30) days prior to the end of the then-current term Student onboarding solution for Jim Moran College.
World Scientific Publishing	$10,000.00 expense FYE 2025. Term: 4/24/2025 - Cancellation by FSU upon 30 days written notice no to exceed ten (10) years. World Scientific e-book service institutional user license agreement.

Yellow Cab (dba Capital Transportation)	$163.92 expense FYE 2025. Term: 7/2/2022 – 6/30/2025 plus two 1-year renewal options to 6/30/2027. Yellow Cab provides late night taxi service to students for a fixed fee ($12) in an agreed upon geographical area and a fixed fee ($23) for transportation to the airport. Student Government pays 56% ($5) of cost, and FSU pays 44% (4) of the cost for late night taxi service.
Yujiro Seki	$1,200.00 expense FYE 2025. Term: 3/13/2025 - no end date. Carving the Divine 2025.
Collection Services (SUS Multi-Award)	Term: 7/1/2018 – 6/30/2025 (plus two 2-year (15 vendors) renewal options extending to 6/30/2027). Provides unpaid account collection services for state university system. Discounts of 17-23% as negotiated. POs are not issued. ITN 5879-A (FSU utilized Conserve $27,017.22 expense, General Revenue Corp $12,531.68 expense, Schuerger $4,946.50 expense, Radius Global (formerly Windham Professionals) $620.79 expense, Williams and Fudge $46,410.09 expense - FYE 2025).

$100K - $1M (101 total)

Academic Analytics LLC	$416,507.00 expense FYE 2025. Term: 10/23/2024 - 12/31/2030.
Ace Contracting & Services	$157,400.00 expense FYE 2025. Term: 8/10/2022 – 6/30/2023 plus two 1-year and one 2-year renewal options for Doak Campbell stadium cleanup services (ITN 6370-6) and 8/9/2022 – 6/30/2027 for Dick Howser baseball stadium cleanup Services (ITN 6370-6).
Adam Matthew Digital Ltd	$0 expense FYE 2025. Term: 4/15/2024 - 4/15/2029. Adam Matthew Impact 2024.
Advanced Drying Systems	$186,459.81 expense FYE 2025. Term: 6/3/2025 - 6/3/2030. Water Extraction, Mold Remediation and Restoration Services - ADS.
Affiliated Engineers SE	$228,652.75 expense FYE2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides MEP Engineering Services for Minor Projects, RFQ-00243-2019.
Air Liquide (Airgas)	$274,032.93 expense FYE 2025. Term: 6/12/2025 – 6/12/2032 Provides Industrial & Specialty Gases and Bulk Liquid Nitrogen & Liquid CO2. E&I Cooperative Contract # CR001268.
American Institute Of Physics Inc	$179,315.00 expense FYE 2025. Term: 12/6/2024 - 12/31/2029.

American Servco Inc.	$592,018.40 expense FYE 2025. Term: 7/1/20 - 6/30/23 plus two 1-year renewal options. Provides Cleaning Services for FSU Athletics. FSU ITN 6167-A.
Applied Science & Technology Research	$309,129.99 expense FYE 2025. Term: 9/25/2024 - 9/27/2027. Subaward agreement for ASTRO America for developing InSPIRE as a US hub for Aerospace/Defense manufacturing research and education.
Asolo Repertory Theatre	$576,929.40 expense FYE 2025. Term: 11/15/2023 - 6/30/2027. FSU-Asolo Operating Agreement Renewal 2023-2027. Services between the FSU Asolo Conservatory for Actor Training and Asolo, Inc. FSU Foundation funded.
Avalanche Partnership LLP	$538,756.30 expense FYE 2025. Term: 10/1/2022 - 9/30/2027 plus one 5-year renewal option. FLVC lease agreement.
Avis Budget Group	$329,566.86 expense FYE 2025. Term: 9/30/2020 - 9/30/2025. DMS's Avis Contract: 78111808-20-1.
Axon Enterprise Inc (Taser International)	$297,859.82 expense FYE 2025. Term: 3/31/2021 – 3/31/2022 plus optional 5-year renewal term. Provides for cloud services for vehicle cameras and body cam software for Public Safety. Sourcewell contract: Axon Enterprise Public Safety Video Surveillance #010720-AXN.
Barnett Fronczak Barlowe & Shuler	$437,975.10 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides Architect Services for Minor Construction Projects, RFQ-00240-2019.
BKJ INC	$624,339.64 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides Architect Services for Minor Construction Projects, RFQ-00240-2019.
Blackboard Transact (software for OBS only)	$228,758.92 expense FYE 2025. Term 07/01/2023 – 6/30/2028 plus two 1-year renewal options. Blackboard is the software application that handles the cash transactions for the FSU Card Dining, Vending, Laundry Services, and Pay-4-Print. NCPA master contract # 01-100**.**
Bliss & Nyitray, Inc.	$251,545.13 expense FY2022. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides Structural Engineering Services for Minor Projects, RFQ-00248-2019.

Cambridge University Press	$163,648.80 expense FYE 2025. Term: 4/8/2024 - 12/31/2026 plus two 1-year renewal options. Consortium e-Resource License Agreement for FLVC on behalf of the Florida SUS.
Catapult Sports Inc	$401,406.00 expense FYE 2025. Term: 7/1/2019 – 6/30/2024 plus two 2-year renewal options. Provides for FSU Athletics Video Editing Software System. ITN 6106-6.
Cengage Learning	$494,553.01 expense FYE 2025. Term: 1/1/2023 - 12/31/2026 plus one 1-year renewal option and 1/1/2024 - 12/31/2024. Database subscription agreements for FLVC. Exempt – Subscription. Term: 6/24/2025 Termination upon 30 days' prior written notice. Agreement to offer online courses for Panama City Campus.
Centralcast LLC	$114,858.83 expense FYE 2025. Term: 6/20/2023 - 6/20/2028 plus one 4-year renewal option. WFSU television master control services.
Centurylink	$552,153.93 expense FYE 2025. Term: 12/14/2023 - 12/12/2028. NWRDC is engaging the vendor to provide data center goods and services as described in the service orders.
Chicago-Soft Ltd	$146,031.00 expense FYE 2025. Term: 10/1/2024 - 9/30/2029 plus 4 1-year renewal options. NWRDC agreement to license Chicago-Soft's MVS/QuickRef software (online quick reference tool for ISPF & CA-Roscoe users). 8.30.24: New master agreement to place all products used by NWRDC/State Data Center under same agreement, and extend agreement through 2029.
Clarivate Analytics CO	$287,275.95 expense FYE 2025. Term: 12/20/2022 - 12/31/2026. Web of Science citation index for FLVC. Exemption - Memberships / Subscriptions.
Clark Productions Inc	$117,439.11 expense FYE 2025. Term: 12/20/2024 – 12/19/2029. College of Music, Ruby Diamond Concert Hall Sound System Replacement. ITN 6645-4. Term: 12/20/2024 - 12/19/2029. Ruby Diamond Concert Hall - Line Array Sound System Replacement.
Collier Health Services	$488,755.92 expense FYE 2025. Term: 10/7/20 – 9/30/25 plus one 5-year renewal option. HCH Immokalee health services for COM. Exempt Services.
Comcast Inc	$124,348.44 expense FYE 2025. Term 7/20/2021-7/20/2026. Provides internet service and equipment and enterprise services for ITS.

Concur Technologies LTD	$184,608.00 expense FYE 2025. Term 9/30/2021 – 9/29/2026. Travel expense management for the Controller's Office. Per 2019-PROC-00174 and E&I contract CNR01490 – 683491.
Conference Technologies Inc	$981,163.28 expense FYE 2025. Term: 6/21/2023 - 6/30/2028. Graphics system for WFSU. ITB 6335-A.
Cook Brothers	$319,925.20 expense FYE 2025**.** Term: 7/1/22-6/30/25 plus two 1-year renewals. RFQ-00536-2021 Provides Job Order Contracting services RFQ-00536-2021.
Crown Castle Fiber LLC	$234,061.85 expense FYE 2025. Term: 10/28/2022 - 10/30/2027. Fiber connectivity for WFSU master control. GSA contract number GS-35F-465DA.
Cumming Management Group Inc	$988,677.80 expense FYE 2025. Term: 10/13/2022 – project completion. Consulting services for FSU Health/IRCB/Legacy Hall project management services. Alternate source contract. Term: 11/18/2024 - 2/29/2028. Owner Representative Work Order - 2400626 NW Campus Housing, Dining and Parking Improvements.
DAG Architects	$100,556.25 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides Architect Services for Minor Construction Projects, RFQ-00240-2019.
Data.World Inc	$197,500.00 expense FYE 2025. Term: 9/29/2023 - 9/28/2026 plus three 1-year renewal options. Data World ITN 6501-4.
Deloitte	$107,868.00 expense FYE 2025. Term: 1/10/2024 - 1/10/2029 plus one 4-year renewal option. Consulting Services for Comprehensive Workforce Enhancement. ITN 6575-6.
Department of Management Services	$405,072.04 expense FYE 2025. Term: 5/22/2024 - 6/30/2026 plus two 1-year renewal options. NWRDC provides the department with the data center products and services outlined in the agreement.
Dial Communications	$247,924.66 expense FYE 2025. Term: 2/25/2023 - 2/25/2028 and 1/21/2016 - 1/20/2036. Installation and maintenance of fiber optic cable. Exempt – cabling services.
District Schoolboard of Putnam County	$541,535.41 expense FYE 2025. Term: 6/7/2024 - 7/31/2025. EVENT PLANNING LOGISTICS AND FISCAL SERVICES FLORIDA CENTER FOR READING RESEARCH. ITN 6571-6.

DocuSign Inc.	$286,400.00 expense FYE 2025. Term: 8/1/2021 - 7/31/2026. Electronic Signature Agreement. Piggyback off UF ITN20LD-133 Campus-wide SaaS eSignature Solution.
Echonous Inc	$148,200.00 expense FYE 2025. Term: 6/1/2024 - 5/31/2029. MED - EchoNous Ultrasound RMSCs.
Elliot Marshall Innes PA	$159,734.88 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides Architect Services for Minor Construction Projects, RFQ-00240-2019.
FedEx Corp	$252,741.98 expense FYE2022. Term: 11/28/2021 – 11/27/2026. Provides small package and freight delivery through OBS Postal Services**.**
Florida Department of Children & Families	$836,175.00 expense FYE 2025. Term: 10/13/2023 - 6/30/2025. FICW DCF Pre-Service NOA. Exempt – service provided by state agency.
Florida Lambdarail LLC	$732,559.77 expense FYE 2025. Term: 8/22/2019 – Upon Termination. Provides for Duo Security Phone Credits for ITS. Exempt – Contract or services provided by a DSO.
Framing Concepts Inc	$138,576.83 expense FYE 2025. Term 12/1/2023 – 11/30/2027. Provides diploma printing services. Per FSU Signed Contract #2024-ENROLL-08894 and per Virginia Tech RFP/Contract Number VTG-1466-2021.
Gilchrist Ross Crowe Architects	$256,367.68 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides Architect Services for Minor Construction Projects, RFQ-00240-2019.
Hammel Green & Abrahamson Inc	$714,599.65 expense FYE 2025. Term: 11/22/2022 - no end date. IRCB design services. Request for Qualifications. Term: 11/7/2024 - no end date. CB1527500 PSAA 07.
Hyland Software Inc	$281,458.39 expense FYE 2025. Term: 6/15/2018 – 6/14/2024 (plus four 1-year renewal options). Provides for OnBase Installation, Document Management Solution and Conversion from Nolij for 16 Departments. TCPN/NIPA Contract #R140404.
Instructure Inc	$655,388.31 expense FYE 2025. Term: 1/1/2021 - 12/31/2026. Canvas Higher Ed and Credentials software for ITS. ITN 5774-4.
International Fire Protection	$159,015.00 expense FYE 2025. Term 12/9/22 – 6/30/2027. ITB 6441-8.

Invested Property Management Group	$353,421.83 expense FYE 2025. Term: 7/11/2023 - 6/30/2025 plus two 1-year renewal options. Custodial Services for FSU Recreation & Wellness Centers. ITN 6528-A.
Iron Mountain	$563,556.75 expense FYE 2025. Term: 9/1/2023 - 8/31/2026. Libraries - Special Collections Relocation. OMNIA Contract.
Jaggaer	$513,214.22 expense FYE 2025. Term: 04/28/2021 – 04/27/2026. Provides electronic procurement and contracts software-as-a-service (SpearMart). E&I Contract #CNR-01486.
John S James Co	$141,418.74 expense FYE 2025. Term: 4/3/2020 – 4/2/2030. Customs Brokerage & International Freight Forwarding Services. ITN 6091-3.
Kaltura Inc	$453,579.38 expense FYE 2025. Term: 6/7/2019 – 6/06/2024 plus five 1-year renewal options. Video Platform – Office of Distance Learning. ITN 5955-4.
Leon County Research & Development	$148,903.39 expense FYE 2025. Term: 6/24/2024 - 5/31/2029. 2024:201 Innovation Park/Tallahassee.
Leon County Sheriff S Office	$389,737.56 expense FYE 2025. Term: 2/1/2020 - no end date. LCSO - Pennell.
Levi Ray & Shoup Inc	$175,707.92 expense FYE 2025. Term: 7/1/2024 - 6/30/2029 plus four 1-year renewal options. Software License Agreement for printer software. GSA contract: 47QTCA19D00CG.
Lyft	$336,974.05 expense FY 2024. Term: 7/28/2021 – 7/28/2026. For a ridesharing platform and mobile application for transportation services from one location to another.
Matheson Tri-Gas, Inc.	$847,243.09 expense FYE 2025. Term: 7/7/2020 – 6/30/2024 (plus two 1-year renewal options). Provides bulk liquid nitrogen. ITN 6144-3.
McGraw-Hill Education	$309,028.26 expense FYE 2025. Term: 12/20/2019 – 12/31/2029. Provides for web-based subscription services for related courses, content, and information for undergraduate studies. Exempt – training and education.
Medline Industries Inc	$171,631.32 expense FYE 2025. Term: 7/1/2015 – 12/15/2023 (plus two 1-year renewal options). Provides Medical Supplies for Campus Departments/Labs. E&I Contract #CNR01385.
Millenium Eagle Enterprises Inc	$840,412.41 expense FYE 2025. Term: 4/30/2024 - 6/30/2031 plus two 1-year renewal options. Student Mail, Shipping, Copy/Print, Student Storage and Move-In Move-Out Services. ITN 6530-6.

MLD Architects	$255,325.00 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides Architect Services for Minor Construction Projects, RFQ-00240-2019.
Modo Labs Inc	$330,021.36 expense FYE 2025. Term 9/15/2015 – 9/14/2024 (plus three 1-year renewal options). Provides base mobile platform services. ITN5716-4
Moore Bass Consulting	$312,730.71 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides Civil Engineering Services for Minor Projects, RFQ-00247-2019.
Newsbank Inc	$747,550.00 expense FYE 2025. Term: 12/5/2023 - 12/31/2028. Current and future subscriptions for FLVC on behalf of FSU and College Systems.
Northstar Church	$306,722.66 expense FYE 2025. Term: 5/1/2023 - 4/30/2028 plus 2 5-year renewal options. Lease agreement for The Collegiate School at FSU Panama City.
Opus Search Partners, Inc	$109,026.01 expense FYE 2025. Term: 5/8/2025 – 11/8/2025. Executive search services. Alternate source contract and RFQ.
Oxford University Press Inc	$739,715.55 expense FYE 2025. Term: 12/18/2019 – Until Terminated. Subscription and Perpetual Access Agreement for Music Therapy Journal for College of Music. Exempt: Subscription Services. Term: 4/25/2025 - 5/30/2030. FLVC Consortium Subscription Agreement on behalf of the participating Florida academic institutions.
Paciolan Inc	$281,890.06 expense FYE 2025. Term: 7/1/2023 - 6/30/2030 plus two 1-year renewal options. ATHLETICS TICKETING SOFTWARE SOLUTION. ITN 6425-6.
Pathlock Inc	$143,451.00 expense FYE 2025. Term: 10/1/2023 - no end date. FSU - Pathlock Merger. Alternate source contract per UCPJMU4072 and RFP LBS-729.
Pennoni Associates Inc.	$188,337.60 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides Structural Engineering Services for Minor Projects, RFQ-00248-2019.

Pinnacle Engineering Group., PA	$144,254.00 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h).. Provides MEP Engineering Services for Minor Projects, RFQ-00243-2019.
PPM Sports Turf LLC	$178,676.85 expense FYE 2025. Term: 5/1/2025 – 6/30/2028 plus one 2-year renewal options. Provides for FSU Intramurals Athletic Fields Weed and Pest Management. ITB 6697-8.
Riddell	$11,462.64 expense FYE 2025. Term: 2/10/2022 - 2/16/2027. Provides football helmets and reconditioning services. ITN 0606-6.
RJ Young Co Inc	$400,251.11 expense; $3,941.58 revenue rebate; FYE 2025. Term: 4/29/2018 – 4/28/2024 (plus four 1-year renewal options to 4/28/2028 and then a month-to-month option until 4/28/2029). Provides leased multifunctional document devices, which are sub-leased to departments and used to provide print and copy services to students for a fee. ITN 5914-4.
S&P Global Inc	$349,218.00 expense FYE 2025. Term: 4/10/2024 - 4/9/2029. Consortium e-Resource License Agreement for FLVC on behalf of the Florida SUS.
Salem Automation, Inc.	$387,675.00 expense FYE 2025. NWRDC, VMS Emulation Software, Licensing, and Support. ITN 6628-4. Term: 8/1/2024 – 7/31/2029, with four one-year renewals.
Salesforce.Com	$610,137.65 expense FYE 2025. Term: 6/20/2024 - 6/30/2025. Salesforce 3-year renewal for FY23-25. FSU's main CRM. It enables applications including the myFSU Service Center, Contact Tracing, and department-specific digital workflow needs. This also includes FSU's Marketing Technology Platform for omni-channel communications such as mass email. Alternate source contract.
Sage Publications Inc	$760,453.76 expense FYE 2025. Term: 5/24/2024 - 5/30/2029 and 2/23/2021 – 12/31/2025. FLVC master database subscription agreement on behalf of the participating Florida academic institutions. Exempt: Subscription Services.
Sentry Event Services, Inc.	$873,364.93 expense FYE 2025. Term: 7/1/2022 – 6/30/2025 plus three 1-year renewal options. Event Staffing & Security Services. ITN 6369-6.
Smartsheet Inc	$166,112.71 expense FYE 2025. Term: 12/8/2023 - no end date. SmartSheet BAA. Requests for quotes.

State Of Florida Department Of Management Services	$193,587.13 expense FYE 2025. Term: 7/10/2024 - no end date. PUR 1015 Agreement for State Purchasing Insurance Program Participation.
Stellic Inc	$456,818.00 expense FYE 2025. Term: 12/7/2023 - 12/7/2026 plus two 1-year renewal options. This subscription includes Journey Management, Onboarding Management, and any of the Optional Services as specifically indicated. Alternate source contract per 2024-UNDER-09737 and RFP-TEC-1165-2023.
Sweet Sparkman Architects	$311,504.90 expense FYE 2025. Term 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides Architect Services for Minor Construction Projects, RFQ-00240-2019.
T2 Systems Inc	$149,389.88 expense FYE 2025. Term: 6/14/2021 – 6/30/2028. Provides Transportation Management System. ITN 6191-4.
Tallahassee Community College	$209,858.45 expense FYE 2025. Term: 6/10/2020 – Until Termination. MOU for Masters in STEM (MST) Teaching Program clinical teaching internships and placement of MST graduate student teaching interns.
Tango Card Inc	$412,369.79 expense FYE 2025. Term: 2/14/2023 - no end date. Research Participant Rewards as a Service API and Rewards Genius dashboard, tools, and support for Research.
Technolutions Inc	$286,190.00 expense FYE 2025. Terms 7/1/2022 – 6/30/2027 (Graduate School) and 7/1/22 – 6/30/2026 (Enrollment Management). Slate admissions software. Alternate source contract per Illinois State University RFP #SR120817.
Tessitura Network Inc	$279,491.00 expense FYE 2025. Term: 6/27/2024 - 6/26/2030 plus one 4-year renewal option. Ticket sales software. Piggyback on contract number 2024-RING-09472, ITN 6496-4. Term: 6/26/2025 - 6/26/2030. Tessitura Merchant Services. Term: 2/27/2024 - 2/27/2029. Tessitura 5-year Network Products and Services Agreement (ITN 6496-4).
The Florida State University Golf Course (formerly Troon Golf LLC)	$182,907.35 expense FYE 2025. Term 10/13/2021 – 12/31/2023 plus two 1-year renewal options. Fee to use golf course.
TK Elevator Corp	$849,323.41 expense FYE 2025. Term: 9/8/2021 – 8/31/2026 (plus one 5-year renewal option). Provides vertical transportation maintenance on elevators owned and operated by Florida State University. FSU ITN 6255-A.

Tomahawk Engineering & Consulting	$327,780.73 expense FYE 2025. Term 7/1/2019 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides MEP Engineering Services for Minor Projects, RFQ-00243-2019.
Transact Campus Inc	$269,071.68 expense FYE 2025. Term: 7/1/2023 - 6/30/2030 plus two 1-year renewal options. FY 23-24 through 29-30; Transact hardware support and software license for Seminole Dining, FSU Card, Laundry Services, Student Copy. Piggyback off NCPA contract.
Walker Consultants Inc	$229,925.00 expense FYE 2025. Term 11/12/2025 – 6/30/2025. Perform operational assessment of the FSU Parking Program.
Willis A Smith Construction Inc	$566,799.41 expense FYE 2025. Term: 7/1/2022 - 6/30/2025 plus two 1-year renewals. Provides Construction Management Services. RFQ-00535-2021.
Wolters Kluwer NV	$611,953.33 expense FYE 2025. Term: 12/20/2022 - 12/31/2027. BioDigital services addendum for FLVC.
Workday Inc	$263,140.00 expense FYE 2025. Term: 8/10/2021 - 8/9/2026. Provides financial planning software for the FSU Budget Office. Piggyback off the Iowa State University RFP# 63226 ERP Software System.
Zeroeyes Inc	$552,900.00 expense FYE 2025. Term: 9/19/2023 - 9/30/2028. A.I. gun detection technology for FSUS. OMNIA Partners contract # 14-22.
Zoom Video Communications Inc	$155,278.70 expense FYE 2025. Term: 9/24/2019 – 9/5/2025. Software Licensing and Services BAA (Zoom HIPPA). Alternate Contract through Internet 2.

$1M+ (46 total)

Ajax Building	$10,612,403.55 expense FYE 2025. Term: 5/14/2024 - no end date. CB2300316 CMR. Construction contract for Academic Health Center. Term: 4/16/2025 - 9/11/2026. CB2300316 CMR CO-006.
Amazon Web Services (Amazon.com)	$1,233,850.25 expense FYE 2025. Term: 7/1/2024 - 6/30/2029. AWS Pricing Addendum for NWRDC to secure fee discounts when using eligible AWS services. Term: 6/16/2025 - 6/16/2030 plus 1 5-year renewal options. This agreement allows the use of AWS Marketplace via the OMNIA piggyback for direct purchases. This is an AWS Account Assignment agreement in which SHI International Corp agrees to assign certain Florida Department of Health AWS accounts to the Northwest Regional Data Center for contract management purposes.

Anixter Inc	$2,305,180.51 expense FYE 2025. Term: 9/29/2023 - 6/30/2025 plus one 2-year renewal option. Anixter Svc. Agreement 2023. Alternate source contract.
Architects Lewis + Whitlock PA	$1,099,228.45 expense FYE 2025. Terms: 7/1/19 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Provides Architect Services for Minor Construction Projects, RFQ-00240-2019.
Astro Travel and Annett Bus Lines	$1,051,886.50 expense FYE 2025 for Astro Travel, $114,338.00 expense FYE 2025 for Annett Bus Lines. Term: 7/01/2023 – 6/30/2027 plus two 2-year renewal options. Provides bus charter services. ITN 6503-6.
Avantor Performance Materials Inc	$1,299,427.17 expense FYE 2025. Term: 7/1/2024 - 7/8/2027 plus two 5-year renewal options. Lab supplies distributor (formerly VWR). University of Florida Solicitation UF ITN22JL-106.
Carahsoft Technology Corp.	$6,395,651.26 expense FYE 2025. Various contract terms. Provides Proofpoint threat protection suite and ServiceNow vulnerability response deployment for NWRDC. GSA Schedule Contract #47QTCA20D0019 and GS-35F-0119Y.
CDW Co	$11,700,938.46 expense FYE 2025. Term: 12/5/2023 - 12/5/2028 plus two 2-year renewal options. Primary IT supplies provider. Per ITN 6552-4 Privileged Access Management (PAM) Solution. 5-year initial term upon contract effective date, with two (2) two-year renewals, and E&I Cooperative Contract #CNR01439. Term: 12/20/2024 - 12/20/2029. CDW Managed Print Contract.
Childers Construction Company	$5,008,744.82 expense FYE 2025. Term: 7/1/22 - 6/30/25 plus two 1-year renewals. Temporary right of entry and use agreement for staging area for Biology Unit 1 project. RFQ-00535-2021 RFQ-00536-2021.
City of Tallahassee	$5,671,908.74 expense FYE 2025. Term: 8/6/2018 – 6/30/2028. Campus bus service for students, faculty, and staff which includes the FSU campus and the entire Tallahassee metro area per ITN5837-A. Term: 4/9/2025 - 12/31/2039. JPA with Blueprint. Term: 2/4/2025 - no end date. FSU Radar-LPR-CCTV. Term: 7/31/2024 - 7/30/2034. Sidewalk Cafe Lease.
Construction Solutions	$1,181,146.13 expense FYE 2025. Term: 7/1/22-6/30/25 plus two 1-year renewals. Provides Job Order Contracting services RFQ-00536-2021. RFQ-00536-2021.

EBSCO Subscription Services	$5,043,204.63 expense FYE 2025. Term: 11/20/2024 - 2/17/2031. Subscriptions for FLVC and single sign-on software. ACE exemption #13: Memberships / Subscriptions. 11.8.24: Change Order #001 extends the agreement through 2031 and amends the agreement to allow for unilateral termination by FSU and termination of applicable subscriptions purchased under the agreement if institutional participation drops below 75, and secures discounted pricing through the 2026 subscription term. Term: 7/1/2025 - 6/30/2030 plus 4 1-year renewal options. To license EBSCO Publishing, Inc. to disseminate publications content and for FSU to receive royalty revenue.
EMC Corp	$1,624,392.75 expense FYE 2025. Term: 6/25/2025 - Terminate for convenience 45 days after receipt of written notice, no to exceed ten (ten) years. This Agreement governs NWRDC's access to and use of a configuration of Deployed Capacity on a Flexible Consumption basis at the agreed NWRDC locations, as described in the Flex Consumption Schedules. 11.08.23: Amendment to make this schedule co-term with the other schedules NWRDC has with this vendor. 2.08.24: Amendments to extend the consumption periods and expand capacity of Schedules 3 & 4. 05.14.25: Amendment #2 to Flexible Consumption Schedule 3 to extend the consumption period and expand capacity. 05.30.25: Amendment #2 to Flexible Consumption Schedules 1 & 2 to extend the consumption period and expand capacity.
Ensono	$21,113,806.36 expense FYE 2025. Term: 7/1/2020 – 6/30/2025 plus five 1-year renewal options. Mainframe as a Service (MfaaS) for NWRDC. Per ITN 7001-6. Term: 6/3/2025 - 6/30/2028 plus 2 1-year renewal options. Change Order #2 optimizes the software covered in original ITN to generate approximately $8.3M in savings. Change Order to include ServiceNow integration as part of the original SoW. 5.29.25: Amendment #2 to renew agreement for 3 year term and update the Statement of Work.
Expert Construction Managers Inc	$356,640.68 expense FYE 2025. Term: 12/15/2023 - no end date. WFSU Transmitter CM. Construction contract RFQ 6586-4.
Fisher Scientific Company LLC (SUS)	$2,863,360.60 expense FYE 2025. Term: 4/28/2023 - 4/27/2028 plus two 5-year renewal options. University of Florida contract # UF ITN22JL-106. Primary supplier for lab supplies.

Florida Department of Education	$5,724,763.96 expense FYE 2025. Term: 1/1/2024 - 1/1/2029. Under this MOU, the Florida Virtual Campus provides project management and support services for the Florida Dept of Education's Career Connection and Readiness System.
Hellmuth, Obata & Kassabaum Inc (HOK)	$4,280,608.43 expense FYE 2025. Term: 6/6/2023 - no end date. Construction services for Academic Health Center. RFQ-00689-2022. Term: 4/16/2025 - no end date. Academic Health PSAA No 8. Term: 1/17/2025 - 1/17/2030. FSU Professional Services Agreement - COE 2400618.
Huron Consulting	$2,242,440.90 expense FYE 2025. Term: 1/1/2024 - 12/31/2028 plus five 1-year renewal options. Huron Consulting Software as a Service Integrated Research Solution. E&I Contract Number EI00173. Term: 4/21/2025 - 4/21/2030.
Imagination Station Inc	$4,100,000.00 expense FYE 2025. Term: 2/27/2024 - 6/30/2028 plus three 1-year renewal options. Supplemental Online Materials for Civics & History Education iStation. ITN 6612-6.
Mad Dog Design & Construction	$11,062,327.39 expense FYE 2025**.** Term: 7/1/2022 - 6/30/2025 plus two 1-year renewals. Provides Construction Management Services. RFQ-00535-2021.
Mainline Information Systems, Inc	$1,225,559.34 expense FYE 2025. Term: 1/26/2023 - no end date. VMware Consulting & Learning Vouchers for NWRDC.
Messer LLC	$1,095,583.12 expense FYE 2025. Term: 8/14/2023 - 6/1/2026 plus three 1-year renewal options. ITN 6521-3 Liquid and Gaseous Helium Agreement.
Microsoft Corporation	$3,499,923.16 expense FYE 2025. Term: 8/7/2024 - 8/18/2025 plus 2 1-year renewal options. As part of NWRDC’s responsibilities providing project management for the Florida Department of Education’s efforts to modernize and migrate applications in its Florida Education and Training Placement Information Program, NWRDC is engaging Microsoft to perform and complete the services outlined in the Work Order and Statements of Work. Term: 8/1/2024 - no end date. Microsoft-RCS Agreement.
Mythics LLC	$6,681,107.68 expense FYE 2025. Term: 11/1/2023 - 11/30/2028. This “piggyback” agreement localizes the Mythics-Maricopa County Contract # 180233-002 (US Communities) agreement and creates a procurement method for this and other FSU purchases of Oracle products and services.

Norstan Communications Inc. dba	$1,703,464.25 expense FYE 2025. ITS, Enterprise VoIP Cloud Telephony Solution. ITN 6652-4. Term: 5/5/2025 - 5/5/2030. Change order 1 to adjust the number of physical phones. AGC/ Blackbox FSU will be migrating from their current Avaya solution to Zoom Phone and Zoom Contact Center. The scope of this project is for AGC to provide implementation services, Poly endpoints, and analog gateways. Avaya Virtual SBCs will be utilized to support 5-digit dialing during the transition.
OCLC - Online Computer Library Center	$1,444,792.73 expense FYE 2025. Term: 7/12/2024 - 6/30/2029 plus two 2-year renewal options. By FLVC to secure Interlibrary Loan/Bibliographic Cataloging/Global Library Search Utility library services for Florida's state universities and colleges. ITN 6614-6.
Oracle Corp	$2,001,597.97 expense FYE 2025; Term: 5/28/2018 – 5/24/2026. BOG Agreement that provides enterprise software support for mission-critical systems. Oracle agreement US-OMA-1375238. Exempt Service in accordance with FSU-2.015 (9)(d)(14).
Otis Elevator Co	$3,160,495.03 expense FYE 2025. Term: 1/24/2024 - 1/24/2029. Elevator services and equipment. OMNIA cooperative contract. Term: 6/30/2025 - 6/30/2030.
Peraton Inc	$2,146,485.65 expense FYE 2025. Term: 9/29/2023 - 9/28/2028 plus four 1-year renewal options. Storage as a Service (STaaS). ITN 6505-6.
ProQuest	$3,162,606.58 expense FYE 2025. Term 7/1/2024 - 7/1/2029 plus five 1-year renewal options. For FSU Libraries and FLVC subscription services and a perpetual subscription to the vendor's National Theatre Collection on behalf of the Florida academic libraries. Exempt Service.
Ram Construction & Development LLC	$8,331,610.21 expense FYE 2025. Terms: 7/1/22-6/30/25 plus two 1-year renewals and 2/9/2023 - no end date. Provides Job Order Contracting services RFQ-00536-2021 and Doak Campbell Stadium improvements. RFQ-00536-2021. Term: 5/9/2025 - no end date. CC2221100 Amendment 5.
RELX Group (Elsevier)	$1,494,322.30 expense FYE 2025. Terms: 6/27/22 – 12/31/25 plus two 1-year renewal options and 6/7/22 – 12/31/23 plus two 1-year renewal options. For FSU Libraries and FLVC Subscription Services. Exempt.
RGH Enterprises Inc.	$1,636,029.56 expense FYE 2025. Term: 3/22/2022 - 3/1/2028. Provides janitorial supplies and office supplies. Per Sourcewell agreement.

Rippee Construction	$4,537,070.32 expense FYE 2025**.** Term: 7/1/2022 - 6/30/2025 plus two 1-year renewals. Provides Job Order Contracting and Construction Management Services. RFQ-00535-2021 and RFQ-00536-2021.
Seminole Boosters Inc	$6,766,512.01 expense FYE 2025. Term: 9/30/2023 - 6/20/2034. Booster UCC Agreement.
SHI International Corp	$4,478,721.93 expense FYE 2025. Various contract terms. Provides networking equipment, Microsoft Azure Services, McAfee Web Protection, Enterprise Vault Cloud Discovery, Personal Arch, and other software, hardware, and maintenance for Northwest Regional Data Center and ITS. ITN 5957-6, ITN 6321-4, Omnia Partners - IT Solutions Contract #: 2018011-02, NASPO Software VAR #: ADSPO16-130651 43230000-NASPO-16-ACS-Software VAR, GSA contract: GS-35F-0119Y, and Sourcewell Contract #: 081419-SHI.
Siemens AG	$3,169,663.72 expense FYE 2025. Term: 6/29/2023 - 6/30/2028. Building controls retrofit for Leach center and NWRDC, Apogee system support for utilities, Desigo CC software subscription for Facilities, and fire alarm notification and device replacement for Wescott. State of Florida contract DMS-14/15-003C-02, Sourcewell Contract 030421-SIE, and Exempt – maintenance & support from OEM. Term: 9/1/2024 - 8/31/2029. Siemens Panama City PM Service 24-29.
Southern Standard Construction LLC	$13,459,868.69 expense FYE 2025. Term: 7/1/2022 - 6/30/2027. Provides Job Order Contracting services and Construction Management Services RFQ-00536-2021 and RFQ-00535-2021. Term: 5/19/2025 until a new solicitation is completed and awarded, in accordance with the Florida Board of Governors Regulation 18.001(h). Construction Management Services for Minor Construction Projects.
State of Florida	$6,384,377.41 expense FYE 2025. Term: 7/1/2023 - 6/30/2026 plus two 1-year renewal options and 1/19/2024 - 12/15/2025. NWRDC provides the department with the data center products and services outlined in Attachment A. Second agreement settles the department's FY2023 NWRDC Customer Account and is required due to the change in the NWRDC’s billing methodology--FDOT is now billed monthly in arrears based on usage and is now unable to pay via Purchase Order.
The Emmes Co LLC	$1,821,735.83 expense FYE 2025. Term: 2/13/2023 - 11/30/2023 plus six 1-year renewal options. Statistical & data mgmt. lead for College of Nursing. Exempt – Prescribed by state or federal grant.
The Whiting Turner Contracting Co	$92,612,090.98 expense FYE 2025. Term: 6/3/2025 - no end date. IRCB Construction CO 19.

University Of Florida	$4,029,278.45 expense FYE 2025. Term: 9/13/2024 - 10/1/2029. This MOU outlines the financial contributions FLVC shall make in support of the Sobek digital storage infrastructure housed at the George A. Smathers Library at the University of Florida; this software engine powers both the University of Florida Digital Collections (UFDC) and the Digital Library of the Caribbean (dLOC) digital repositories.
Walker Architects Inc	$1,767,230.99 expense FYE 2025. Term: 12/12/2023 - no end date. Owner may at any time give written notice to terminate the agreement upon completion of project. A&E services for Biology Unit One remodel. Construction contract. Term: 4/17/2025 to termination of master contract. When project completed. Biology Unit One PSAA 02 amendment. Term: 2/14/2025 - 2/14/2032. PSAA 01.
World Wide Technologies Inc	$563,279.61 expense FYE 2025. Various terms. Provides for Enterprise File and Object Storage Solution, Cisco computer equipment, VMware licensing, and Cloud Infrastructure Environment Replacement, and ApptioOne Plus IT financial management software for NWRDC. ITN 6221-4, 43220000-NASPO19-ACS, and ITN 5987-6.
Xello Inc.	$3,725,000.00 expense FYE 2025. Term: 12/14/2022 - 12/13/2027 plus 1 renewal option. Career planning and work-based learning coordination tool for FLVC. ITN 6343-6.

Five Year + Service Contracts – Revenue

Less than $100K (6 total)

Captiveyes Group, Inc.	$45,040.81 revenue FYE 2025. Term: 1/1/2020 – 12/31/2025 Sells static billboard advertisement inside the six garages on campus and pays the Parking Department 40% of gross sales.
FSView	$13,000 revenue FYE 2025 Term 7/1/2001 - 12/31/2025. FSView is a newspaper distributed free on campus and pays FSU a commission the greater of 30% of advertising revenues or $12,000 per year.
Red Coach	$20,750 revenue FYE 2025. Term 2/7/2019 – 6/30/2027. Provides point-to-point motor coach travel from FSU's Tallahassee campus to locations within Florida.

Skoolers Tutoring Center	$65,087.44 revenue FYE 2025. Term: 8/1/2024 – 8/31/2025; provides rent for licensed space at 109 S. Copeland. Monthly rent at $5,716.95 plus the going rental tax rate.
T-Mobile	$41,472 annual revenue; Space lease for Bellamy Hall cell site. Initial Term: 1/1/2003 – 12/31/2008 with seven 5-year extension options. Currently in third extension that ends 12/31/23.
Verizon	$72,576 annual revenue; Space lease for University Center A (UCA) cell tower cite. Initial Term: 11/1/2011 – 10/31/2016 with three 5-year extension options. Currently in second extension that ends 10/31/2026. $21,400 annual revenue; Space lease for Med School Monopole cell site. Initial Term: 6/16/2017 – 6/16/2027 with three 5-year extension options. $21,400 annual revenue; Space lease for Fine Arts Monopole (Palm Court) cell site. Initial Term: 6/16/2017 – 6/16/2027 with three 5-year extension options.

$100K - $1M (4 total)

Culinary Ventures Vending (Paramount)	$182,983.47 revenue FYE 2025. Term: 7/1/2024 – 7/31/2029. CVV provides snack vending on the FSU campus. CVV pays 35% commission on revenues with an annual guarantee of $186,000. ITN # 6414-6.
Park Mobile	$176,876.50 revenue FYE 2025. Term 5/15/2023 – 5/14/2026 with three (3) consecutive one (1) year renewal terms; provides solutions for the management of all parking related matters, including providing a system for the payment of street parking by mobile telephone.
Truist Bank	$400,000 annual contribution space lease revenue FYE 2025. SunTrust and BBT merged to create Truist Bank, Truist Bank awarded ITN: 6222-6. Term: 9/15/2021 - 6/30/2026 (plus three (3) 1-year renewal options). Provides banking services for FSU Students, faculty and staff, plus space lease.
UPS Store (Millenium Eagle Enterprises)	$138,723.54 revenue FYE 2025. Term– April 30, 2024 - June 30, 2025 UPS Store rents 819 square feet for $10 per square foot payable to Postal Services, plus proportional share of utilities paid to Facilities for space in the E&G building on Madison Street not included in revenue.

$1M+ (7 total)

Aramark	$3,414,708 revenue FYE 2025. Term: 12/18/2020 – 6/30/2031. Food Service Provider overseeing all Seminole Dining operation; contract provides for a quality and affordable food service program in all aspects of the operation. Contract includes capital investments, guaranteed commissions, annual equipment, maintenance, repair, marketing, scholarships, In-Kind and meal plan funding.
Coca-Cola, Inc.	$2,955,149.40 revenue FYE 2025. Term: 8/01/2017 – 7/31/2027. Coca-Cola operates the beverage vending machines and has exclusive pouring rights on campus. ITN #5546-2.
Follett Higher Education	$2,166,963.50 revenue FYE 2025. Term: 7/17/2018 – 6/30/2028 plus one 5-year renewal option. Follett operates the campus bookstore, the Sport Shops at the stadium, Civic Center, and the Panama City campus bookstore. Revenue includes escalating variable commission guarantees throughout the initial term of the agreement. Solicitation of Competition SOC 5881-2
Global Spectrum, LP	$11,581,680 gross revenue ($991,080 net operating income) FYE 2024. Term: 10/5/2020 – 6/30/2030 and one three-year renewal option. Global Spectrum is a professional arena management company that manages the Donald L. Tucker Civic Center. Alternate Source Contract through Cumberland County Recreation Center, dba The Cross Insurance Arena.
Learfield Sub LLC	$438,902.43 revenue FYE 2025. $201,535.53 expense. Term: 6/25/2020 – 7/1/2030. ITN 6532-6. FSU Athletics website design and maintenance – Seminoles.com.
Legends Sales & Marketing LLC	$3,300,000 revenue FYE 2025. $186,000 expense FYE 2025. Term: 5/1/2025 - 6/30/2034. Multi-Media Rights Agreement.
Nike Inc	$2,200,000 revenue FYE 2025. $58,601.16 expense FYE 2025. Term: 5/31/2019 - 7/31/2029. Nike all-sport agreement for Athletics.

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM P

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Finance and Business Committee

ACTION ITEM IV

Thursday, August 28, 2025

SUBJECT: Employee Bonus Plan Report

PROPOSED COMMITTEE ACTION

I recommend approval of the Florida State University Employee Bonus Plan Report and certify that bonuses paid within the reporting period, July 1, 2024, through June 30, 2025, comply with the criteria outlined in the University Policy 4-OP-C-7-D7.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Section 1012.978, F.S., authorizes a university Board of Trustees to develop and maintain an employee bonus plan for work performance or employee recruitment and retention.

Board of Governors Regulation 9.015, University Bonus Plans, requires an annual report to be submitted to the Board of Trustees, certifying that bonuses paid during the reporting period complied with the criteria in the university bonus plan and were paid from funds contained within the university's budget as approved by the Board of Trustees. This report shall then be annually provided to the Board of Governors.

University Policy 4-OP-C-7-D7, Employee Bonus Plan, authorizes university departments to provide a salaried employee with a one-time monetary award (bonus) as an incentive to recruit and retain key talent or to reward employee work performance.

BACKGROUND INFORMATION

In accordance with Section 1012.978, F.S., BOG Regulation 9.015, and University Policy 4-OP-C-7-D7, I am providing a report of all employee bonus types for work performance or employee recruitment and retention paid to Faculty and Staff during the reporting period July 1, 2024, through June 30, 2025, for your approval.

ADDITIONAL COMMITTEE CONSIDERATIONS

Supporting Documentation Included: Employee Bonus Plan Report

Submitted by: Kyle Clark, Senior Vice President for Finance & Administration

9.015 University Bonus Plans

(1) Pursuant to section 1012.978, Florida Statutes, each board of trustees may establish and implement one or more plans that authorize the award of bonuses based on employee work performance or for purposes of recruitment and retention.

(a) Each university plan must set forth the categories of employees who are eligible to receive bonuses and the evaluation criteria by which bonuses may be awarded. Evaluation criteria for plans based on employee work performance may include, but are not limited to, documented work performance involving increased duties/responsibilities, successful completion of a special project, attainment of established goals, superior performance, or specific achievements or assignments of significance. For plans developed for recruitment, evaluation criteria may include, but are not limited to, candidates with desirable specialized skills and exceptional experience, or where market conditions or departmental structure merit such a recruitment award. For plans developed for purposes of addressing retention, evaluation criteria may include, but are not limited to, circumstances to address verified offers of competing employment, to address market conditions which are significantly higher than the current salary, to ameliorate salary compression or inversion, or to acknowledge successful completion of career development, training, or certification programs that are in the best interests of the university or support the mission of the university.

(b) Each university may authorize the inclusion of provisions that award bonuses in collective-bargaining agreements that are duly ratified by the board of trustees. Any bonus provisions in such agreements must be based upon standards appropriate to institutions of higher education or relevant industry standards.

(2) Any university bonus plan that is consistent with the provisions set forth herein may be implemented upon approval by the university board of trustees. This regulation applies to bonus plans created under section 1012.978, Florida Statutes.

(3) Comprehensive incentive-based compensation programs implemented for services related to the delivery of clinical care through a university Faculty Practice Plan approved by the Board of Governors and operating in accordance with Regulation 9.017 or another health-care related program are authorized upon approval by the university board of trustees.

(4) Each year, on a schedule established by the university board of trustees, the President shall submit a report to the board of trustees. The report shall contain the following: a description of the bonus plan, the President's certification that any bonuses paid during the reporting period complied with the criteria in the university's bonus plan and were paid from funds contained within the university's budget as approved by the board of trustees; and the total amount paid during the reporting period for performance, recruitment and retention bonuses. This report shall then be annually provided to the Board of Governors.

Authority: Section 7(c), Art. IX, Fla. Const.; section 1012.978, Fla. Stat.; History: New 11-04-2021; Amended 11-09-2023

4-OP-C-7-D7 Employee Bonus Plan (See also 4-OP-C-7-A3.7)

Responsible Executive: Finance and Administration

Approving Official: Vice President of Finance and Administration

Effective Date: Approval of BOG 9.015 (November 4, 2021); Approved by FSU BOT 9-24-21

Last Revision Date: 9/24/21

I. INTRODUCTION

- This policy provides guidance on awarding individual bonus or incentive payments to recruit and retain employees and to reward superior work performance.
- Eligible categories of employees include Faculty, Executive Service (AEX), Administrative and Professional (A&P), and University Support Personnel System (USPS). Employees must be active and in good standing with the University at the time a bonus payment is made.

II. POLICY

- Departments may provide a salaried employee a one-time monetary award (bonus) as an incentive to recruit and retain key talent or to reward employee work performance.

A. **Recruitment**
Offered to prospective employees who possess skills, experience, and/or qualifications that are in high market demand or are highly specialized. May also be used to recruit for a position that would otherwise be difficult to fill. The amount of the recruitment bonus may not exceed 15% of the employee's base salary. A recruitment bonus request that exceeds the 15% threshold may be awarded only after approval by the President or designee. See also Policy 4-OP-C7-B12 Recruiting Incentives.

B. **Retention**
Offered to a current employee possessing valuable or unique knowledge, skills, or abilities that are deemed critical to the mission of the University in order to retain key talent. May be used to acknowledge successful completion of career development, professional training, or certification programs that are beneficial to the University and the employee. The amount of the retention incentive is dependent on the

nature and complexity of the role, as well as the availability of funds. The amount of this incentive may not exceed 15% of the employee's base salary. A retention bonus request that exceeds the 15% threshold may be awarded only after approval by the President or designee.

C. **Work Performance**
Recognizes and rewards employees for exceptional performance and contributions over a specified period of time. Frequently awarded for the completion of a special project or assignment going beyond an employee's regularly assigned duties. These may include, but are not limited to, the following:

- Contributions that substantially advance the initiatives of the department, division, college, or University and are typically project-based.
- Extraordinary efforts during times of critical need, such as achieving vital objectives or deliverables that could have negatively impacted operations or major projects.
- Innovative work ideas that significantly improve operational efficiencies, workflow, or customer service and may include the introduction or modification of business practices.

D. **Incentive Program**
A department-specific program based on an approved plan with clearly defined objectives. These programs are used to recognize and reward employees for significant performance and contribution following a specified time-period based on pre-established goals. The incentive program must define eligible employees and be provided to FSU Human Resources in advance, with final approval for any such payments by the Chief Human Resources Officer. Faculty Practice Plans must operate in accordance with State University System of Florida Board of Governors Regulation 9.017 and are authorized upon approval by the Board of Trustees.

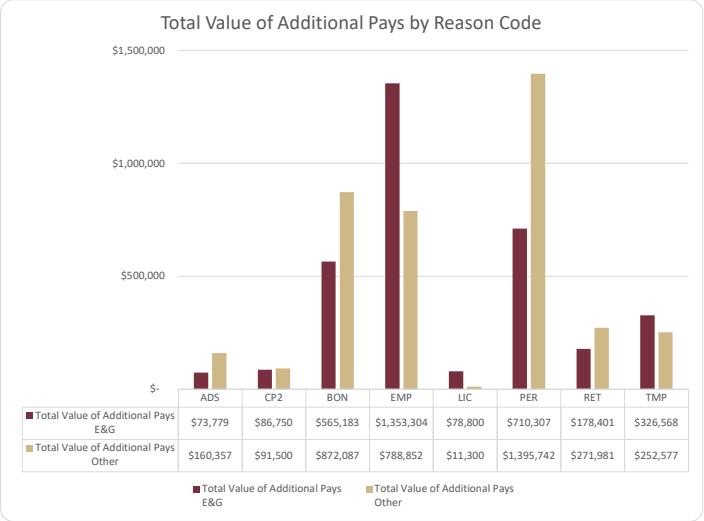
E. **Procedures**
When an employee's supervisor determines that a bonus may be warranted, an Additional Pay Form containing justification/documentation appropriate for the requested bonus type should be prepared and submitted. All bonus and incentive payments are subject to approval of the Chief Human Resources Officer or designee. The effective date of the increase will be the beginning of the pay period following the completion of the process. Requests to establish a new college or administrative unit incentive plan should be submitted to Compensation at HR-Compensation@fsu.edu.

III. LEGAL SUPPORT, JUSTIFICATION, AND REVIEW OF THIS POLICY

- Section 1012.978, F.S.
- Florida Board of Governors Regulation 9.015
- Florida State University Board of Trustees Regulations FSU-4.001
- This policy shall be reviewed by the Chief Human Resources Officer every seven years for its effectiveness. The Office of Human Resources shall make recommendations to the Vice President for Finance and Administration for any modification.
- Revisions to this policy require FSU BOT approval in accordance with Florida Statutes and BOG Regulation.

Type of Additional Pay	Count of Additional Pays E&G	Total Value of Additional Pays E&G	Count of Additional Pays Other	Total Value of Additional Pays Other	Count of Additional Pays All	Total Value of Additional Pays All
ADS	11	$ 73,779	15	$ 160,357	26	$ 234,136
CP2	126	$ 86,750	136	$ 91,500	262	$ 178,250
BON	115	$ 565,183	161	$ 872,087	276	$ 1,437,270
EMP	183	$ 1,353,304	112	$ 788,852	295	$ 2,142,157
LIC	87	$ 78,800	15	$ 11,300	102	$ 90,100
PER	345	$ 710,307	273	$ 1,395,742	618	$ 2,106,049
RET	20	$ 178,401	23	$ 271,981	43	$ 450,383
TMP	318	$ 326,568	198	$ 252,577	516	$ 579,146
Grand Total	**1205**	**$ 3,373,094**	**933**	**$ 3,844,397**	**2138**	**$ 7,217,490**

Earning Code	Earning Code Description
ADS	Faculty Admin Supplement - Addl Duties - COVID (Work Performance)
	Faculty Admin Supplement - Development (Retention)
	Faculty Admin Supplement - Interim Appointment (Work Performance)
	Faculty Admin Supplement - Temporary Duties (Work Performance)
BON	Bonus (Incentive/Retention)
CP2	Catastrophe Pay (Work Performance)
EMP	Employment Incentive (Recruitment)
LIC	License & Certification (Retention)
PER	Performance Bonus (Work Performance)
RET	Retention Bonus (Retention)
TMP	Temporary Out of Class Pay (Work Performance)



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM Q

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Governance Committee

ACTION ITEM III

August 28, 2025

SUBJECT: Nomination to FSU College of Business Student Investment Fund, Inc. – Tallahassee, FL

PROPOSED COMMITTEE ACTION

Request approval of the appointment FSU College of Business Student Investment Fund, Inc. – Tallahassee, FL.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Section 1004.28 and BOG-9.011 provide that the university board of trustees shall approve all appointments to any direct-support organization.

BACKGROUND INFORMATION

These nominations are made by Michael Hartline, Dean of the College of Business and chair of the SIF board. The dean and the college have strong, long-term relationships with both nominees. Each has expressed their willingness to serve on the Student Investment Fund Board, upon approval of the FSU Board of Trustees. This nomination has been reviewed by the President.

Nominee:

Jared Policastro

ADDITIONAL COMMITTEE CONSIDERATIONS

Florida Board of Governors approval is not required.

Submitted by: Michael Hartline, Dean, FSU College of Business

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM R

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Governance Committee

ACTION ITEM III

August 28, 2025

SUBJECT: Nomination to the Board of Trustees of the FSU Research Foundation, Inc.

PROPOSED COMMITTEE ACTION

Request approval of the reappointment to the FSU Research Foundation Board of Trustees.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Section 1004.28 and BOG-9.011 provide that the university board of trustees shall approve all appointments to any direct-support organization.

BACKGROUND INFORMATION

The attached appointment(s) to the Direct Support Organization Board have been proposed for membership by the respective DSO Board according to their individual Bylaw provisions. The nomination has been reviewed by the President.

Nominee:
Ricardo Schneider

ADDITIONAL COMMITTEE CONSIDERATIONS

Florida Board of Governors approval is not required.

Submitted by: President Richard D. McCullough

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM S

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM III

August 28, 2025

SUBJECT: Approval of FSU Board of Trustees Student Affairs Committee Charter

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PROPOSED BOARD ACTION

Approval of FSU Board of Trustees Student Affairs Committee Charter

AUTHORITY FOR BOARD OF TRUSTEES ACTION

BOG 1.001(3) gives the Board of Trustees authority to adopt regulations. BOG 1.001(4) provides Board authority on matters relating to student conduct and the student government organizations.

BACKGROUND INFORMATION

The Committee is charged with:

1. **Oversight of Student Services and Programs**
    a. Reviewing key performance indicators, reports, and trends related to student affairs, including but not limited to residential life, counseling and wellness services, student conduct, fraternity and sorority life, student engagement, basic needs, career readiness, and student life facilities.
2. **Fostering a Positive Campus Environment**
    a. Supporting a safe, welcoming, and respectful campus culture where all students—undergraduate, graduate, and professional—can thrive academically, socially, and personally.
3. **Engaging with Student Voices**
    a. Creating opportunities to hear directly from student leaders and organizations to ensure university decision-making reflects the needs and perspectives of the student body.
4. **Monitoring Legal and Regulatory Compliance**
    a. Ensuring student-related policies and programs align with federal, state, and university regulations, particularly in areas such as Title IX, ADA compliance, and student rights.

5. **Supporting Strategic Initiatives**

Aligning student affairs goals with the university's strategic plan and working to enhance the overall quality of student life at FSU.

ADDITIONAL BOARD CONSIDERATIONS

Florida Board of Governors approval is not required.

Supporting Documentation Included: (1) Proposed Charter, (2) Proposed Summary of Student Affairs Charter

Submitted by: Amy Hecht, Vice President for Student Affairs, Florida State University

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Student Affairs Committee

The Committee on Student Affairs serves as an advisory body to the Florida State University Board of Trustees, providing strategic guidance, oversight, and advocacy on matters that impact the student experience. The Committee's scope encompasses all facets of student life, including, but not limited to, academic support, co-curricular engagement, student health and well-being, leadership development, and the overall student experience.

The Committee is charged with:

1. **Oversight of Student Services and Programs**
   Reviewing key performance indicators, reports, and trends related to student affairs, including but not limited to residential life, counseling and wellness services, student conduct, fraternity and sorority life, student engagement, basic needs, career readiness, and student life facilities.
2. **Fostering a Positive Campus Environment**
   Supporting a safe, welcoming, and respectful campus culture where all students—undergraduate, graduate, and professional—can thrive academically, socially, and personally.
3. **Engaging with Student Voices**
   Creating opportunities to hear directly from student leaders and organizations to ensure university decision-making reflects the needs and perspectives of the student body.
4. **Monitoring Legal and Regulatory Compliance**
   Ensuring student-related policies and programs align with federal, state, and university regulations, particularly in areas such as Title IX, ADA compliance, and student rights.
5. **Supporting Strategic Initiatives**
   Aligning student affairs goals with the university's strategic plan and working to enhance the overall quality of student life at FSU.

Through this work, the Committee helps advance Florida State University's mission to empower students, foster leadership, civic responsibility, and create a campus environment conducive to learning, discovery, and personal growth.

DRAFT

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM T

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM III

August 28, 2025

SUBJECT: Proposed Amendment of FSU-3.0041 Student Organization Code

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PROPOSED BOARD ACTION

Approve proposed amendment of FSU-3.0041 Student Organization Code

Approving Regulation Amendment

- Replace specific reliance on "Seminole Creed"
- Updates to current references and terms and edits to increase clarity
- Updates references and terminology and clarifies the chain of authority for Student Conduct matters, confirming that all Conduct issues are handled by the authority delegated from the Vice President of Student Affairs to the Dean of Students.
- Updates Clery requirements
- Additional definition of prohibited harassment not related to sex
- Clarifies role of University provided advisor
- Clarifies that an advisor for Conduct proceedings may be different from an organization's chapter or alumni advisor
- Clarifies that an organization cannot be charged with a Title IX violation

AUTHORITY FOR BOARD OF TRUSTEES ACTION

BOG 1.001(3) gives the Board of Trustees authority to adopt regulations. BOG 1.001(4) provides Board authority on matters relating to student conduct and the student government organizations.

BACKGROUND INFORMATION

ADDITIONAL BOARD CONSIDERATIONS

Florida Board of Governors approval is not required.

Supporting Documentation Included: (1) Proposed Notice, (2) Proposed Regulation Amendment FSU-3.0041 Student Organization Conduct

Submitted by: Amy Hecht, Vice President for Student Affairs, Florida State University

SUMMARY OF PROPOSED AMENDMENTS TO UNIVERSITY REGULATION

FSU-3.0041 Student Organization Conduct

Summary

* Replace specific reliance on "Seminole Creed"
* Updates to current references and terms and edits to increase clarity
* Clarify that all student conduct goes though Office of Dean of Students, related chain of authority and associated edits
* Clarifies chain of authority for conduct matters
* Updates CLERY requirements
* Additional definition of prohibited harassment not related to sex
* Clarify role of university provided advisor
* Clarifies that advisor for conduct proceeding may be different form organization's routine advisor.
* Clarifies that an Organization cannot be charged with Title IX violation

AUTHORITY FOR THE PROPOSED UNIVERSITY REGULATION: The authority for the proposed regulation is as follows: Florida Board of Governors Regulations 1.001, 6.0105; BOG Regulation Development Procedure for State University Boards of Trustees

UNIVERSITY OFFICIAL INITIATING THE REGULATION: Amy Hecht, Vice President for Student Affairs

PROCEDURE FOR PROVIDING COMMENTS ON THE PROPOSED UNIVERSITY REGULATION: Any person may submit written comments concerning the proposed regulation within 14 days of the date of this notice to:

Arthur R. Wiedinger, Jr.
Office of General Counsel
424 Westcott Building
Florida State University
Tallahassee, FL 32306-1400
Electronic address: awiedinger@admin.fsu.edu
850-644-8973 (fax)
850-644-4440 (phone)

FSU-3.0041 Student Organization Conduct Code

Table of Contents

I. Introduction 2
II. Definitions 3
III. Authority 7
IV. Scope 8
V. Amnesty 9
VI. Student Organization Responsibility 10
VII. Violations 11
A. Sex Discrimination and Sexual Misconduct 11
B. Title IX Compliance Policy 12
C. Endangerment 12
D. Harassment 13
E. Invasion of Privacy 13
F. Hazing 13
G. Alcohol, Controlled Substances, and Illegal Drugs 14
H. Disruption and Obstruction 16
I. Property 17
J. Gambling 18
K. Other Violations 18
VIII. Procedural Standards 19
A. Advisors 19
B. Reports 20
C. Review and Investigation 21
D. Notice of Alleged Violation(s) 24
E. Information Session 25
F. Resolutions 25
G. Outcomes 34
H. Appeal Procedures 36
I. Record Keeping Practices 39

I. INTRODUCTION

The Student Organization Conduct Code (further referred to as "Code") emphasizes Florida State University's (further referred to as "University") commitment to a campus community which exercises the responsible engagement of student freedoms. The pursuit of responsible freedom is consistent with ~~the tenets of the Seminole Creed~~our community's values and efforts to promote civility at the University, as students balance their pursuit of excellence and exploration with consideration to the impact of behavior on themselves and others.

The University is proud of the plethora of student organizations thriving on campus. Student organizations play a key role in the campus culture at the University and are valuable in upholding the values of the University. Student organizations are the backbone of student engagement at the University. Students can select academic, social, service, honorary, sports clubs, political, religious and many other organizations to connect with during their time at the University.

Student organizations at the University are actively involved in leading, supporting, and serving the University community. Student organizations foster interpersonal relationships, explore educational opportunities, develop professional skills, and enhance academic experiences. Student organizations provide student spaces to develop skills for life after graduation as active citizens.

The Student Conduct Authority at the University embraces the University's commitment to an educational experience that provides students with an understanding of the complex moral issues inherent in human life. The *Student Code of Conduct* and *Student Organization Code of Conduct* reemphasize the dignity and worth of each person and substantiates the need for an inclusive environment to support the betterment of all persons associated with the University. "The University is a compassionate community. In its treatment of students, it recognizes the wisdom both of letting students experience the consequences of their actions and of providing the opportunity to learn and grow in ways that can overcome past difficulties" (*General Bulletin*, Florida State University, ~~2016~~2024).

The University fully recognizes the values and right of all students and individuals to seek knowledge, debate ideas, form opinions, and freely express views in accordance with the expectations set forth in this Code. The University supports the principles of free speech and civil discourse outlined in the Board of Governors' "Statement of Free Expression" ("Statement of Free Expression", Florida Board of Governors, 2019). This right must be exercised in a manner which will not interfere with the same rights and freedoms of others in their enjoyment of the benefits of the programs offered by this University or their lawful use of University facilities, including ingress and egress (for more information see the University's Freedom of Expression Rights and Responsibilities regulation). Additional expectations for student organizations are outlined in University rules, regulations, and/or policies.

The student conduct process is designed to be educational in nature and promotes the University's mission. Being a member of the University community is a privilege, and the

conduct process will determine if a student organization's conduct warrants modification of or restriction upon that privilege.

I. DEFINITIONS

Terms specific to conduct prohibited by the *Sex Discrimination and Sexual Misconduct* policy (FSU Policy 2-2 supplemented by 2-2a relating to Title IX specific requirements, also referenced as Title IX Policy) are defined in Appendix D of 2-2: Definitions and accessible at https://regulations.fsu.edu/policies/office-president

A. **Advisor** - Any one person, which may also be an advocate or legal representative, chosen by a complainant, student organization representative ~~any one person chosen by a complainant~~, student organization representative, or witness to provide guidance throughout the student organization conduct process and may be permitted to participate fully during a disciplinary proceeding. Individuals are highly encouraged to select an advisor with reasonable availability. The advisor serves at the student's or student organization's own expense and may present at any proceeding. An involved party may permit their advisor to directly participate in all aspects of a disciplinary proceeding, including the presentation of relevant information and questioning of witnesses. This may be the student organization advisor for general organizational activities or a separate person chosen for the purposes of the student organizational conduct proceedings.

B. **Allegation** - An assertion that someone has engaged in behavior that may be a violation of the Student Conduct Code.

C. **Administrative Measure** - Actions taken by the University to address or remedy a behavior separate and apart from a Conduct outcome. Actions include but are not limited to holds on student accounts, No Contact Orders, and additional non-conduct University Directives.

D. **Administrative Panel** - A group of students in addition to faculty or staff selected and trained by Student Conduct and Community Standards who serve as a heading body with responsibility for adjudicating student conduct cases. Students shall comprise at least one-half of the membership.

E. **Day** - Any weekday, Monday through Friday, in which the University is in operation. This includes days when the University is in operation, but classes are not in session.

F. **Hearing** - An informal or formal disciplinary proceeding, conducted by a hearing body in accordance with the Code, following which determinations of "responsible" or "not responsible" are made with regard to alleged Code violations and outcomes are assigned as appropriate. Alternative dispute resolution proceedings, information sessions, investigation meetings, or other meetings conducted by the University are not considered to be a disciplinary proceeding.

G. **Hearing Body -** Any person or persons authorized in the Code to conduct hearings, make a finding of whether or a Student Organization has violated the Code, and recommend or assign outcomes as appropriate.

H. **On-Campus -** All land, buildings, facilities, and other property in the possession of or owned, used, or controlled by the University, including adjacent streets, sidewalks, and parking lots. See also the definition of 'University' below.

I. **Organization Facility -** The location where organization events occur. This may include a live-in component for members.

J. **Organization Event -** An organization event is defined as any event consisting of prospective, new, active, recently active, and alumni members (or some combination thereof) that a reasonable observer would associate with the Student Organization, or was sponsored, financed, or endorsed by the Student Organization, or required advanced planning on behalf of the Student Organization.

K. **Policy -** The written statements governing the University as found in, but not limited to, the State of Florida Board of Governors regulations, the University's Board of Trustees regulations, policies adopted by the President or Vice Presidents, the *Student Organization Conduct Code*, the *Undergraduate General Bulletin*, the *Graduate Bulletin*, the *Student Policy Handbook*, the *Registration Guide*, the *Guide to Resident Living*, the *Sex Discrimination and Sexual Misconduct* policy, and other written requirements of departments, organizations and clubs.

L. **Preponderance of the Information -** The standard of evidence upon which a determination of 'responsible' or 'not responsible' is made and is used in adjudicating all hearings under this Code. It means that the information, as a whole, demonstrates it is more likely than not that the fact sought to be proved is true. The individual bearing the burden of proof must present evidence/ information which is more credible and convincing than that presented by the other individual or which shows that the fact to be proven is more probable than not.

M. **Student Organization -** A Student Organization that has been approved by ~~Student Activities~~Student Organizations & Involvement, as designee of the Vice President for Student Affairs, to function at the University. Further stipulations regarding ~~recognition~~ registration are outlined in FSU-3.0015 Student Organizations and Activities. In this Code, the term 'student organization' also refers to a student group which is defined as any number of persons who are associated with the University and each other, but who have not registered, or are not required to register, as a student organization that conducts business or participates in University-related activities. This includes, but is not limited to, student organizations that are no longer recognized by the University and/or (inter)national organizations.

N. **Complainant -** Any individual or student organization who is alleged to be the victim of conduct that could constitute one or more violation(s) of the Code. The complainant is the

individual or student organization who is affected, and files a report or formal complaint, or on whose behalf a report or formal complaint is filed.

O. **Responding Student Organization -** A student organization that has been reported to be the perpetrator of conduct that could constitute one or more violation(s) of the Code.

P. **Report -** A Student Conduct Authority alleging conduct that could constitute one or more violation(s) of the Code.

Q. **Formal Complaint -** A complaint or a University official alleging conduct that constitute one or more violation(s) of the Code by a responding student organization.

R. **Student -** Any individual meeting one or more of the criteria below. The term applies to all campus, sites, locations, and delivery methods of credit-bearing course offerings.

1. Admitted. Any person, regardless of academic career, who is admitted to the University and accepts an offer of admission to participate in any University program, course, or activity~~, leading to enrollment, including but not limited to online or in-person orientation, graduate student orientation, teaching assistant orientation, or workshops~~.

2. Enrolled. Enrolled in any credit-bearing course or program offered by Florida State University at the time any alleged violation(s) occurred.

3. Active Student. Any person who has been enrolled at the University and continued to be associated with the University in order to complete the course or program in which the student was enrolled. 'Active' status is determined by academic policy and is enforced by the Registrar's Office. This can include periods of non-enrollment during which the student is eligible to enroll in classes. The term also includes any student who has been issued an Interim Health and Safety Action (IHSA) pending the outcome of a student conduct proceeding.

4. Dual Enrollment. Any student enrolled in a credit-bearing course on a dual-enrollment basis. Jurisdiction over a dual-enrollment student's conduct will be determined in consultation with the appropriate officials at the student's home institution.

S. **Student Conduct Authority -** An individual or administrative unit whose administrative duties include the administration of the student conduct process, including formal, informal action, or alternative resolution. See the section on 'Authority' for more information. This definition includes, but is not limited to, the Office of the Vice President of Student Affairs, Student Conduct and Community Standards, University Housing, and International Programs or their successors.

T. **Student Organization Representative -** A student designated by a Student Organization to serve as its representative through any Student Organization conduct proceedings. Typically,

this individual serves on the executive board of a Student Organization and may particularly serve in the role of president. In some cases, a representative of the (inter)national headquarters or leadership may be designated by a(n) (inter)national organization to represent the Student Organization, however this role is separate and apart from that of an advisor, including but limited to legal counsel. The Student Conduct Authority may choose to require a Student Organization to designate a non-student representative or designate a different student representative when deemed necessary.

U. **University -** Florida State University, each of the programs and activities under its control and all property owned, leased, used, or controlled by the University, including all branch campuses, facilities, and University International Programs' locations and property

V. **University Community -** Any person who is a student, faculty member, University official, visitor, contractor, volunteer, representative of the University, or any person employed by the University. It also includes student organizations and their members (active or inactive), officers, guests, contractors, and agents.

W. **University Official -** Any person assigned to engage in teaching, research, administrative, professional, or other responsibilities while acting within the scope of their employment or volunteer role with the University.

X. **Student Conduct Board -** A group of currently enrolled students in good conduct standing selected and trained by the Student Conduct and Community Standards to adjudicate student organization conduct cases as a hearing body excluding cases of alleged violations of the Anti-Sexual Misconduct policy (2-2) or Title IX Compliance Policy (2-2a) and cases that may result in a responding student organization's suspension or loss of recognition.

Y. **Single Hearing Administrator -** Any University Official designated and trained by Student Conduct Authority to facilitate meetings or information sessions and administer alternative resolutions, or to serve as the hearing body for informal or formal hearings.

Z. **Residential Conduct Board -** A group of currently enrolled students in good conduct standing who each reside in University Housing and are selected and trained by University Housing to adjudicate student conduct cases for students residing in University Housing, excluding cases of alleged violations of the Anti-Sexual Misconduct policy (2-2) or Title IX Compliance Policy (2-2a) and cases that may result in a respondent's separation from the University.

AA. **Non-Sexual Consent -** As related to alleged violations of the Code not involving sex discrimination or sexual misconduct, consent is the voluntary, informed, and freely given agreement, through words and/or actions, to participate in mutually agreed-upon behavior or activity.

BB**. Law Enforcement Statement -** A sworn statement or report by a duly authorized law enforcement officer that may be relied upon by a hearing body in a student organization conduct proceeding

CC**. University Official Report -** A narrative or document prepared by a university employee in the course of their employment that provides information about an incident. Examples include, but are not limited to, Office of Title IX investigation reports and University Housing Incident Reports.

DD.**Witness Statement -** A narrative or document that is not part of a law enforcement statement or university official report and that is prepared and submitted as a part of the reporting of an incident or in lieu of a witness's live appearance at a conduct proceeding, which provides the information that the witness has regarding an alleged violation of the Code.

EE. **Student Organization Member -** A University student currently enrolled in classes who participates in a Student Organization. Student Organization participation may include, but is not limited to, paying dues, being listed on a roster, participating in activities or meetings, or receiving communication from the Student Organization.

FF. **Informal Resolution -** The process by which a student organization may accept responsibility and outcomes, or not contest responsibility for an alleged violation of the Student Organization Conduct Code. This resolution is noted as a finding of responsibility and results in a conduct record for the responding student organization.

GG. **Notice -** Notice is considered given to an organization when it is sent to the student organization representative's official University email address, is hand-delivered to the student organization representative or current residence, or upon the University's receipt of a certified mail return receipt when communication is sent to the local address on file with the Office of the University Registrar, to the permanent address on file if a local address has not been provided, or to the address of the national organization when applicable.

HH.**University Program or Activity -** Locations, events, or circumstances over which the University exercised substantial control over both the respondent and the context in which the conduct occurs, and also includes any building owned or controlled by a student organization that is recognized by the University. A program or activity may include events, programs, and circumstances that occur in person, or a virtual platform, or via electronic communication or publication including but not limited to phone, email, text, or social media.

~~H.~~ AUTHORITY

II.

~~A.~~ Authority for student conduct ultimately rests with the Florida State University Board of Trustees which has delegated such authority to the President of Florida State University

(hereinafter "President"). The Board further assigns authority through this Code, a Board Regulation. The President has delegated direct authority to the Vice President for Student Affairs (hereinafter "Vice President"). The Vice President delegates this authority to the Dean of Students. Under the direction of the Dean of Students, the Associate Dean(s) of Students/Director of the Office of Student Conduct and Community Standards, the Assistant Dean(s) of Students, directors/program leaders of International Programs, and appropriate University Housing staff are responsible for implementing the student conduct system. Implementation includes, but is not limited to, selection and training of hearing bodies.~~Authority for student organization conduct ultimately rests with the Florida State University Board of Trustees which has delegated such authority to the President of Florida State University (hereinafter "President"). The Board further assigns authority through this Code, a Board Regulation. The President has delegated direct authority to the Vice President for Student Affairs (hereinafter "Vice President"). The Vice President delegates this authority to the Dean of Students and the Director of Student Conduct and Community Standards.~~

A.

~~B.~~ The President, Vice President, Dean of Students or their designees may take direct jurisdiction of any case when it is determined by the immediate circumstances that taking direct jurisdiction is in the best interest of the University.

B.

~~C.~~ The President, Vice President, and Dean of Students, Associate Dean of Students/Director of the Office of Student Conduct and Community Standards or designee have the authority to designate individuals internal and external to the University as hearing or appellate officers when appropriate.

C.

~~D.~~ All hearing bodies have the authority to consult with other appropriate University officials in order to effectively resolve a Student Organization conduct case.

D.

~~E.~~ The hearing decision or recommendation of a hearing body is considered a hearing decision. If a hearing decision is not appealed as provided within the Code, the hearing decision becomes final agency action.

E.

~~F.~~ The authority of appellate officers is further enumerated in the Code section on "Appeal Procedures." Appellate decisions are considered recommendations to the Vice and become final agency action upon approval by the Vice President.

F.

~~A.~~G. Any reference in the Code to the role or responsibilities of a specific University official may be delegated by the University official to an appropriate designee.

III. SCOPE

Florida State University may address the alleged misconduct of any Student Organization specified in “Violations” section of this Code pursuant to the following:

A. In any proceeding to determine whether a student organization has violated the Code, the University will apply the substantive code provisions defining conduct violations that are in effect on the date the alleged conduct occurred. The University will apply the procedural standards outlined in section VI. "Procedural Standards", that are in effect at the time the student organization is provided notice of the specific allegation(s) of code, regulation or other policy violations, regardless of the date of the alleged violation.

B. The Code will apply to student organization conduct that occurs on university premises, at university-sponsored activities and off-campus as determined by the Student Conduct Authority. Factors that will be considered when determining whether to address off campus conduct include, but are not limited to, whether the incident is documented by a verifiable source, adversely affects the University community, occurs at a university program or activity, or endangers the health or safety of a student or others

C. The Code applies to the University as defined in this Code. Non-substantive procedural modifications that reflect the particular circumstances of each campus or international program are permitted as approved by the Student Conduct Authority.

D. The Code includes procedural standards that apply specifically to the resolution of violations of the Student Organization Conduct Code that are not encompassed under Sexual Harassment as defined in, or that fall outside of the jurisdiction of the Title IX Policy. The University reserves the authority to determine what level of procedural standards will apply to a report or formal complaint and whether application of the appropriate procedural standards should change based on new or evolving information regarding a specific case. The University may, in its discretion, address conduct that has been dismissed during or as a result of the Title IX investigation process if the conduct or circumstances fall outside of the jurisdiction of the Title IX Policy but would fall within the other jurisdictions and provisions of the Code.

E. Student Organization conduct proceedings may be initiated for alleged conduct that potentially violates both law and University policy without regard to the pendency of civil or criminal litigation in court or criminal arrest and prosecution. Proceedings under these procedural standards may be carried out prior to, concurrently with, or following civil or criminal proceedings at the discretion of the Student Conduct Authority. Determinations made or outcomes imposed will not be subject to change because criminal charges or civil complaints arising out of the same facts giving rise to violation{s) of University policy were dismissed, reduced, or resolved in favor of an individual or student organization.

F. The University may adopt the finding of fact in a criminal or civil proceeding with a similar or higher standard of proof and conduct an outcomes-only proceeding if appropriate.

G. The University has up to 180 calendar days to resolve an alleged violation{s) of the Code with a responding student organization upon receipt of a report of a possible violation that includes enough substantive information to conduct an investigation by the Student Conduct Authority or upon receipt of an investigation report from the Title IX Office. However, the University has discretion to extend this time period if deemed necessary to perform a thorough investigation, preserve fundamental due process, or due to other extraordinary circumstances.

H. Student Organization decisions and outcomes may be published by the University at its discretion or when required by law.

I. The University may restrict a student's or student members of a student organization's contact with specified individuals when determined appropriate based on the facts or information and circumstances of each unique incident. The Student Conduct Authority can administratively issue such restrictions to any individuals involved in a conflict or incident, regardless of whether a determination of alleged violations has been made. Such restrictions are valid and enforceable only with respect to individuals who are students at the University.

J. The University may determine what University personnel have an educational need-to-know regarding the status and/or outcome of student organization conduct processes and to provide notice to relevant University personnel as determined by the Student Conduct Authority.

IV. Amnesty

A. An element of promoting safety is providing clear, responsible methods of reporting and addressing incidents of misconduct. Therefore, in order to remove potential barriers to reporting, the Student Conduct Authority may in its discretion, not charge a complainant with a violation for conduct originating from the same incident if reported by that student in good faith to a University official, or otherwise discovered in investigation.

B. The University's highest priority is the physical and mental health and safety of students and members of the University community. Therefore, no student seeking assistance for themselves or others as a result of a hazing incident, sexual misconduct, intoxication, or medical emergency from alcohol or other drugs will be charged with violation of the alcohol, controlled substances, and illegal drug or hazing provisions of this Code if:

    1. That student calls local or University law enforcement or medical assistance;

    2. That student cooperates fully with University, law enforcement, and medical personnel, as applicable; and

    3. That student remains at the scene with the person in need until assistance has arrived

C. Amnesty provisions may extend beyond individual students to a student organization at the discretion of the Student Conduct Authority.

D. The University recognizes that during times of a public health emergency as declared by local, state, or national authorities the priority of gathering information regarding contact and exposure to contagion may be greater than resolution of a violation of the Student Organization Conduct Code. Therefore, the University has discretion over whether a student organization will be charged with a violation of the Student Organization Conduct Code if information is a result of providing important contact tracing information to the University or public health officials.

V. Student Organization Responsibility

A Student Organization may be held responsible for the actions of those affiliated with the organization, including but not limited to one or more of its members (active or inactive), new members, former members, alumni, guests, contractors, and agents if action on behalf of, in the interest of, or as affiliates of the student organization. Every Student Organization has the duty to take all reasonable steps to prevent violations of university regulations and state laws growing out of or related to the activities of the Student Organization. Each Student Organization is expected to educate its member regarding their risk management policy and all applicable University policy and all appliable University policies and state laws.

A. In determining whether a Student Organization may be held collectively responsible for the individual actions of its members, guests, contractors, and/or agents, all the available factors and circumstances surrounding the specific incident will be reviewed and evaluated. There is no minimum number of student organization members who must be involved in an incident to determine group responsibility. A Student Organization may be subject review under the provisions of this Code for activities not sponsored by the Student Organization where persons present or responsible for the activity are members or guests of members of the Student Organization.

B. Misconduct on the part of the Student Organization may be addressed when factors including, but not limited to the following are found:

    1. Members of the Student Organization (active or inactive), new members, alumni, former members, agents, contractors, or guests act together to violate the Student Conduct Code or Student Organization Conduct Code; or

    2. Officers or members of a Student Organization are present at a student organization - sponsored, financed, or otherwise supported activity or event; or

    3. Student Organization leadership had knowledge or should have had knowledge of the event, or planned unlawful conduct and/or conduct in violation of the Student Conduct Code or the Student Organization Conduct Code before it occurred and failed to take preventative or corrective action or failed to stop unlawful behavior as it occurred at such event; or

4. An event or conduct in violation of the Student Conduct Code or the Student Organization Conduct Code occurred on premises and/or transportation owned, operated, controlled, or rented by the Student Organization; or

5. A pattern of individual violation(s) occurred and/or continues to occur without adequate control, response, or discipline on the part of the Student Organization or its leaders; or

6. The Student Organization or members interfere with the investigation or conduct proceedings; of any individuals who are members (active or inactive), new members, alumni, former members, agents, contractors, guests, of the Student Organization.

C. Other Student Organization Privileges and Expectations

1. There are many privileges and expectations associated with being a ~~Recognized~~ Registered Student Organization {RSO) at Florida State University. Refer to ~~Student Activities~~the Office of Student Organizations & Involvement regarding the privileges afforded RSO's on campus and refer to the RSO Handbook for any further expectations of an RSO.

VI. Violations

Each Student Organization is expected to abide by these rules of conduct and to be accountable for the behavior of student organization members. Lack of familiarity with University policy is not a justification for violating any provision of this Code. Unless specifically noted, intent is not a required element to establish a Code violation. Intoxication or impairment from alcohol, drugs, or other substances is not a justification for violating any provision of this Code. These rules of conduct should be read broadly and are not designed to define prohibited acts in exhaustive terms.

A. Sex Discrimination and Sexual Misconduct

The Student Organization will not participate in, tolerate, or condone any actions defined as "prohibited conduct" in the Anti -Sexual Misconduct Policy.

B. Title IX Compliance Policy Violations

The Student Organization will not participate in, tolerate, or condone any actions defined under "sexual harassment" in the Title IX Compliance Policy. Title IX Compliance Policy violations are resolved through specific procedural standards outlined in the Title IX Compliance Policy as well as applicable standards in the Student Organization Conduct Code not in conflict with specific Title IX Policy provisions. Alleged conduct will be resolved under the jurisdiction of the Title IX Compliance Policy and applicable procedural standards if:

1. The alleged conduct may meet one or more of the violations defined as sexual harassment in the Title IX Compliance Policy, and

2. The conduct occurred within the context of a University program or activity within the United States.

C. Endangerment

1. The Student Organization will not participate in, tolerate, or condone any of the following actions:

    a. Physical violence or unwelcome force against a person or the property of any person or group.

    b. Action(s) that imminently endanger the health, or safety of another person or group.

    c. Interference with the freedom of another person to move about in a lawful manner by force, threat, intimidation, or other means without consent.

    d. Intentionally or negligently inserts or causes ingestion of a foreign substance into the body of another person without their consent. Includes, but not limited to, drugs, substances not meant for human consumption.

    e. Action(s) that endanger the health, safety, or well-being of an animal. This includes, but is not limited to, intentionally or unintentionally torturing or in a cruel manner killing or causing serious bodily injury to an animal; failing to provide necessary food, water, or care for an animal; unreasonably abandoning an animal in the student's custody transporting or confining an animal in a cruel manner; causing one animal to fight with another animal; or inappropriately overworking an animal. This provision does not prohibit any activity conducted as part of an approved academic or research program within the University.

D. Harassment

1. The Student Organization will not participate in, tolerate, or condone any of the following actions:

    a. ~~Physical~~ Conduct, ~~not of a sexual nature,~~ including any gesture, written, verbal or physical act, or any electronic communication (includes text messages and postings on web-sites or social media), that places a person in reasonable fear of harm to their person or damage to their property, infringes upon rights of personal privacy or property, has the effect of substantially

interfering with a reasonable person's academic performance or ability to participate in opportunities or benefits provided by the University, or has the effect of substantially interfering with the orderly operation of the University.

~~a.~~b. Conduct, based on other university, state and federally recognized protected classes (race, creed, color, religion, national origin, age, disability, genetic information, veterans' status, marital status, or any other legally protected group status - See also FSU Equal Opportunity, Non-Discrimination and Non-Retaliation Policy 4-OP-C-7-I3), including any gesture, written, verbal or physical act, or any electronic communication (including text or direct digital messages and posting on web-sites or social media), that places a person or segment of our community in reasonable fear of harm to their person or damage to their property, infringes upon rights to personal privacy, has the effect of substantially interfering with a reasonable person's academic performance or ability to participate in opportunities or benefits provided by the University, has the effect of substantially interfering with the orderly operations of the university or creates a hostile environment detrimental to t

~~b.~~c. Stalking, ~~not of a sexual nature,~~ defined as a course of conduct (i.e. more than one act) directed at a specific individual which would cause a reasonable person to experience substantial emotional distress, or to fear for their safety or the safety of another.

E. Invasion of Privacy

1. The Student Organization will not participate in, tolerate, or condone any of the following actions:

    a. Unauthorized intrusion upon a person's private property or communications.

    b. Unauthorized appropriation and/or use of someone's identifying or personal data or documents.

    c. Using electronic or other means to make a video or photographic record of any person where there is a reasonable expectation of privacy without the person's consent. This includes, but is not limited to, taking video or photographic images in shower/locker rooms, residence hall rooms, private bedrooms, and restrooms. The sharing and/or distributing of such unauthorized records by any means is also prohibited.

F. Hazing

The Student Organization will not participate in, tolerate, or condone any Student Organization or individual action or situation, which occurs on or off University property, that intentionally, recklessly, or negligently endangers the mental or physical health or safety of a student for purposes including, but not limited to, initiation or admission into or affiliation with any University student organization or other group whether or not

officially recognized by the University, or the perpetuation or furtherance of a tradition or ritual of any such student organization or group.

1. Hazing includes, but is not limited to:

    a. Brutality of a physical nature, such as whipping, beating, branding, exposure to the elements, forced consumption of food, liquor, drug, or other substance;

    b. Subjecting a person to extreme mental stress, such as sleep deprivation, forced exclusion from social contact, forced conduct that could result in extreme embarrassment, or other forced activity that could adversely affect the mental health or dignity of a reasonable person;

    c. Pressuring or coercing a person into violating state or federal/national law and/or University policy;

    d. Interfering with or impeding a person's academic pursuits, employment, religious observances, or affiliation with other individuals, groups, or activities; or

    e. Otherwise infringing upon a person's personal or property rights or substantially interfering with a reasonable person's ability to participate in or benefit from the services, activities, or privileges provided by the University.

Hazing does not include customary athletic events or other similar contests or competitions or any activity or conduct that furthers a legal and legitimate objective.

A student may commit an act of hazing whether the student is a prospective, current, or former member of the organization or group. The actions of active, associate, new and/or prospective members, former members, or alumni of a student organization or group may be considered hazing under this Code. The following circumstances are not a defense to a violation of this provision: express or implied consent of a victim, the conduct or activity was not part of any official organizational event or otherwise sanctioned or approved by the student organization, or the conduct or activity was not a condition of membership into a student organization.

2. Soliciting another or aiding or assisting another to engage in any act of hazing as defined in this Code, or active involvement in the planning of such action.

3. Observing or participating in any conduct defined as hazing pursuant to the Code by a member of the Student Organization or group who is not themselves a complainant, without reporting the incident to a University official.

The following circumstances do not constitute a defense to allegations of hazing:

~~4.~~ a. the consent of the victim had been obtained;

~~5.~~ b. the conduct or activity that resulted in the death or injury of a

person was not part of any official organizational event or otherwise sanctioned or approved by the student organization or group; or

~~6.~~ c. the conduct or activity that resulted in the death or injury of a person was not done as a condition of membership into a student organization or group.

~~7.~~

BOG 6.021, and Section 1006.63, Florida Statutes, are considered part of and incorporated as applicable.

G. Alcohol, Controlled Substances, and Illegal Drugs

1. The Student Organization, members, and guests must comply with all federal, state, and local laws pertaining to alcohol. No person under the legal drinking age may possess, consume, provide, or be provided alcoholic beverages.

2. The Student Organization, members, and guests must follow federal, state, and local laws regarding illegal drugs, controlled substances, other mind-altering substances and drug paraphernalia. No person may possess, use, purchase, provide, distribute, sell, and/or manufacture illegal drugs, other controlled substances, other mind-altering substances or drug paraphernalia while on the premises of or premises under the control of the Student Organization, while attending an organization event, or engaging in Student Organization activities or business, or acting within the scope of membership. The Student Organization maybe held responsible for the distribution of illegal drugs, other mind-altering substances and controlled substances in or adjacent to any organization facility or any facility operating as the organization's facility or in the control of the organization.

3. Alcoholic beverages must either be

    a. Provided and sold on a per-drink basis by a licensed and insured third-party vendor (e.g., restaurant, bar, caterer, etc.); or

    b. Brought by individual members and guests through a bring your own beverage ("BYOB") system. The presence of alcohol products above 15% by volume ("ABV") is prohibited at any organization event, except when served by a licensed and insured third-party vendor.

4. Common sources of alcohol, including bulk quantities, which are not being served by a licensed an insured third-party vendor, are prohibited (i.e., amounts of alcohol greater than what a reasonable person should consume over the duration of an event).

5. Alcoholic beverages must not be purchased with student organization funds or funds pooled by members or guests (e.g., admission fees, cover fees, collecting funds through digital apps, etc.)

6. A Student Organization must not co-host or co-sponsor an organization event with a bar~~,~~ ~~event promoter~~ or alcohol distributor; however, a student organization may rent a bar, restaurant, or other licensed and insured third-party vendor to host an organization event.

7. Attendance by non-members at any event where alcohol is present must be by invitation only, and the student organizations must utilize a guest list and identification/banding system. Attendance at events with alcohol is limited to a reasonable guest-to-member ratio and must not exceed local fire or building code capacity of the student organization facility or host venue.

8. The Student Organization, members, and guests must not permit, encourage, coerce, or participate in any activities involving the rapid consumption of alcohol, including, but not limited to, drinking games and rapid consumption.

9. Any organization event or activity related to the new member joining process (e.g., recruitment, intake, rush) must be substance free. No alcohol, illegal drugs, other mind-altering substances, or controlled substances may be present if the organization event or activity is related to new member activities, meetings, or initiation into the Student Organization, including, but not limited, to "bid night," "Big/Little" events or activities, "family" events or activities, and any ritual or ceremony.

10. Hosting by owners, residents, student organization members, or others in control of the organization event where the underage consumption of alcohol, illegal use of controlled substances, or illegal drug use occurs, including in a residence hall room, residence hall common area, or off¬ campus personal residence or any space that is occupied by, under the control of, or reserved for the use of a Student Organization.

11. Failure of a Student Organization to take all necessary steps to ensure no person under the legal drinking age possesses alcoholic beverages at organization events or within any property or transportation it owns, operates, occupies, and/or rents, or is in control of is a violation of this policy.

12. Any violation of the University Alcohol Policy, FSU Regulation FSU-6.012.

H. Disruption and Obstruction

1. Student Organizations and student organization members must comply with the lawful order or reasonable request of an identified University official, any non-University law enforcement official, any non-University emergency responder, or any protective order.

2. The Student Organization will not engage in, tolerate, or condone:

    a. Providing false or misleading information by members of the Student Organization, or on behalf of the Student Organization to a University official,

Commented [CM1]: Clarifying intent of this violation.

law enforcement official, paramedics, or other medical staff. This may include allowing an advisor, advocate, or legal representative to submit false or misleading information on behalf of the student organization.

b. Providing false or misleading information in a University and/or law enforcement investigation or hearing process.

c. Acts that disrupt the University student organization or student conduct process or other University investigation, adjudication, or resolution process. Examples may include but are not limited to: attempting to coerce or influence a person regarding the reporting of a student or Student Organization conduct violation, or a person's participation in any conduct proceeding; avoiding or impeding communication in regard to a conduct proceeding; or actively disrupting a meeting or proceeding.

d. Informed participation in an event with another student organization and failing to take necessary actions to determine whether a Student Organization is currently on disciplinary probation, recognition is suspended with restrictive conditions, or the student organization has lost recognition

e. Unreasonable disruption of peace, academic study, or sleep on or off campus

f. Behavior which disrupts or obstructs student learning, research, administrative, or other University operations or previously scheduled or reserved on-campus activities

g. Retaliation against another for making a report of conduct that may be in violation of this Code or other University policy, or participating in an investigation, process, or hearing. Making a report that is not made in good faith may be considered retaliation. See the Anti-Sexual Misconduct policy for prohibited conduct defined as retaliation in that policy.

h. Interfering or attempting to interfere with an individual’s attempts to contact law enforcement, emergency responders, or other form of aid.

I. Property

1. The Student Organization will not engage in, tolerate, or condone:

a. Defacement, damage, or destruction of property.

b. Theft, defined as removing, relocating or using the property or services of another person, off-campus entity, or of the University without authorization.

c. Receipt, possession, sale, or purchase of property or services that are known or reasonably should have been known to have been stolen or obtained through unlawful means.

d. Entering or using the property or facilities of another person(s) or entity without consent or authorization or refusing to depart when directed by a university official.

e. Willfully entering a restroom or changing facility designated for the opposite sex on campus, and refusing to depart when directed by a university official with the exception of the following circumstances:

J. Gambling

1. Engaging in or offering games of chance for money, property, goods, or services or other gain in violation of Florida law.

K. Other Violations

1. Student Organizations will not engage in, tolerate, or condone the violation of; or the aiding, abetting, furthering, conspiring, soliciting, inciting, or attempting to commit any of the following:

a. Violation of Federal or State Law, local ordinance, or laws of other national jurisdictions.

b. Violation of any Florida Board of Governors Regulation.

c. Violation of any other University regulation or policy as defined in section II. Definitions, J. Policy in this Code.

d. Violation of the Academic Honor Policy when the student is not currently enrolled in the related course or when the incident cannot otherwise be processed under the Academic Honor Policy. Refer to the Academic Honor Policy for violations and descriptions.

e. Violation of policy of local or (inter)national governing entities including but not limited to member councils and (inter)national organizations.

VII. Procedural Standards

A. Advisors

1. An advisor may be present to advise a student organization, complainant, or witness and may participate in all aspects of any disciplinary proceedings but shall not testify

on behalf of the student organization. ~~In Title IX hearings only, an advisor must conduct the questioning as described in the Title IX Compliance Policy.~~

2. Consultation with an advisor during a meeting, proceeding or hearing must take place in a manner that is not disruptive.

3. Identity of an advisor is required to be reported to the Student Conduct Authority at least three business days prior to a meeting, proceeding, or hearing.

4. Advisors may not be individuals who serve other roles in the process as outlined in this Code {i.e. hearing administrator, witness, etc.), or if service in an advisory capacity would unreasonably conflict with the fair administration of the student conduct process as determined by the appropriate Student Conduct Authority.

5. The University is not responsible for selecting or compensating an advisor, for any student organization navigating the student conduct process.

6. The availability of an advisor, advocate, or legal representative to attend a student conduct meeting, proceeding, or hearing will not unreasonably interfere with or delay the student organization conduct process. For Title IX hearing proceedings, if a student organization's advisor does not appear the University will assign an advisor or delay proceedings as outlined in the Title IX Policy.

7. Once a meeting, proceeding, or hearing has been scheduled it will rarely be rescheduled due to later unavailability of an advisor, advocate, or legal representative.

8. A representative from the University's Office of the General Counsel may also be present at any meeting, proceeding, or hearing.

B. Reports

1. Anyone may file a report with the University alleging that a student organization has violated the Code. Any report should be submitted as soon as possible after the incident takes place, preferably within 60 calendar days. When there is significant delay, the Student Conduct Authority's ability to resolve an incident may be difficult due to access to reliable information and witnesses. Therefore, the Student Conduct Authority has discretion whether or not to pursue resolution of a report and will only pursue a significantly delayed report when the conduct or responding student organization are deemed to pose a potential threat to the health or safety of an individual or the University community, or other exceptional circumstances.

2. The Student Conduct Authority may receive reports or information pertaining to criminal or civil cases from the FSU Police Department, Tallahassee Police Department, Leon County Sheriff's Office, Division of Alcoholic Beverages and Tobacco, other law enforcement agency, or any municipal, state, or federal court.

3. Reports may be accepted through alternate reporting mechanisms at the discretion of the Student Conduct Authority including but not limited to written communication, published information, or referral from another University department.

4. For reports alleging sex discrimination or sexual misconduct, the reporting process can be found in the Anti-Sexual Misconduct policy and/or Title IX Compliance Policy. If a report alleges sexual misconduct and is reported via report.fsu.edu, the Student Conduct Authority will report the matter to the appropriate Title IX Office authority, in accordance with the University's Anti-Sexual Misconduct Policy and/or Title IX Compliance Policy. The Office of Title IX will evaluate the report pursuant to the policy before it will be referred to the Department of Student Conduct and Community Standards to review for possible violations of this Code.

C. Review and Investigation

1. All reported information will be reviewed by an appropriate Student Conduct Authority to determine appropriate next steps.

2. Interim Health and Safety Actions may be issued pursuant to section the Administrative Measures section of this Code.

3. Investigation

   a. Upon receipt of a report, except for reports that are referred to the Office of Title IX, a prompt, thorough, and impartial investigation may be conducted by the Office of Investigations and Assessment or FSUPD if further information is required to determine appropriate resolution by the Student Conduct Authority.

   b. Investigations will include a review of the submitted report, and other additional information, such as that gathered from investigation meetings with involved individuals or groups. Any involved individuals or groups will be interviewed and asked to share information they have regarding the incident including documents (text messages, emails, photos, etc.) and identification of any additional witnesses who may provide direct information regarding the incident.

   c. Students and student organization representatives may be accompanied by an advisor of their choice. Individuals are highly encouraged to participate in the process to allow for as thorough an investigation as possible; however, an individual may decline to participate in the investigation process.

   d. At the conclusion of an investigation, the Office of Investigations and Assessment will produce an investigation report and forward to the Student

Conduct Authority for determination of appropriate referral, resolution, or dismissal in accordance with University policy.

4. Administrative Measures

~~a.~~ Interim Health and Safety Actions. Interim actions may be initiated to protect the health or safety of individuals involved in an incident or investigation or in circumstances when a student organization is alleged to have engaged in conduct that poses a substantial risk to the University community or operations. IHSAs may be issued in conjunction with, or pending the outcome of, an investigative or adjudicative process of the Student Conduct Code, Student Organization Conduct Code, Anti-Sexual Misconduct policy, or Title IX Compliance Policy. ~~For cases falling under the jurisdiction of the Title IX Compliance Policy, an interim health and safety action temporarily separating a student from the University or precluding participation in a course or courses must only be assigned when there is an immediate threat to physical health or safety of an individual that arises out of a report or formal complaint, or other aspect of the procedures described in the Title IX Compliance Policy. Other supportive measures and remedies may be instituted as described in the Title IX Compliance Policy.~~

a.

i. Interim action(s) will be communicated in writing consistent with the notice provisions of this Code.

ii. Interim action(s) are temporary measures applied through the duration of an investigation and/or resolution process and do not replace a resolution process as outlined in this Code.

iii. A student organization may request a review of an interim action in writing to the Department of Student Conduct and Community Standards. The scope of the request is limited to whether the interim action(s) should remain in place, based on the information available. The student organization representative of a~~n~~ responding student organization on an IHSA is afforded an opportunity to request a review of the Interim Health and Safety Action. The Dean of Students, or designee, will review the materials provided by the student organization within a reasonable timeframe of receiving the written request. The requesting student may provide information including reports, witness statements, communications, or other documentation in the meeting. When applicable, a complainant may provide information to the Department of Student Conduct and Community Standards for purposes of this review. The Dean of Students, or designee, may schedule a meeting with the student organization upon receipt of the written request to review the request or to gather additional information. Interim actions may be affirmed, modified, or

lifted as a result of a requested review or as new information becomes available. The Dean of Students or designee will communicate the final decision in writing within a reasonable timeframe of the review meeting.

iv. Interim Action(s) may include any actions deemed appropriate to mitigate the threat to health, safety, or welfare of the University community or individuals involved in an incident, ranging from interim suspension to restrictions on participation in university-sponsored programs or activities or presence on campus.

b. Termination or reassignment of housing. Removal or reassignment of an individual in University housing after a specific date and for a specified period of time. If removed, the student may be restricted from entering all University residence halls. This status constitutes a disciplinary record that will remain on file with the Student Conduct Authority in a manner consistent with University records retention policies.

c. No contact directive/extension of existing no contact directive. A no contact directive is an official University directive that serves as notice to an individual that they must not have physical contact with or proximity to, or direct verbal, electronic, written, and/or indirect communication intentionally made through another individual for a specified period of time. This may be a new directive, extension of an existing directive, or include altered or additional parameters or instructions to an existing directive. No contact directives may only be removed prior to the specified period of time at the discretion of the Student Conduct Authority and at the written request of all involved individuals.

d. University Directive. As an administrative measure, the University, at its discretion, may adopt the terms and conditions of a court order or other similar directive, with reasonable modification to apply to the University setting. The University Directive may be issued independently, preceding, or concurrent with the University conduct process. For the duration of the directive, an involved student organization may submit documentation of any modifications issued the originating source. The University may adjust the University Directive as new information becomes available.

i. A student organization may request reconsideration of the University Directive. The Dean of Students, or designee, will review the materials provided by the student organization within a reasonable timeframe of receiving the written request. The requesting student may provide information including reports, witness statements, communications, or other documentation in the meeting. When applicable, a complainant may provide information to the Department of Student Conduct and Community Standards for purposes of this review. The Dean of

Students, or designee, may schedule a meeting with the student organization upon receipt of the written request to review the request or to gather additional information. The University Directive may be affirmed, modified, or lifted as a result of a requested review. The Dean of Students, or designee, will communicate the final decision in writing within a reasonable timeframe following the review meeting.

University Directives issued as a result of a signed Restorative Resolution Agreement signed by all necessary parties are considered final and are not subject to any further review or appeal.

D. Notice of Alleged Violations

1. Written notice given to any reporting individual(s) or responding student organizations will include the following:

   a. Sufficient detail to allow a student organization representative to prepare a response (including source of information, description of the alleged behavior(s), specific alleged Code violation(s); and date, time, and location of a disciplinary proceeding to address the allegations. Absent exigent circumstances, this notice will be provided a minimum of seven business days before the disciplinary proceeding.

   b. The date, time, and location of an information session, during which the complainant or responding student organization may view all exculpatory or exculpatory information related to the allegation, receive instruction regarding the student organization conduct process and the student organization's rights, and discuss the type of resolution process to be utilized. Absent exigent circumstances, the information session will be scheduled a minimum of five business days prior to the disciplinary proceeding.

~~b.~~

   c. The identity of hearing body and a listing of all relevant witnesses will be sent a minimum of five business days in advance of the disciplinary proceeding. This information may alternatively be included in the written notice.

   d. Applicable deadlines for submissions by the involved parties including, but not limited to, impact statements, information, objections, and witness identification where not otherwise specified. For cases involving a complainant, these deadlines will typically be required further in advance to allow both parties adequate notice to prepare for the disciplinary proceeding.

The University may adjust these deadlines with written notice in a reasonable amount of time prior to the disciplinary proceeding.

E. Information Session

1. During the information session the complainant or responding student organization representative may view all materials related to the case, review procedural standards, and discuss options for resolution. The Student Conduct Authority will determine what resolution process is appropriate after considering the expressed preferences of any complainants and responding student organization, and the totality of the circumstances.

   If a responding student organization elects to resolve the allegation and the Student Conduct Authority deems appropriate, the administrator conducting the information session may immediately facilitate a resolution or schedule the resolution to take place within a reasonable time. Options for resolution will be scheduled no sooner than five days after the information session, unless a student organization waives their right for a resolution to be scheduled sooner.

2. In cases involving a complainant, the administrator will gather the necessary information and conduct a appropriate resolution within a reasonable time.

3. When a responding student organization has two or more outstanding incidents, those incidents may be heard as a single case at the discretion of the Student Conduct Authority.

F. Resolutions

1. Alternative Resolution

   a. In an Alternative Resolution, the responding student organization accepts responsibility for the behaviors and agrees to complete assigned outcomes. Once the Alternative Resolution Agreement is signed by the student organization representative, it constitutes a University Directive. By agreeing to resolve the allegation with an alternative resolution the responding student organization waives their right to resolve the allegation through a hearing and the signed agreement constitutes final agency action.

   b. Failure to complete the agreed upon outcomes by their specified deadline may result in a violation of this Code other administrative restriction.

   c. Alternative Resolution Agreements are not categorized as a student organization conduct record at the University but may be referred to as an aggravating factor in assigning outcomes if a future violation occurs.

   d. If deemed appropriate by the Student Conduct Authority a student organization may agree to resolve an allegation violation with an Alternative

Resolution. Factors that the University will consider when determining whether a student is eligible for an Alternative resolution include, but is not limited to, the following:

i. Whether the ponding student organization has recent conduct record.

ii. Whether the responding student organization has recently resolved an allegation with an alternative resolution.

iii. The number and severity of the alleged violations.

e. Allegations involving an identified complainant will not be eligible for an Alternative Resolution.

2. Restorative Resolution

a. Participation is voluntary and both the Responsible Organization Representative and the Impacted Party must consent in writing to participate in a Restorative Resolution via the Restorative Resolution Opt-In Form.

b. The Restorative Resolution process is used for incidents which allege behavior that violates a specific University policy.

c. The Restorative Resolution process will not be used for incidents that allege violence against a member of a vulnerable population, the use of a dangerous weapon, or significant physical injury.

d. The Responsible Organization must take responsibility for having violated the alleged policy to participate in a Restorative Resolution.

e. The University will not pressure or compel any party to participate in any form of Restorative Resolution.

f. The Restorative Resolution process is not a disciplinary proceeding and therefore, an advisor may not speak on behalf of the Responsible Organization Representative, Impacted Party, or Affected Party.

g. Any party may withdraw from the Restorative Resolution process until the signing of the Restorative Resolution Agreement.

h. In the event that any party withdraws from the Restorative Resolution or if parties are not able to reach an agreement through the Restorative Resolution Agreement, the incident will be referred back to the Student Conduct Authority or Office of Title IX, based on the nature of the allegation, for further action.

i. Information obtained through the Restorative Resolution process may not be utilized in any other form of investigation or resolution. Additionally, Information obtained through the Restorative Resolution will be kept confidential except when otherwise required by the University.

j. Separate meetings in the Restorative Resolution process may be merged by the Facilitator based on their discretion and the needs of the students or University.

k. A Restorative Resolution concludes with the drafting of a Restorative Resolution Agreement detailing the agreed upon outcomes for the Responsible Organization. Restorative Resolution Agreements must be signed by both the Responsible Organization and the Impacted Party as well as the Facilitator. Restorative Resolution Agreements signed by all necessary parties are considered final and are not subject to any further review or appeal. Upon signing, the outcomes agreed upon in the Agreement constitute a University Directive Cases resolved by a signed Restorative Resolution Agreement through the Restorative Resolution process are not categorized as a student conduct record at the University but may be referred to as an aggravating factor in assigning outcomes if a future violation occurs.

   The Responsible Organization may be charged with a violation of the Code for failure to adhere to the requirements agreed upon in the signed Restorative Resolution Agreement.

3. No-Contest Resolution

a. A responding Student Organization may elect to resolve an outstanding violation(s) through a no contest-resolution in lieu of a hearing if deemed appropriate by the Student Conduct Authority and if the student organization representative accepts the finding of responsibility for the alleged violation(s).

b. In a no-contest resolution, because the student organization accepts the finding of responsibility, the proceeding will be focused on potential appropriate outcomes.

c. No-contest resolutions may take place during the information session or scheduled within a reasonable time thereafter.

d. No-contest resolutions are noted as a finding of responsibility for violation(s) of the Code and are considered a student organization conduct record.

e. No-contest resolutions are not permitted for cases falling under the jurisdiction of the Title IX Compliance Policy.

4. Informal Hearing

a. A responding Student Organization may elect to resolve an outstanding violation(s) through an informal hearing if deemed appropriate by the Student Conduct Authority. Informal hearings are typically utilized when there is not conflicting, complex, or additional information that would be best examined through a formal hearing setting.

b. Informal hearings may take place as an element of the information session or scheduled within a reasonable time.

c. The responding student organization representative may provide information including reports, witness statements, communications, or other documentation in the hearing.

d. A hearing administrator may temporarily adjourn the informal hearing if the administrator determines that further review of clarification is necessary including, but not limited to interviewing the complainant or witnesses.

e. A hearing administrator may utilize information gathered from information sessions, investigation meetings, or other proceedings involving individuals associated with the incident in making a determination on responsibility. If such information is under consideration, a responding student organization representative will be informed of the information and have an opportunity to respond.

f. Informal hearings are not permitted for cases falling under the jurisdiction of the Title IX Compliance Policy.

5. Formal Hearing

a. A formal hearing may be heard by a single hearing administrator or Administrative Hearing Panel. For cases that include allegations of sex discrimination or sexual misconduct either under the Sex Discrimination and Sexual Misconduct Policy or the Title IX Compliance Policy, if a formal hearing is selected, the hearing will be conducted by a single administrator.

b. Notice of a formal hearing, including the identity of the hearing administrator or body, will occur at least five business days prior to the hearing. Any objection regarding selected hearing administrator or hearing body must be submitted by the deadline specified in the notice

c. Formal Hearing Guidelines

i. Private hearing. A formal hearing is conducted in private. The complainant(s) (if applicable), responding student organization

representative, and advisor(s) are allowed to attend the entire portion of the hearing at which information is presented. Admission of any other individual to the hearing is at the discretion of the Student Conduct Authority.

ii. Scheduling. Formal hearings are scheduled at the earliest availability of the complainant(s) (if applicable), responding student organization representative, person providing information on behalf of the University, and the hearing body. Student availability is determined based on academic class schedules and requirements. Absent exigent circumstances, lack of availability based upon personal matters, employment schedules, or the availability of an advisor, advocate, or legal representative are not considered in scheduling a formal hearing. A student or student organization should select as an advisor a person whose schedule reasonably allows attendance at the scheduled date and time for the hearing.

iii. Witnesses. Appropriate witnesses identified by the Student Conduct Authority, reporting individual(s), or the responding student organization representative may be invited to the hearing to provide information in support of, or challenging responsibility of the alleged violation(s). Absent extraordinary circumstances, any witnesses must be identified at the information session or by the date otherwise given in a notice of allegations or other communication from the Student Conduct Authority. Witnesses will be invited by the Student Conduct Authority. Potential witnesses who could have been reasonably known or identified during the course of the University investigation, but who were not otherwise provided by the organization or individual afforded the opportunity to do so, will not be invited to a Formal Hearing. Only witnesses providing relevant and permissible information will be invited. Witnesses identified solely on the basis of character reference will not be allowed to participate in the fact-finding portion of a hearing. In identifying appropriate witnesses, the student organization representative or complainant shall supply the name, email and a summary of information the witness will provide to address the student conduct code allegations. Witnesses will be invited by the Student Conduct Authority. Hearings will be scheduled within a timeframe to allow witnesses reasonable notice to participate, but a proceeding will not be unreasonably delayed or disrupted based on the availability of witnesses. In the case of a formal hearing, the University will make reasonable efforts to secure in-person testimony from law enforcement officers in cases where a student conduct charge results from an incident that was reported to law enforcement, and any University personnel who were involved in investigating a matter. However, sworn statements of law enforcement officers and official university reports may be considered by a hearing body in the absence of in-

person testimony of the law enforcement officer or appropriate University employee(s), provided that the hearing body reasonably finds that the statements or report is otherwise reliable, and the responding student has an adequate opportunity to respond to all facts alleged in the statement. Other written witness statements will be accepted for review in a formal hearing if the witness does not attend at the discretion of the hearing administrator or body. However, such statements will not be considered as having equal weight as witness information presented in a hearing and cannot be used as the sole information supporting a finding of responsibility.

iv. Questions. The hearing administrator or body may pose questions directly to any individual providing information in the hearing. The complainant(s) (if applicable) and responding student organization representative may propose questions to be answered by one another, but questions must be directed to the hearing administrator or chair of the hearing body rather than to the individual directly. The advisor may propose questions to be answered by a complainant, responding student organization, or witness on behalf of the student organization they are representing, but questions must be directed to the hearing administrator or chair of the hearing body rather than to the individual directly. The hearing administrator or chair will determine whether questions or potential information are appropriate for review as part of the formal hearing at their discretion. In formal hearings falling under the jurisdiction of the Title IX Compliance Policy, questioning of participants in the hearing and determinations of relevancy will be made as described in the Title IX Compliance Policy.

v. Information.

a. Additional information, including, but not limited to, reports, witness statements, communications, or other documentation may also be reviewed in a hearing. Any such documentation that was reasonably available during a University investigation, but which was not provided during the course of the investigation by the student organization representative or other individuals afforded an opportunity to do so, will not be considered. Any additional information must be submitted to the Student Conduct Authority immediately upon discovery of such information.

b. Individuals may decline to provide information or answer questions posed in a hearing. However, the hearing body will make a decision on responsibility after considering the information that is shared as a part of the formal hearing.

c. Past violations of the responding student organizations, witnesses, or reporting individual(s) will be excluded from the hearing unless deemed relevant by the administrator or chair of the hearing body.

d. Past behavior of a responding student organization may be reviewed as an aggravating or mitigating factor for consideration in assigning appropriate outcomes if the responding student organization is found responsible for a violation.

e. Complainants and responding student organization representatives may submit an impact statement to the appropriate Student Conduct Authority by the deadline specified in the notice letter. Impact statements are considered an element of the hearing record and accessible for review by a complainant and responding student organization in the event there is a finding of responsibility. If applicable, the complainant and responding student organization representative may review the impact statement and provide a response within a reasonable time and by such method as determined by the Student Conduct Authority.

f. Consideration of information for a determination regarding responsibility is limited to that information presented in the formal hearing. Information that is discovered in a separate hearing or proceeding originating from the same reported incident may be introduced in a formal hearing.

~~mishearing. Information that is discovered in a separate 1 mtgor proceeding originating from the same reported incident may be introduced in a formal hearing.~~

6. Asynchronous Hearing

a. At the discretion of the Student Conduct Authority, hearings may be conducted asynchronously by written statements. This format is generally only offered in cases where a court order or other protective order prevents contact between one or more of the involved parties or key witnesses. Other possible circumstances may be reviewed upon request.

b. To resolve the allegation through an asynchronous hearing, the responding student organization, and complainant if applicable, must agree to participate in writing and waive their ability to conduct live questioning. The responding student organization, and complainant if applicable, may submit their questions for the other involved parties and witnesses by the specified deadline.

c. All relevant individuals will be given the opportunity to submit written statements in lieu of live hearing participation. The responding student organization, and complainant if applicable, will be given the opportunity to review and submit a response to the hearing officer about the received statements and hearing record.

7. Outcomes-Only Hearing

a. The Student Conduct Authority may determine that an outcomes-only hearing is appropriate to resolve a case in the following scenarios:

i. where a student organization as an entity is found guilty or at fault in a criminal or civil court based on a preponderance of the evidence or higher standard; or

ii. there has been a determination by another investigation/disciplinary proceeding at Florida State University for the same or comparable policy violation.

b. Outcome resolutions may take place as an element of the information session or be scheduled within a reasonable time. If a student organization representative does not participate in the hearing, the Student Conduct Authority will issue the appropriate outcomes based on the information available.

c. In cases involving an identified complainant, the Outcome Resolution may not be conducted as a part of the information session.

d. The responding student organization representative and complainant(s) may provide information, including an impact statement, for consideration.

e. An outcomes-only hearing is not permitted for violations charged under the jurisdiction of the Title IX Compliance Policy.

f. An outcomes-only decision is not eligible for appeal on the basis of information review.

4. General Guidelines

a. Basis for decision(s). The basis for any decision of responsibility in an informal or formal hearing will be, whether upon a preponderance of the information, it is more likely than not that a violation or violations of the Code occurred. The burden to demonstrate that this standard has been met rests with the University, and all responding student organizations are considered to be

not responsible for a violation until and unless a hearing body makes a finding of responsibility.

b. Informal procedural standards. Formal rules of process, procedure, and/or technical rules of evidence such as are applied in criminal or civil court are not used in student organization conduct proceedings.

c. Personal Health and Safety Accommodations. The Student Conduct Authority may accommodate individuals with concerns for their personal health or safety during a proceeding or hearing by providing separate facilities or physical dividers, and/or by permitting participation by video conference or other viable means as determined by the Student Conduct Authority as appropriate and do not infringe upon fundamental due process.

d. Accommodations for qualified individuals with a disability. Any student with a qualified disabling condition may work with the Office of Accessibility Services {OAS) to request a reasonable accommodation in order to equally participate in the student or student organization conduct process. All requests for reasonable accommodations must be made either through the Student Conduct Authority or the OAS. All accommodation requests must be made in a timely manner and coordinated with the student's appropriate disability specialist within the OAS. Non-students may make a reasonable request for accommodation with the Student Conduct Authority.

e. Decision in absentia. If a complainant, responding student organization representative, or witness does not appear for a proceeding or hearing after notice, the Student Conduct Authority or hearing body may postpone the proceeding or review any information in support of or challenging the violations in the individual's absence and determine a finding regarding responsibility and any related outcomes based upon the available information. VI. Holds. The Student Conduct Authority may place a hold on the privileges of recognition of any student organization who fails to resolve allegations of a violations(s) of the Code in a timely manner.

f. Holds. The Student Conduct Authority may place a hold on the privileges of recognition of any student organization who fails to resolve allegations of a violation(s) of the Code in a timely manner.

g. Any question of application of or objection to procedural standards, authority, scope or other provisions of the Code must be referred to the Student Conduct Authority by the deadline specified in the notice letter.

h. A hearing body or the Student Conduct Authority may impose other reasonable procedural requirements for the orderly administration of student conduct proceedings, provided that such requirements are not inconsistent

with this Code and do not infringe upon a student organization's procedural due process rights.

i. Joint hearing. In cases involving more than one responding student organization, whether in a formal or informal hearing, the hearing body may permit the hearing concerning each student organization to be conducted either separately or jointly.

j. Hearing record. There will be a single record, such as a digital audio recording of all disciplinary proceedings. Deliberations will not be recorded. This recording will be the property of the University but will be made available for the complainant(s) or responding student organization representatives to review upon request. Any recordings of the hearing without the acknowledgement and permission of involved individuals are prohibited.

k. The decision of any hearing or resolution must be presented to the respondent and complainant (if applicable) in writing and within a reasonable period of time after the conclusion of the proceeding.

G. Outcomes

Outcomes are status designations or education assignments that alone or in any combination are assigned to a student organization as a final outcome at the conclusion of a resolution process. The purpose of outcomes through the student organization conduct process is to facilitate accountability, learning, and overall wellness. The outcomes listed below are not intended to serve as an exhaustive list of all outcomes the University may be able to utilize regarding a given student conduct concern.

1. Status Outcomes

The outcomes listed below are not intended to serve as an exhaustive list of all outcomes the University may be able to utilize regarding a given student conduct concern.

a. Reprimand. A notice in writing to the student organization that the group is violating or has violated University expectations for behavior and that further violations may result in more severe disciplinary action.

b. Disciplinary Probation. This status is assigned to a student organization for a specified period of time. While on this status, any further violations may result in suspension or loss of recognition from the University. Other restrictions that may be placed upon a student organization on disciplinary probation may include, but are not limited to the following:

i. Participation in University or student activities,

ii. Representation of the University in leadership positions or eligibility for awards or honors,

iii. Use or entrance into university facilities or campus areas,

iv. Contact with any specified individual(s), and/or

v. Student Organization events under the auspices of the Student Organization such as organization social events and tailgates.

c. Suspension of recognition. Suspension of recognition with the University after a specific date and for a specified period. Through the duration of the suspension period the student organization will be prohibited from utilizing the support and services afforded by a recognized student organization and will be restricted from the following:

i. Participation in University or student activities,

ii. Representation of the University in leadership positions or eligibility for awards or honors,

iii. Use or entrance into university facilities or campus areas,

iv. Student organization events under the auspices of the student organization such as organization social events, and tailgates.

To regain recognition at the conclusion of the suspension period, a student organization must demonstrate compliance with any terms of the suspension and meet requirements of any applicable recognition processes(es) through Student Activities and fraternity and sorority life governing councils (if applicable).

d. Loss of recognition. Loss of recognition from the University after a specific date and for an indefinite period of time. During which time, the student organization will be prohibited from utilizing the support and services afforded a recognized student organization and privileges as outlined under the "suspension of recognition" section. The University may set a designated timeframe during which the organization will not be eligible to apply for re-recognition. This timeframe may be extended if there are further violations of university policy by the student organization or student organization members.

2. Educational Outcomes

a. Service Hours. Completion of service under the supervision of a University department or outside agency.

b. Discretionary outcomes. Work assignments, essays, presentations, research projects, conduct contracts, or other discretionary assignments.

3. Administrative Directive Outcomes

a. Restitution. Compensation for loss, damage, or injury to University property. This may take the form of appropriate service, monetary, or material replacement.

b. No contact directive/extension of existing no contact directive. A no contact directive is an official University directive that serves as notice to an individual or individual(s) that they must not have physical contact with or proximity to, or direct verbal, electronic, written, and/or indirect communication intentionally made through another individual with an identified individual for a specified period of time. This may be a new directive, extension of an existing directive, or include altered or additional parameters or instructions to an existing directive. No contact directives may only be removed prior to the specified period of time at the discretion of the Student Conduct Authority and at the written request of all involved individuals.

c. Loss of privilege. Denial of any specified privilege for a specified period of time.

d. Behavioral Plan. This is a directive to the student organization from the Office of Student Conduct and Community Standards and/or in consultation with another appropriate office (including, but not limited to Student Activities, Fraternity and Sorority Life, Housing, Title IX, etc.) which outlines expected behaviors.

H. Appeal Procedures

1. Both a complainant (if applicable) and a responding student organization are afforded a single opportunity to appeal decisions and/or any outcomes issued by a hearing body within five business days of the date of the written decision and outcomes. Only complainants who meet the definition of a student are eligible to submit an appeal request with the exception of cases of sex discrimination or sexual misconduct in which a complainant may submit an appeal regardless of student status. Any interim actions will remain in effect at the discretion of the Student Conduct Authority, however any outcome(s) resulting from the original hearing decision will be held in abeyance pending the conclusion of the Florida State University appeal process. A complainant (when applicable) and a responding student organization will be notified of an appeal submission by the other, given the opportunity to review the submitted appeal request, and given the opportunity to submit a response.

2. Required Format. All appeal requests must be in writing, identify the basis or bases for appeal, and include any supporting documentation the appealing individual or student organization wishes to be considered.

3. Scope of Review. Deference is given to the original hearing body's findings of fact and decision on responsibility and/or any outcomes; therefore, the burden is on the individual or Student Organization filing an appeal request to sufficiently demonstrate cause to alter the decision of the hearing body or any outcomes. An appeal review will generally be limited to a review of the record of the hearing and supporting documents for one or more of the bases of appeal listed below, provided however, that under extraordinary circumstances the appeal administrator may request additional information or clarification from the University, investigator(s), hearing body, Student Conduct Authority, reporting individual, responding student organization, or witnesses for purposes of this review.

4. Appellate Administrator(s). The Vice President designates University administrators to facilitate policies and procedural standards as outlined in this Code, including appellate review. All ~~intermediate~~ appellate reviews are considered recommendations for review and action for the Vice President for Student Affair's final agency action on behalf of Florida State University.

    ~~a. Decisions of the Administrative Hearing Panel, Student Conduct Board, or hearing administrators appointed by the Office of Student Conduct and Community Standards may be appealed to the Dean of Students.~~

    ~~b.~~a. ~~Decisions of the Dean of Students may be appealed to the Vice President~~.

5. Bases for Appeal. Appeal reviews are not a "re-hearing" of a student organization conduct matter, rather a review of process and submitted information to ensure stated procedural standards were followed. Appeal considerations are limited to one or more of the following bases:

    a. Process Review. That the proceeding was not conducted in accordance with established procedural standards. Such procedural errors must have substantially affected the outcome of the hearing.

    b. Bias Review. That the proceedings were not conducted without bias or prejudice on the part of the hearing body. May include but is not limited to demonstration of a conflict of interest, or failure to objectively evaluate all relevant information.

c. Information Review. That the information presented in a proceeding does not support the finding of the hearing body that a violation of Code occurred.

d. Outcome Review. That the outcomes are extraordinarily disproportionate given the nature of the violations and any aggravating or mitigating circumstances presented.

e. New Information. That new information exists that was not known to the individual or student organization appealing and could not reasonably have been know or discovered at the time of the original proceeding, and which would have substantially affected the outcome of the proceeding. This does not include statements from a complainant or responding student organization representative who did not appear for a proceeding or hearing.

6. Appeal Decision.

An appeal administrator reviewing an appeal request may make one of the following recommendations for final agency action:

a. Affirm. The administrator may affirm the decision and/or outcomes of the original body.

b. Alter outcome. The administrator may alter the outcome(s) issued by the original hearing body. Alteration in the outcome may include reducing or increasing severity of outcome(s) or requirements.

c. New hearing. The administrator may determine a new hearing by a different hearing body is warranted to correct procedural irregularity or to consider new information. An individual or student organization may appeal any decision by a hearing body assigned to adjudicate a new hearing.

d. Remand. The administrator may direct the original hearing body to review their original decision subject to any instructions from the appeal administrator, including the requirement of further clarification of the rationale supporting the decision. The hearing body may affirm its original decision or render a new decision consistent with those instructions. An individual or student organization may appeal a decision made on remand; however, if a hearing body affirms its original decision, an individual or student organization may not appeal the decision on the same grounds as in the previous appeal.

7. Final Agency Action

a. The appeal administrator will forward findings and recommendations to the Vice President for Student Affairs for review. The Vice President's review and decision is considered the final decision of the University and will be communicated in writing within fifteen business days to the responding Student Organization and if applicable, simultaneously to the complainant. This timeline may be extended if necessary, in consideration of the record on appeal. Final agency action decisions are only appealable by writ of certiorari to the Second Judicial Circuit in and for Leon County, Florida.

I. Record Keeping Practices

1. File maintenance~~File Maintenance. Records of all Student Organization conduct cases will be maintained in the Student Conduct and Community Standards indefinitely~~. Files are maintained in a manner consistent with University record retention policy and in compliance with Florida Public Record Law. Files regarding cases resulting in the suspension or removal of a student organization are kept indefinantely.

2. Release of Records. The release of Student Organization conduct records will be governed by applicable federal and state laws regarding the privacy of education records. General information regarding the outcome of Student Organization conduct proceedings (without identifying individual information) may be released to the public~~.~~ at the discretion of the university and in compliance with requirements of law.

3. Access to and Copies of Records. A student organization representative is permitted access and review of information in the conduct file for the purpose of reviewing information that is subject to consideration as part of a student organization conduct proceeding.

4. Transcriptions of hearings. Any student organization representative or a student desiring a transcript of a recorded hearing that is a part of their education record should Contact the Office of the General Counsel which will arrange for the preparation of the transcript by a court reporting service. The court reporting service will provide the transcript to the Office of the General Counsel, which will perform a confidentiality review of the transcript and redact any confidential or exempt information pursuant to state or federal law. The requester shall bear the cost of the transcript preparation and confidentiality review.

J. Amendments

1. This Code will be reviewed in its entirety every two years by a committee that includes student representation. Any substantive changes will be reviewed by the Vice President for Student Affairs and presented to the Board of Trustees for approval. Any amendments can be proposed by University community members for review by

submitting to the Vice President for Student~~,~~ Affairs.

2. If any portion of state or federal statute or regulation is stayed or held invalid by a court of law, any impacted elements of this policy will be deemed revoked as of the publication date of the opinion or order.

Law implemented 1011.48 FS History-New 9-30-75, Formerly FSU-3.04, Amended 9-4-86, 3-20-88, 7-18-96, 7-20-99, 11-13-00, 5-9-2007, Substantially Rewritten, 6-9-2012, Amended 3-4-2016, Substantially rewritten 2-22-2017, Amended 6-8-2018, Substantially Rewritten 9-20-2019, Amended 9-11-2020, September 24, 2021, September 23, 2022, September 9, 2023, xx, 2025

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM U

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM I

August 28, 2025

SUBJECT: Amend FSU Regulation 3.004 Student Conduct Code

PROPOSED BOARD ACTION

Approve the Amendment to FSU Regulation 3.004 Student Conduct Code

Approving Regulation Amendment

- Replace specific reliance on "Seminole Creed"
- Updates to current references and terms and edits to increase clarity
- Updates reference and terminology and clarifies the chain of authority for Student Conduct matters, confirming that all Conduct issues are handled by the authority delegated from the Vice President of Student Affairs to the Dean of Students.
- Additional definition of prohibited harassment not related to sex
- Clarify role of university provided advisor

AUTHORITY FOR BOARD OF TRUSTEES ACTION

BOG 1.001(3) gives the Board of Trustees authority to adopt regulations. BOG 1.001 (4)(a) provides Board authority on matters relating to student conduct and the student government organizations.

BACKGROUND INFORMATION

ADDITIONAL BOARD CONSIDERATIONS

Florida Board of Governors approval is not required.

Supporting Documentation Included: (1) Proposed Notice, (2) Proposed Regulation Amendment of FSU-3.004 Student Conduct Code

Submitted by: Amy Hecht, Vice President for Student Affairs, Florida State University

SUMMARY OF PROPOSED AMENDMENTS TO UNIVERSITY REGULATION

FSU-3.004 Student Conduct Code

Summary

The following are significant changes to the Student Conduct Code, please refer to text for exact detail:

* Replace specifc reliance on "Seminole Creed"
* Updates to current references and terms and edits to increase clarity
* Clarify that all student conduct goes though Office of Dean of Students with associated edits
* Additional defnitonof prohibited harassment not related to sex
* Clarify role ioof university provided advisor

AUTHORITY FOR THE PROPOSED UNIVERSITY REGULATION: The authority for the proposed regulation is as follows: Florida Board of Governors Regulations 1.001, 6.0105; BOG Regulation Development Procedure for State University Boards of Trustees

UNIVERSITY OFFICIAL INITIATING THE REGULATION: Amy Hecht, Vice President for Student Affairs

PROCEDURE FOR PROVIDING COMMENTS ON THE PROPOSED UNIVERSITY REGULATION: Any person may submit written comments concerning the proposed regulation within 14 days of the date of this notice to:

Arthur R. Wiedinger, Jr.
Office of General Counsel
424 Westcott Building
Florida State University
Tallahassee, FL 32306-1400
Electronic address: awiedinger@admin.fsu.edu
850-644-8973 (fax)
850-644-4440 (phone)

FSU-3.004 Student Conduct Code

Table of Contents

I. Definitions 4

II. Authority 9

III. Scope 10

IV. Amnesty 11

V. Violations 12

- A. Sex Discrimination and Sexual Misconduct 11
- B. Endangerment 16
- C. Harassment 17
- D. Invasion of Privacy 17
- E. Hazing 17
- F. Weapons and Dangerous Substances 18
- G. Fire and Safety 19
- H. Alcohol, Tobacco, Controlled Substances, and Illegal Drugs 19
- I. Disruption and Obstruction 20
- J. Falsification and Misrepresentation 22
- K. Property 21
- L. Computers 23
- M. Gambling 23
- N. Other Violations 23
- O. Title IX Compliance Policy 23

VI. Procedural Standards 25

- A. Advisors 25
- B. Reports 26
- C. Review and Investigation 26
- D. Notice of Alleged Violation(s) 29
- E. Information Session 30
- F. Resolutions 31
- G. Outcomes 39
- H. Appeal Procedures 42
- I. Record Keeping Practices 44
- J. Amendments 45

INTRODUCTION

The Student Conduct Code (further referred to as "Code") emphasizes Florida State University's (further referred to as "University") commitment to a campus community which exercises the responsible engagement of student freedoms. The pursuit of responsible freedom is consistent with our ~~the tenets of the Seminole Creed~~community values and efforts to promote civility at the University, as students balance their pursuit of excellence and exploration with consideration to the impact of behavior on themselves and others.

The Student Conduct Authority at the University embraces the University's commitment to an educational experience that provides students with an understanding of the complex moral issues inherent in human life and develops the knowledge and skills for effective and responsible participation in the world. The Code reemphasizes the dignity and worth of each person and substantiates the need for an inclusive environment to support the betterment of all persons associated with the University. "The University is a compassionate community. In its treatment of students, it recognizes the wisdom both of letting students experience the consequences of their actions and of providing the opportunity to learn and grow in ways that can overcome past difficulties" (General Bulletin, Florida State University, ~~2016~~2024).

The University fully recognizes and values the right of all students and individuals to seek knowledge, debate ideas, form opinions, and freely express views in accordance with the expectations set forth in this Code. The University supports the principles of free speech and civil discourse outlined in the Board of Governors' "Statement of Free Expression" ("Statement of Free Expression", Florida Board of Governors, 2019). This right must be exercised in a manner which will not interfere with the same rights and freedoms of others in their enjoyment of the benefits of the programs offered by this University, or their lawful use of University facilities, including ingress and egress (for more information, see the University's Freedom of Expression Rights and Responsibilities regulation). Additional expectations for student organizations are outlined in the Student Organization Conduct Code and other University rules, regulations, and/or policies.

The student conduct process is designed to be educational in nature and promotes the University's mission. Being a member of the University community is a privilege, and the conduct process will determine if a student's conduct warrants modification of or restriction upon that privilege.

I. DEFINITIONS

Terms specific to conduct prohibited by the Sex Discrimination and Sexual Misconduct Policy (FSU Policy 2-2 supplemented by 2-2a relating to Title IX specific requirements, also referenced as Title IX Compliance Policy) are defined in Appendix D of 2-2: Definitions and accessible at https://regulations.fsu.edu/policies/office-president

A. **Advisor** - Any one person, who may also be an advocate or legal representative, chosen by a respondent, complainant, or witness to provide guidance throughout the student conduct process, and who may be permitted to participate fully during a disciplinary proceeding. Individuals are highly encouraged to select an advisor with reasonable availability. The advisor serves at the individual's own expense and may present at any proceeding. An involved party may permit their advisor to directly participate in all aspects of a proceeding, including the presentation of relevant information and questioning of witnesses.

B. **Allegation** - An assertion that someone has engaged in behavior that may be a violation of the Student Conduct Code.

C. **Administrative Measure -** Actions taken by the University to address or remedy a behavior separate and apart from a Conduct outcome. Actions include but are not limited to holds on student accounts, No Contact Orders, and additional non conduct University Directives.

D. **Administrative Panel -** A group of students in addition to faculty or staff selected and trained by Student Conduct and Community Standards who serve as a hearing body with responsibility for adjudicating student conduct cases. Students shall comprise at least one-half of the membership.

E. **Consent -** Consent to sexual activity must be: knowing, intelligent, unambiguous, and voluntary. Consent is active, not passive. This means there must be clear and willing participation, through words or actions, for each sexual act.

   I. Consent to one type of sexual activity does not imply consent to other types of sexual activity. There must be consent at every stage of the sexual encounter

   II. Past consent to sexual activity does not imply consent to future sexual activity.

   III. Consent can be withdrawn at any time, including in the middle of a sexual encounter, if the withdrawal of consent is clearly indicated by words or actions. Meaning any indication of unwillingness, including but not limited to the following, terminates consent.

      a. Any verbalization of no, stop, don't; I do not want, I am not sure, that hurts, etc.

      b. Ceasing participation in sexual activity (e.g. freezing, or not actively engaging), pulling away, pushing someone away, removing someone's touch from a specific area, blocking someone from touching a specific area, etc.

IV. Individuals who are not of legal age, are incapacitated, or are forced cannot give consent to sex (no matter what they say or do); see definition of incapacitation.

V. Consent cannot be obtained by force. Force includes the use of coercion, intimidation, physical violence, and/or threats.

a. Coercion. Using an unreasonable amount of pressure, including alcohol or drugs, to have sexual contact with someone. Coercion is more than an effort to persuade, entice, or attract another person to have sexual contact. When a person makes clear a decision not to participate in a particular sexual activity, continued pressure can be coercive. In evaluating whether coercion was used, the University will consider frequency of the application; intensity; duration of the pressure and the degree of isolation imposed upon the individual being pressured.

b. Intimidation. An implied threat that menaces or causes reasonable fear in another person. A person's size alone does not constitute intimidation; however, it may be a contributing factor (e.g., blocking access to an exit.)

c. Physical violence. Use of physical violence and/or imposing on someone physically to control and engage in sexual contact or intercourse. Physical violence includes but is not limited to hitting, punching, slapping, kicking, restraining, choking, and brandishing or using any weapon.

d. Threats. Words or actions that would compel a reasonable person to engage in unwanted sexual activity. Examples include threats to harm a person physically, to reveal private information to harm a person's reputation, or to cause a person academic or economic harm.

F. **Incapacitation** - A state where a person cannot make knowing, intelligent, unambiguous, and voluntary decisions and therefore cannot give consent (e.g. cannot understand the who, what, when, where, why, or how of the sexual interaction). An individual can be incapacitated by voluntary or unvoluntary use of drugs (legal, illegal, or prescription) or alcohol, illness, mental impairment/disability, or by a state of being asleep or unconscious.

I. Incapacitation is a state beyond drunkenness or intoxication. The impact of drug and alcohol use varies from person to person. Whether an individual was incapacitated by substance use will be assessed by the totality of the information. Relevant factors include but are not limited to: stumbling or otherwise exhibited loss of equilibrium; slurred speech or word confusion; combativeness or emotional volatility; vomiting; incontinence; being disoriented or confused as to time, place, etc.; and/or loss of consciousness. In matters of accountability/culpability, the University will consider whether a Respondent knew or should have known that the Complainant was incapacitated. However, the use of drugs or alcohol by the person initiating the sexual activity is not an excuse for failing to obtain consent.

II. Legal age. The legal age of consent in Florida is 18; however, this Policy recognizes exceptions as defined by section 794.05, Florida Statutes. Legal age of consent may differ in various jurisdictions.

G. **Day** - Any weekday Monday through Friday in which the University is in operation. This includes days when the University is in operation, but classes are not in session.

H. **Hearing** - Any informal or formal disciplinary proceeding, conducted by a hearing body in accordance with the Code, following which determinations on responsibility and/or outcomes are made with regard to alleged Code violations and outcomes are assigned as appropriate. Alternative resolutions, restorative resolutions, information sessions, investigation meetings, or other meetings conducted by the University are not considered to be a disciplinary proceeding.

I. **Hearing Body** - Any person or persons authorized by the Code to conduct hearings, to make a finding of whether a student has violated the Code, and recommend or assign outcomes as appropriate.

J. **On-Campus** - All land, buildings, facilities, and other property in the possession of or owned, used, or controlled by the University, including adjacent streets, sidewalks, and parking lots. See also the definition of "University" below.

K. **Policy** – The written statements governing the University as found in, but not limited to, the State of Florida Board of Governors regulations, the University's Board of Trustees regulations, policies adopted by the President or Vice Presidents, the Student Conduct Code, the Undergraduate General Bulletin, the Graduate General Bulletin, the Student Policy Handbook, the Registration Guide, the University Housing Guide to Residence Living, the Anti-Sexual Misconduct Policy, the Title IX Compliance Policy, and other written requirements of departments, organizations, and clubs.

L. **Preponderance of the Information** - The standard of evidence upon which a determination of "responsible" or "not responsible" is made and is used in adjudicating all hearings under this Code. It means that the information, as a whole, demonstrates it is more likely than not that the fact sought to be proved is true. The individual bearing the burden of proof must present evidence/information which is more credible and convincing than that presented by the other individual or which shows that the fact to be proven is more probable than not.

M. **Complainant** - Any individual who is alleged to be the victim of conduct that could constitute one or more violation(s) of the Code. The complainant is the individual who is affected and files a report or formal complaint or on whose behalf a report or formal complaint is filed.

N. **Non-Sexual Consent** - As related to alleged violations of the Code that do not involve sex discrimination or sexual misconduct, consent is the voluntary, informed, and freely given agreement, through words and/or actions, to participate in mutually agreed upon behavior or activity.

O. **Respondent** - A student who has been reported to be the perpetrator of conduct that could constitute one or more violation(s) of the Code.

P. **Report** - Information submitted to a Student Conduct Authority alleging conduct that could constitute one or more violation(s) of the Code.

Q. **Formal Complaint** - Information from a complainant or a University official alleging conduct that could constitute one or more violation(s) of the Code by a respondent.

R. **Student** - Any individual meeting one or more of the criteria below. The term applies to all campuses, sites, locations and delivery methods of credit- bearing course offerings.

I. Admitted. Any person, regardless of academic career, who is admitted to the University and accepts an offer of admission to participate in any University program, course, or activity~~. leading to enrollment, including but not limited to online or in-person orientation, graduate student orientation, teaching assistant orientation, or workshops~~.

II. Enrolled. Enrolled in any credit-bearing course or program offered by Florida State University at the time any alleged violation(s) occurred.

III. Active student. Any person who has been enrolled at the University and continues to be associated with the University in order to complete the course or program in which the student was enrolled. "Active" status is determined by academic policy and is enforced by the Registrar's Office. This can include periods of non-enrollment during which the student is still eligible to enroll in classes. The term also includes any student who has been issued an Interim Health and Safety Action (IHSA) pending the outcome of a student conduct proceeding.

IV. Dual enrollment. Any student enrolled in a credit-bearing course on a dual-enrollment basis. Jurisdiction over a dual-enrollment student's conduct will be determined in consultation with appropriate officials at the student's home institution.

S. **Student Conduct Authority** - An individual or administrative unit whose administrative duties include the administration of the student conduct process, including formal or informal action. Please see the section on "Authority" for more information. This definition includes, but is not limited to, the Office of the Vice President for Student Affairs, the Department of Student Conduct and Community Standards, University Housing, and International Programs or their successors.

T. **University** - Florida State University, each of the programs and activities under its control, and all property owned, leased, used, or controlled by the University, including all branch campuses, study centers, facilities, and University International Programs' locations and property.

U. **University Community** - Any person who is a student, faculty member, University official, visitor, contractor, volunteer, representative of the University, or any person employed by the University.

V. **University Official** - Any person assigned to engage in teaching, research, administrative, professional, or other responsibilities while acting within the scope of their employment, appointment, or volunteer role with the University.

W. **Student Conduct Board** - A group of currently enrolled students in good conduct standing selected and trained by the Department of Student Conduct and Community Standards to adjudicate student conduct cases as a hearing body excluding cases of alleged violations of the Anti-Sexual Misconduct policy (2-2) or Title IX Compliance Policy (2-2a) and cases that may result in a respondent's separation from the University.

X. **Single Hearing Administrator** - Any University Official designated and trained by a Student Conduct Authority to facilitate meetings or information sessions and administer alternative resolutions, or to serve as the hearing body for informal or formal hearings.

Y. **Residential Conduct Board** - A group of currently enrolled students in good conduct standing who each reside in University Housing and are selected and trained by University Housing to adjudicate student conduct cases for students residing in University Housing, excluding cases of alleged violations of the Anti-Sexual Misconduct policy (2-2) or Title IX Compliance Policy (2-2a) and cases that may result in a respondent's separation from the University.

Z. **Student Organization** - An organization that has been approved by ~~the Student Activities~~Student Organizations & Involvement, as designee of the Vice President for Student Affairs, to function at the University. Further stipulations regarding ~~recognition~~ registration are outlined in FSU-3.0015 Student Organizations and Activities. For purposes of the Code, the term "student organization" also refers to a student group which is defined as any number of persons who are associated with the University and each other, but who have not registered, or are not required to register, as a student organization that conducts business or participates in University-related activities. This includes, but is not limited to, student organizations that are no longer recognized by the University and/or (inter)national organizations.

AA. **Law Enforcement Statement** - A sworn statement or report by a duly authorized law enforcement officer that may be relied upon by a hearing body in a student conduct proceeding.

BB. **University Official Report** - A narrative or document prepared by a University employee in the course of their employment that provides information about an incident. Examples include, but are not limited to, Office of Title IX investigation reports and University Housing Incident Reports.

CC. **Witness Statement** - A narrative or document that is not part of a law enforcement statement or university official report and that is prepared and submitted as a part of the reporting of an incident or in lieu of a witness's live appearance at a conduct proceeding, which provides the information that the witness has regarding an alleged violation of the Code.

DD. **Informal Resolution** - The process by which a student may accept responsibility and outcomes for an alleged violation of the Student Conduct Code. This resolution is noted as a finding of responsibility and results in a student conduct record for the respondent.

EE. **Notice** - Notice is considered given to a student when it is sent to the student's official University email address, is hand-delivered to the student or current residence, or upon the University's receipt of a certified mail return receipt when communication is sent to the local address on file with the Office of the University Registrar or to the permanent address on file if a local address has not been provided.

FF. **University Program or Activity** - Locations, events, or circumstances over which the University exercised substantial control over both the respondent and the context in which the conduct occurs, and also includes any building owned or controlled by a student organization that is recognized by the University. A program or activity may include events, programs, and circumstances that occur in person, on a virtual platform, or via electronic communication or publication including but not limited to phone, email, text, or social media.

II. AUTHORITY

A. Authority for student conduct ultimately rests with the Florida State University Board of Trustees which has delegated such authority to the President of Florida State University (hereinafter "President"). The Board further assigns authority through this Code, a Board Regulation. The President has delegated direct authority to the Vice President for Student Affairs (hereinafter "Vice President"). The Vice President delegates this authority to the Dean of Students ~~and to the Executive Director of University Housing~~. Under the direction of the Dean of Students ~~and the Executive Director of University Housing~~, the Associate Dean(s) of Students/Director of the Office of Student Conduct and Community Standards, the Assistant Dean(s) of Students, directors/program leaders of International Programs, and appropriate University Housing staff are responsible for implementing the student conduct system. Implementation includes, but is not limited to, selection and training of hearing bodies.

B. The President, Vice President, Dean of Students, ~~Executive Director of University Housing~~ or their designees, ~~or directors/program leaders in International Programs or their designees~~ may take direct jurisdiction of any case when it is determined by the immediate circumstances that taking direct jurisdiction is in the best interest of the University.

C. The President, Vice President, ~~and~~ Dean of Students, and Associate Dean of Students/Director of the Office of Student Conduct and Community Standards or designee have the authority to designate individuals internal or external to the University as advisors or hearing or appellate officers, when appropriate.

D. All hearing bodies have the authority to consult with other appropriate University officials in order to effectively resolve a student conduct case.

E. The initial decision or recommendation of a hearing body is considered a hearing decision. If a hearing decision is not appealed as provided within the Code, the hearing decision becomes final agency action.

F. The authority of appellate officers is further enumerated in the Code section on "Appeal Procedures." Appellate decisions are considered recommendations to the Vice President or designee and become final agency action upon approval by the Vice President or designee.

G. Any reference in the Code to the role or responsibilities of a specific University official may be delegated by the University official to an appropriate designee.

III. SCOPE

Florida State University may address the alleged misconduct of any student as specified in the "Violations" section of this Code pursuant to the following:

A. In any proceeding to determine whether a student has violated the Code, the University will apply the substantive Code provisions defining conduct violations that are in effect on the date the alleged conduct occurred. The University will apply the procedural standards, outlined in section VI. "Procedural Standards", that are in effect at the time the student is provided notice of the specific allegation(s) of code, regulation, or other policy violations, regardless of the date of the alleged violation.

B. The Code will apply to student conduct that occurs on University premises, at University-sponsored activities and off-campus as determined by the Student Conduct Authority. Factors that will be considered when determining whether to address off campus conduct include, but are not limited to, whether the incident is documented by a verifiable source, adversely affects the University community, occurs at a University program or activity, or endangers the health or safety of a student or others.

C. The Code applies to the University as defined in this Code. Non-substantive procedural modifications that reflect the particular circumstances of each campus or international program are permitted as approved by the Student Conduct Authority.

D. The Code includes procedural standards that apply specifically to the resolution of violations of the Student Conduct Code that are not encompassed under Sexual Harassment as defined in, or that fall outside of the jurisdiction of the Title IX Compliance Policy. The University

reserves the authority to determine what level of procedural standards will apply to a report or formal complaint and whether application of the appropriate procedural standards should change based on new or evolving information regarding a specific case. The University may, in its discretion, address conduct that has been dismissed during or as a result of the Title IX investigation process if the conduct or circumstances fall outside of the jurisdiction of the Title IX Compliance Policy but would fall within the other jurisdictions and provisions of the Code.

E. Student conduct proceedings may be initiated for alleged conduct that potentially violates both law and University policy without regard to the pendency of civil or criminal litigation in court or criminal arrest and prosecution. Proceedings under these procedural standards may be carried out prior to, concurrently with, or following civil or criminal proceedings at the discretion of the Student Conduct Authority. Determinations made or outcomes imposed will not be subject to change because criminal charges or civil complaints arising out of the same facts giving rise to violation of University policy were dismissed, reduced, or resolved in favor of the respondent.

F. The University may adopt the finding of fact in a criminal or civil proceeding with a similar or higher standard of proof and conduct an outcomes-only proceeding if appropriate.

G. The University has up to 180 calendar days to resolve an alleged violation(s) of the Code with a respondent upon receipt of a report of a possible violation that includes enough substantive information to conduct an investigation by the Student Conduct Authority or upon receipt of an investigation report from the Office of Title IX . However, the University has discretion to extend this time period if deemed necessary to perform a thorough investigation, preserve fundamental due process, or due to other extraordinary circumstances.

H. The University may restrict a student's contact with specified individuals when determined appropriate based on the facts or information and circumstances of each unique incident. The Student Conduct Authority can administratively issue such a restriction to any individuals involved in a conflict or incident, regardless of whether a determination of alleged violations has been made. Such restrictions are valid and enforceable only with respect to individuals who are students at the University.

I. The University may determine what University personnel have an educational need-to- know regarding the status and/or outcome of conduct processes and to provide notice to relevant University personnel as determined by the Student Conduct Authority.

IV. AMNESTY

A. An element of promoting safety is providing clear, responsible methods of reporting and addressing incidents of misconduct. Therefore, in order to remove potential barriers to reporting, the Student Conduct Authority, may in its discretion, not charge a complainant with a violation for conduct originating from the same incident if reported by that student in good faith to a University official, or otherwise discovered in investigation

B. The University's highest priority is the physical and mental health and safety of students and members of the University community. Therefore, no student seeking assistance for themselves or others as a result of a hazing incident, sexual misconduct, intoxication, or medical emergency from alcohol or other drugs will be charged with violation of the alcohol, controlled substances, and illegal drug or hazing provisions of the Code if:

    1. The student calls local or University law enforcement or medical assistance;

    2. The student cooperates fully with University, law enforcement, and medical personnel as applicable; and

    3. The student remains at the scene with the person in need until assistance has arrived.

C. The University recognizes that during times of a public health emergency as declared by local, state, or national authorities the priority of gathering information regarding contact and exposure to contagion may be greater than resolution of a violation of the Student Conduct Code. Therefore, the University has discretion over whether a student will be charged with a violation of the Student Conduct Code if information is a result of providing important contact tracing information to University or public health officials.

V. VIOLATIONS

Each student is expected to abide by these rules of conduct and to be accountable for their behavior. Lack of familiarity with the Code is not a justification for violating any provision of this Code. Unless specifically noted, intent is not a required element to establish a Code violation. Intoxication or impairment from alcohol, drugs, or other substances is not a justification for violating any provision of this Code. These rules of conduct should be read broadly and are not designed to define prohibited acts in exhaustive terms. See section O for Title IX Compliance Policy violations.

A. Sex Discrimination and Sexual Misconduct

    1. Sex/Gender-based Discrimination

        a. Disparate treatment toward a person based on sex, gender, sexual orientation, gender identity, or gender expression which adversely impacts academic, employment, or other decisions related to University programs and activities.

        b. Maintaining seemingly neutral policies, practices, or requirements that have a disparate impact on academic or employment opportunities without a valid academic or business reason.

    2. Sex/Gender-based Harassment. Conduct toward a person based on sex, gender, sexual orientation, gender identity, or gender expression that is so severe, pervasive, and

objectively offensive that it creates a hostile work or educational environment for the person; and

a. Unreasonably denies, interferes with, or limits an individual's ability to participate in or benefit from University programs, opportunities, or activities; or

b. Alters the terms, conditions, or privileges of the person's University employment.

The totality of the circumstances will be considered in determining whether conduct is harassment, including frequency of the conduct, its severity, whether itis physically threatening or humiliating, or merely offensive. These circumstances are considered from both subjective and objective viewpoints, considering not only the effect the conduct had on the person, but also the impact it likely would have had on a reasonable person in the same situation. Repeated incidents, where each would not, on its own, constitute harassment, may collectively constitute harassment. Harassment may also be found in a single severe incident, as well as a pattern of behavior.

3. Sexual Harassment includes unwelcome sexual advances, requests for sexual favors, and other verbal, nonverbal, or physical conduct of a sexual nature when:

    a. Submission to such conduct is made an explicit or implicit term or condition of employment, academic status, receipt of University services, or participation in University programs or activities, or submission to or rejection of such conduct is used as a factor in, or the basis for, an academic or employment decision; or
    b. The conduct is so severe, pervasive, and objectively offensive that it creates a hostile work or educational environment for the person; and

        i. Unreasonably denies, interferes with, or limits an individual's ability to participate in or benefit from University programs, opportunities, or activities; or

        ii. Alters the terms, conditions, or privileges of the person's University employment.

    The totality of the circumstances will be considered in determining whether conduct is harassment, including frequency of the conduct, its severity, whether it is physically threatening or humiliating, or merely offensive. These circumstances are considered from both subjective and objective viewpoints, considering not only the effect the conduct actually had on the person, but also the impact it likely would have had on a reasonable person in the same situation. Repeated incidents, where each would not, on its own, constitute sexual harassment, may collectively constitute sexual harassment.

c. Sexual Harassment may also be found in a single severe incident, as well as a pattern of behavior. Examples of behavior that could constitute sexual harassment when it meets the standard set forth above include, but are not limited to:

i. Verbal Conduct: sexual teasing, sexual jokes, sexual innuendoes, sexual remarks about a person's body or sexual attractiveness, unwelcome demands for sexual favors, continuing unwelcome sexual advances or flirting, and sexual whistling (cat-calling).

ii. Non-Verbal Conduct: staring at someone's sexual body parts (breasts, buttocks, groin), sexual gestures, and inappropriate display of sexual graffiti, posters, pictures, cartoons, drawings, emails, texts, body parts, or objects.

iii. Physical Conduct: unwelcome touching of another's body, not otherwise defined by Non-Consensual Sexual Intercourse or Non-Consensual Sexual Contact, such as massaging, patting, hugging, rubbing, etc.

4. Sexual Violence. Includes any sexual act performed without the consent of the Complainant (or when the Complainant is unable to give consent), whether referred to as sexual violence, rape, sexual battery, or sexual assault. For purposes of this policy, sexual violence includes:

a. Non-Consensual Sexual Contact. Any unwelcome, intentional contact of a sexual nature either under or over clothing, without consent with a person's breasts, buttocks, groin, genitals, mouth, or other intimate parts. This includes: touching of any of these intimate body parts; touching another with any of these body parts; forcing a person to touch you, or themselves, or another with any of these body parts; or any other intentional bodily contact in a sexual manner with any other body part.

b. Non-Consensual Sexual Intercourse. Any vaginal or anal penetration by a penis, tongue, finger, or object, or any mouth to genital contact, no matter how slight the penetration or contact, without consent.

5. Dating/Domestic Violence (Intimate Partner Violence). Is a single severe incident or pattern of abusive behavior in a relationship that is used –by one partner to maintain power and control over another current or former intimate partner. Dating/Domestic violence can be physical, sexual, emotional, economic, or psychological actions or threats of actions that influence another person. This includes but is not limited to any behavior that intimidates, manipulates, –humiliates, isolates, frightens, terrorizes, coerces, threatens, hurts, inures, wounds someone, prevents an individual from doing what they wish, or forces them to behave in ways they do not want, or property damage. It can also include abuse through the use of technology.

a. Dating Violence. Violence between an individual who is or recently has been in a continuing and significant relationship of a romantic or sexual nature and the other party. The existence of such a relationship shall be determined based on a consideration of the following factors: the length of the relationship; the type of relationship; and the frequency of interaction between the persons involved in the relationship.

b. Domestic Violence. Violence between family or household members. Family/household members are, or are similarly situated to, spouses, former spouses, persons related by blood or marriage, persons who are presently residing together as if a family or who have resided together in the past as if a family, and person who are -legal guardians of a child in common regardless of whether they have been married. With the exception of persons who have a child in common, the family or household members must be currently residing or have in the past resided together in the same single dwelling unit.

Dating/Domestic Violence also includes assault, aggravated assault, battery, aggravated battery, sexual assault, sexual battery, stalking, aggravated stalking, kidnapping, false imprisonment, or any criminal violation.

6. Stalking. Engaging in a course of conduct (i.e. more than one act) directed at a specific person which would cause a reasonable person (under similar circumstances and with similar identities to the Affected Individual), to fear for the person's safety or the safety of others; or suffer substantial emotional distress. Acts that together constitute stalking may be direct actions or may be communicated by a third party, and can include, but are not limited to, threats of harm to self, another, or property; pursuing or following; non-consensual communication by any means; unwanted gifts; trespassing; and surveillance or other related types of observation. Stalking also includes cyber-stalking through electronic means including electronic mail, social media, cell phones, text messages, other communication applications, or the internet.

7. Sexual Exploitation. Any act where one person violates the sexual privacy of another or takes unjust or abusive sexual advantage of another without their consent for their own benefit or for the benefit of anyone other than the person being exploited. Sexual exploitation includes but is not limited to:

a. Causing or attempting to cause the incapacitation of another person for the purpose of gaining sexual advantage;

b. Prostituting another person (i.e., personally gaining money, privilege or power from the sexual activities of another) or sex trafficking;

c. Where there is a reasonable expectation of privacy, or without consent, the videotaping photographing or audio-recording of intimate, nude or sexual activity and/or distribution of these materials via media such as, but not limited to, the internet and other electronic/digital media;

d. Exceeding the boundaries of consent. Including but not limited to: deviation from the agreed upon sexual contact with regards to use of a birth control method/option or other medication for prevention of pregnancy and sexually transmitted disease/infection transmission; knowingly exposing another to a sexually transmitted disease/infection without their knowledge or consent; or other omissions or falsifications that would imminently endanger the health or safety of the other party.

e. Engaging in indecent exposure (i.e. intentionally exposing one's genitals in public, or via electronic communication) with the intention of alarming, distressing, and/or offending others.

f. Soliciting a minor, or creation, possession, transmission, or distribution of child pornography.

g. Voyeurism, such as, watching a person undressing, using the bathroom, or engaging in sexual acts without the consent of the person being observed.

8. Retaliation. Any creation of a hostile environment or adverse action threatened or taken against an individual because they: make a report pursuant to this Policy; assist another person in making a report; participate in the investigation or resolution of such a report; in good faith and in a reasonable manner opposes conduct that they believe constitutes a violation of this Policy. An individual filing a good faith complaint, in and of itself is not retaliatory.

9. Complicity. Engaging in any action or behavior with the intent of aiding, facilitating, promoting, or encouraging the commission of an act of sexual misconduct.

B. Endangerment

1. Use of physical violence or unwelcome force against a person or the property of any person or group.

2. Action(s) that imminently endanger the health, or safety of another person or group.

3. Interference with the freedom of another person to move about in a lawful manner by force, threat, intimidation, or other means without consent.

4. Intentionally or negligently inserts or causes ingestion of a foreign substance into the body of another person without their consent. This includes, but is not limited to, drugs and substances not meant for human consumption.

5. Action(s) that endanger the health, safety, or well-being of an animal. This includes, but is not limited to, intentionally or unintentionally torturing or in a cruel manner killing or causing serious bodily injury to an animal; failing to provide necessary food, water, or

care for an animal; unreasonably abandoning an animal in the student's custody; transporting or confining an animal in a cruel manner; causing one animal to fight with another animal; or inappropriately overworking an animal. This provision does not prohibit any activity conducted as part of an approved academic or research program within the University.

C. Harassment

1. Conduct, not of a sexual nature, including any gesture, written, verbal or physical act, or any electronic communication (includes text messages and postings on web-sites or social media), that places a person in reasonable fear of harm to their person or damage to their property, infringes upon rights of personal privacy, has the effect of substantially interfering with a reasonable person's academic performance or ability to participate in opportunities or benefits provided by the University, or has the effect of substantially interfering with the orderly operation of the University.

~~1.~~2. Discriminatory Conduct, not of a sexual nature but based on other University, state and federally recognized protected classes (race, creed, color, religion, national origin, age, disability, genetic information, veterans' status, marital status, or any other legally protected group status - See also FSU Equal Opportunity, Non-Discrimination and Non-Retaliation Policy 4-OP-C-7-I3), including any gesture, written, verbal or physical act, or any electronic communication (including text or direct digital messages and posting on websites or social media), directed at a person that places said person in reasonable fear of harm to their person or damage to their property, infringes upon rights to personal privacy, has the effect of substantially interfering with a reasonable person's academic performance or ability to participate in opportunities or benefits provided by the University, has the effect of substantially interfering with the orderly operations of the University or creates a hostile environment detrimental to the campus community.

~~2.~~3. Stalking, not of a sexual nature, defined as a course of conduct (i.e. more than one act) directed at a specific individual which would cause a reasonable person to experience substantial emotional distress, or to fear for their safety or the safety of another.

D. Invasion of Privacy

1. Unauthorized intrusion upon a person's private property or communications.

2. Unauthorized appropriation and/or use of someone's identifying or personal data or documents.

3. Using electronic or other means to make a video or photographic record of any person where there is a reasonable expectation of privacy without the person's consent. This includes, but is not limited to, taking video or photographic images in shower /locker rooms, residence hall rooms, private bedrooms, and restrooms. The sharing and/or distributing of such unauthorized records by any means is also prohibited. This section

is not intended to restrict recordings of those expressive activities protected under s.1004.097, F.S. or other specific provisions of law.

4. Using electronic or other means to make an oral record of any person where there is a reasonable expectation of privacy without the person's consent. Such oral communications include, but are not limited to, recordings made using any device and any wire, oral, or electronic communication.

E. Hazing

1. Any individual action or situation, which occurs on or off University property, that intentionally, recklessly, or negligently endangers the mental or physical health or safety of a student for purposes including, but not limited to, initiation or admission into or affiliation with any University student organization or other group whether officially recognized by the University, or the perpetuation or furtherance of a tradition or ritual of any such student organization or group. Hazing includes, but is not limited to:

    a. brutality of a physical nature, such as whipping, beating, branding, exposure to the elements, forced consumption of food, liquor, drug, or other substance;

    b. subjecting a person to extreme mental stress, such as sleep deprivation, forced exclusion from social contact, forced conduct that could result in extreme embarrassment, or other forced activity that could adversely affect the mental health or dignity of a reasonable person;

    c. pressuring or coercing a person into violating local, state, federal law and/or University policy;

    d. interfering with or impeding a person's academic pursuits, employment, religious observances, or affiliation with other individuals, groups, or activities; or

    e. otherwise infringing upon a person's personal or property rights or substantially interfering with a reasonable person's ability to participate in or benefit from the services, activities, or privileges provided by the University.

    Hazing does not include customary athletic events or other similar contests or competitions or any activity or conduct that furthers a legal and legitimate objective.

2. Soliciting another or aiding or assisting another to engage in any act of hazing as defined in this Code, or active involvement in the planning of such action.

3. Observing or participating in any conduct defined as hazing pursuant to the Code by a member of the student organization or group who is not themselves a complainant, without reporting the incident to a University official.

The following circumstances do not constitute a defense to allegations of hazing:

a. the consent of the victim had been obtained;
b. the conduct or activity that resulted in the death or injury of a person was not part of any official organizational event or otherwise sanctioned or approved by the student organization or group; or
c. the conduct or activity that resulted in the death or injury of a person was not done as a condition of membership into a student organization or group.

BOG 6.021, and Section 1006.63, Florida Statutes are considered part of this Code and incorporated as applicable.

F. Weapons and Dangerous Substances

1. On-campus possession or use of firearms, destructive devices, or other dangerous articles or substances not permitted under state or federal law, including but not limited to non-lethal weapons such as pellet guns, B.B. guns, paintball markers, slingshots, crossbows,~~,~~ Tasers, archery equipment, or any dangerous chemical or biological agent. This section shall not apply to:

   a. any law enforcement officer who is a student or to any student ROTC member acting under the supervision of an ROTC unit in a manner proscribed by military regulations of the United States Government; or

   b. any student whose possession of a weapon as described above is approved by the FSU Police Department for a bona fide educational purpose; or

   c. a concealed firearm or other weapon kept for lawful purposes with or without a license by persons 18 years or older within the interior of a private vehicle, provided that such a firearm is not carried on the person and provided that a firearm or other weapon must be kept securely encased; or otherwise not readily accessible for use, consistent with section 790.25(5), Florida Statutes; or

   d. a student- in possession of a stun gun or non-lethal electric weapon or device designed solely for defensive purposes and which weapon does not fire a dart or projectile as provided in Section 790.06(13), Florida Statutes; or

   e. Pepper spray/mace for the purpose of personal protection where permitted by local, state, or federal law.

2. On-campus possession or use of unauthorized knives. Bladed instruments or objects with longer than a four-inch blade are prohibited and include, but are not limited to, swords, hunting knives, daggers, dirks, stiletto knives, machetes, axes, hatchets, and switchblades are not permitted. This also includes items that may be considered decorative in manner, such as sword-canes, ornamental daggers, and swords.

a. Culinary knives used in designated areas for their intended purpose and common pocket knives with blades of less than four inches are permitted

3. On-campus possession or use of fireworks, sparklers, and any item designed with the primary intention of exploding, including but not limited to: firecrackers, skyrockets, rockets, roman candles, and cherry bombs.

4. Off-campus, unlawful, or unauthorized possession or use of firearms, explosives, or other weapons or dangerous articles or substances in violation of state or federal law.

   This section is authorized by Section 790.115, Florida Statutes. In accordance with Section 790.33, Florida Statutes, nothing in this section is intended to prohibit or regulate the lawful possession of a weapon or firearm as defined in Section 790.001, Florida Statutes, except as permitted by law.

G. Fire and Safety

1. Inappropriate activation of any emergency warning equipment or the false reporting of any emergency.

2. Unauthorized possession, or removal of, damage to, or tampering with fire, safety, or other emergency warning equipment.

3. Failure to evacuate a University building or facility within a reasonable amount of time after a fire alarm is sounded.

4. Setting or attempting to set any unauthorized fire or creating a safety hazard.

5. Obstructing the egress of an emergency exit or leaving exit, fire, and/or smoke doors propped open, or entering or exiting buildings through emergency-only doors or egresses during non-emergencies.

6. Presence on the roofs of University buildings, fire escapes, ledges, service elevators, balconies, and other areas that are designated as closed or where access is prohibited.

7. Unauthorized on-campus use of any remote-controlled aircraft or vehicle (i.e., drones) or failure to comply with established guidelines for authorized use of remote-controlled aircraft on or off-campus.

H. Alcohol, Tobacco, Controlled Substances, and Illegal Drugs

1. Unlawful possession, purchase or attempted purchase, misuse, or misappropriation of controlled substances, including prescription medication.

2. Possession, purchase or attempted purchase, or use of illegal drugs.

3. Actual or intended distribution, delivery, manufacture, or sale of illegal drugs or controlled substances.

4. Possession or use of drug paraphernalia.

5. Students must comply with all federal, state, and local laws pertaining to alcohol and tobacco. No person under the legal age may possess, purchase, attempt to purchase, consume, be under the influence of, distribute, sell, provide, or be provided alcoholic beverages or tobacco products.

6. Control or operation of a wheeled conveyance while under the influence of alcohol or any controlled substances or illegal drugs.

7. Disrupting the campus or off-campus community or engaging in any law or policy violation while under the influence of alcohol, mind-altering substances, controlled substances, or illegal drug.

8. Hosting by owners, residents, or others in control of the event or property where the underage consumption of alcohol, illegal use of controlled substances, or illegal drug use occurs, including in a residence hall room, residence hall common area, or off-campus personal residence or any space that is occupied by, under the control of, or reserved for the use of a student or student organization.

9. Any other violation of the University Alcohol Policy, FSU Regulation FSU-6.012.

I. Disruption and Obstruction

1. Failure to comply with the lawful order or reasonable request of an identified University official, any non-University law enforcement official, any non-University emergency responder, or any protective order.

2. Providing false or misleading information to a University official, law enforcement official, paramedics, or other medical staff. This may include allowing an advisor, advocate, or legal representative to submit false or misleading information on behalf of the student.

3. Commercial solicitation on campus without prior written approval from appropriate University officials.

4. Acts that disrupt the University student conduct process or other University investigation, adjudication, or resolution process. Examples may include but are not limited to: attempting to coerce or influence a person regarding the reporting of a student conduct violation or a person's participation in any student conduct proceeding;

avoiding or impeding communication in regard to a conduct proceeding; or actively disrupting a meeting or proceeding.

5. Urination or defecation in a space not designated for such use.

6. The unauthorized sale or attempted sale of University provided resources or facilities, including but not limited to University-issued student tickets, seats in a class, etc.

7. Any disruption of normal University operations caused by a student's guest or animal.

8. Behavior which disrupts or obstructs student learning, instruction, research, administrative or other University operations or previously scheduled or reserved on-campus activities.

9. Obstruction of free flow of pedestrian or vehicular traffic.

10. Unreasonable disruption of peace, academic study, or sleep of others on or off campus.

11. Retaliation against another for making a report of conduct that may be in violation of this Code or other University policy, or for participating in an investigation, process, or hearing. Making a report that is not made in good faith may be considered retaliation. See the Title IX Compliance Policy or Anti-Sexual Misconduct Policy for prohibited conduct defined as retaliation in that policy.

12. Interfering or attempting to interfere with an individual’s attempt to contact law enforcement, emergency responders, or other form of aid.

J. Falsification and Misrepresentation

1. Engaging in the falsifications or misrepresentation of identity, including but not limited to:

    a. Possession, ownership, or use of false identification or another person’s identification.

    b. Impersonating or misrepresenting the authority to act on behalf of another individual, organization, group, or the University.

    c. Manufacture, distribution, delivery, sale, or purchase of false identification.

    d. Permitting another person to use any form of the student’s identification.

2. Forgery, alteration, unauthorized duplication, or misuse of identification, documents, communications, event tickets, records, keys, or access codes.

3. Falsifying, or being party to the falsification of, any official identification card, record (including oral or written communication), or document. This includes providing false information in report, investigation, or University conduct resolution meeting or proceeding.

K. Property

1. Defacement, damage, or destruction of property.

2. Theft, defined as removing, relocating, or using the property or services of another person, off- campus entity, or of the University.

3. Receipt, possession, sale, or purchase of property or services that are known or reasonably should have been known to have been stolen or obtained through unlawful means.

4. Entering or using the property or facilities of another person(s) or entity without consent or authorization or refusing to depart when directed by a university official.

Willfully entering a restroom or changing facility designated for the opposite sex on campus, and refusing to depart when directed by a university official with the exception of the following circumstances:

a. to accompany a person of the opposite sex for the purpose of assisting or chaperoning a child under the age of 12, an elderly person, or a person with a disability or developmental disability;
b. For law enforcement or governmental regulatory purposes;
c. For the purpose of rendering emergency medical assistance or to intervene in any other emergency situation where the health or safety of another person is at risk;
d. For custodial, maintenance, or inspection purposes, provided that the restroom or changing facility is not in use; or
e. If the appropriate designated restroom or changing facility is out of order or under repair and the restroom or changing facility designated for the opposite sex contains no person of the opposite sex.

For purposes of this violation only, “sex” is defined as under the provisions of section 553.865, Florida Statutes.

L. Computers

1. Unauthorized access or entry into a computer, computer system, network, database account, software, or data.

2. Unauthorized alteration of computer equipment, software, network, or data.

3. Unauthorized downloading, copying, or distribution of computer software or data.

4. Any other act that violates Florida law or the Florida State University Policies and Responsibilities for Use of Campus Computer and Network Resources.

M. Gambling

1. Engaging in or offering games of chance for money, property, goods, services, or other gain in violation of Florida law.

N. Other Violations

1. Violation of federal or state law, local ordinance, or laws of other national jurisdictions.

2. Violation of any Florida Board of Governors Regulation.

3. Aiding, abetting, furthering, conspiring, soliciting, inciting, or attempting to commit any other violation of University policy, federal law, state law, local ordinance, or laws of other national jurisdictions.

4. Violation of any other University regulation or policy as defined in “Definitions” in this Code.

5. Violation of the Academic Honor Policy when the student is not currently enrolled in the related course or when the incident cannot otherwise be processed under the Academic Honor Policy. Refer to the Academic Honor Policy for violations and descriptions.

O. Title IX Compliance Policy Violations

The alleged conduct listed below will be resolved under the jurisdiction of the Title IX Compliance Policy and applicable procedural standards if the conduct occurred within a University program or activity within the United States

Sexual Harassment. Conduct on the basis of sex that satisfies one or more of the following:

1. A student employee of the University conditioning the provision of aid, benefit, or service of the University on an individual's participation in unwelcome sexual conduct; or

2. Unwelcome conduct determined by a reasonable person to be so severe, pervasive, and objectively offensive that it effectively denies a person equal access to the University's education program or activity (may include sexual exploitation that also meets this definition); or

3. Sexual Assault: an offense classified as a forcible or nonforcible sex offense under the uniform crime reporting system of the Federal Bureau of Investigation:

a. Forcible Rape. Penetration, or attempted penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the complainant, or

b. Forcible Sodomy. Oral or anal sexual intercourse or attested intercourse with another person, forcibly and/or against that person's will or not forcibly or against the person's will (non-consensually) in instances where the complainant is incapable of giving consent because of age or because of temporary or permanent mental or physical incapacity; or

c. Sexual Assault With An Object. To use or attempt to use an object or instrument to penetrate, however slightly, the genital or anal opening of the body of another person, forcibly and/or against that person's will or not forcibly or against the person's will (non-consensually) in instances where the complainant is incapable of giving consent because of age or because of temporary or permanent mental or physical incapacity; or

d. Forcible Fondling. The touching or attempted touching of the private body parts of another person (buttocks, groin, breasts) for the purpose of sexual gratification, forcibly and/or against the person's will (non-consensually), or not forcibly or against the person's will in instances where the complainant is incapable of giving consent because of age or because of temporary or permanent mental or physical incapacity; or

e. Incest: Nonforcible sexual intercourse between persons who are related to each other within degrees wherein marriage is prohibited by state law; or

f. Statutory Rape: Nonforcible sexual intercourse with a person who is under the statutory age of consent.

4. Dating Violence: violence, not limited to sexual or physical abuse or the threat of sexual or physical abuse, committed by a person who is or has been in a social relationship of a romantic or intimate nature with the complainant; and where the existence of such a relationship shall be determined based on a consideration of the following factors: i) the length of the relationship, ii) the type of relationship, and iii) the frequency of interaction between the persons involved in the relationship; or

5. Domestic Violence: includes felony or misdemeanor crimes of violence committed by a current or former spouse or intimate partner of the complainant, by a person with whom the complainant shares a child in common, by a person who is cohabitating with or has cohabitated with the complainant as a spouse or intimate partner, by a person similarly situated to a spouse of the complainant under the domestic or family violence laws of the jurisdiction , or by any other person against an adult or youth complainant who is protected from that person's acts under the domestic or family violence laws of their jurisdiction; or

6. Stalking: engaging in a course of conduct directed at a specific person that would cause a reasonable person to fear for his or her safety or the safety of others; or suffer substantial emotional distress.

VI. PROCEDURAL STANDARDS

A. Advisors

1. An advisor may participate in any disciplinary proceedings or speak on behalf of the respondent, complainant, or witness. Advisors will conduct themselves in compliance with Rules of Decorum. In Title IX hearings only, the advisor must conduct questioning as described in the Title IX Compliance Policy.

2. Consultation with an advisor during a meeting, proceeding or hearing must take place in a manner that is not disruptive.

3. Identity of an advisor is required to be reported to the Student Conduct Authority at least three business days prior to a meeting, proceeding, or hearing.

4. Advisors may not be individuals who serve other roles in the process as outlined in this Code (i.e. hearing administrator, witness, etc.), or if service in an advisory capacity would unreasonably conflict with the fair administration of the student conduct process as determined by the appropriate Student Conduct Authority.

5. The University is not responsible for selecting or compensating an advisor for any student navigating the student conduct process. ~~If a student does not have access to an advisor for purposes of student conduct procedural standards, a list of trained University community members is available upon request for the student to utilize if desired.~~ In a process falling under the Title IX -Compliance Policy, if a student does not have access to an advisor for purposes of the student conduct -hearing, the University will provide a University representative to serve as an advisor for the purpose of asking questions provided by the student during cross examination.

6. The availability of an advisor to attend a student conduct meeting, proceeding, or hearing will not unreasonably interfere with or delay the student conduct process. For Title IX hearing proceedings, if a student's advisor does not appear the University will assign an advisor or delay proceedings as outlined in the Title IX Compliance Policy.

7. Once a meeting, proceeding, or hearing has been scheduled it will rarely be rescheduled due to unavailability of an advisor.

8. A representative from the University's Office of the General Counsel may also be present at any meeting, proceeding, or hearing.

9. An advisor will be required to comport with the expectations and guidelines outlined in the Rules of Decorum Policy to participate in any administrative meeting, investigation meeting, alternative resolution process, or disciplinary proceeding at the University.

B. Reports

1. Anyone may file a report with the University alleging that a student has violated the Code. Any report should be submitted as soon as possible after the incident takes place, preferably within 60 calendar days. When there is significant delay, the Student Conduct Authority's ability to resolve an incident may be difficult due to access to reliable information and witnesses. Therefore, the Student Conduct Authority has discretion whether to pursue resolution of a report and will only pursue a significantly delayed report when:

    a. The behavior falls under the Anti-Sexual Misconduct Policy (2-2) or Title IX Compliance Policy (2-2a); or
    b. the conduct or respondent are deemed to pose a potential threat to the health or safety of an individual or the University community or other exceptional circumstances.

2. The Student Conduct Authority may receive reports or information pertaining to criminal or civil cases from the FSU Police Department, Tallahassee Police Department, Leon County Sheriff's Office, Division of Alcoholic Beverages and Tobacco, other law enforcement agency, or any municipal, state, or federal court.

3. Reports may be accepted through alternate reporting mechanisms at the discretion of the Student Conduct Authority including but not limited to written communication, published information, or referral from another University department.

4. For reports alleging sex discrimination or sexual misconduct, the reporting process can be found in the Anti-Sexual Misconduct Policy and/or the Title IX Compliance Policy. If a report alleges sexual misconduct and is reported via report.fsu.edu, the Student Conduct Authority will report the matter to the appropriate Office of Title IX authority, in accordance with the University's Anti-Sexual Misconduct Policy and/or Title IX Compliance Policy. The Office of Title IX will evaluate the report pursuant to the policy before it will be referred to Student Conduct and Community Standards to review for possible violations of the Code.

C. Review and Investigation

1. All reported information will be reviewed by the Student Conduct Authority to determine appropriate next steps.

2. Interim Health and Safety Actions may be issued pursuant to the Administrative Measures section of the Code.

3. Investigation

    a. Upon receipt of a report, except for reports that are referred to the Office of Title IX, a prompt, thorough, and impartial investigation may be conducted by the Student Conduct Authority, other designated staff, or FSUPD if further information is required to determine appropriate resolution by the Student Conduct Authority.

    b. Investigations will include a review of the submitted report, and other additional information, such as that gathered from investigation meetings with involved individuals or groups. Any involved individuals or groups will be interviewed and asked to share information they have regarding the incident including documents (text messages, emails, photos, etc.) and identification of any additional witnesses who may provide direct information regarding the incident.

    c. Students may be accompanied by an advisor of their choice. Individuals are highly encouraged to participate in the process in order to allow for as thorough an investigation as possible; however, an individual may decline to participate in the investigation process.

    d. At the conclusion of an investigation, the investigating office or designated staff will produce an incident/investigation report and forward to the Student Conduct Authority for determination of appropriate referral, resolution or dismissal in accordance with University policy.

4. Administrative Measures

    a. Interim Health and Safety Actions. Interim actions may be initiated to protect the health or safety of individuals involved in an incident or investigation or in circumstances when a student is alleged to have engaged in conduct that poses a substantial risk to the University community or operations. IHSAs may be issued in conjunction with, or pending the outcome of, an investigative or adjudicative process of the Student Conduct Code, Student Organization Conduct Code, -Anti-Sexual Misconduct policy, or Title IX Compliance Policy. For cases falling under the jurisdiction of the Title IX Compliance Policy, an interim health and safety action temporarily separating a student from the University or precluding participation in a course or courses must only be assigned when there is an immediate threat to physical health or safety of an individual that arises out of a report or formal complaint, or other aspect of the procedures described in the Title IX Compliance Policy. Other supportive measures and remedies may be instituted as described in the Title IX Compliance Policy.

        i. Interim action(s) will be communicated in writing consistent with the notice provisions of this Code.

ii. Interim action(s) are temporary measures applied through the duration of an investigation and/or resolution process and do not replace a resolution process as outlined in this Code.

iii. A student may request a review of an interim action in writing to the Department of Student Conduct and Community Standards. The scope of the request is limited to whether the interim action(s) should remain in place, based on the information available. The respondent in an IHSA is afforded an opportunity to request a review of the allegations or information presented by the University as the basis for the Interim Health and Safety Action. The Dean of Students, or designee, will review the reconsideration requestion and any other materials provided by the respondent within three business days of receiving the written request. The requesting student may provide information including reports, witness statements, communications, or other documentation in the meeting. When applicable, a complainant may provide information to the Department of Student Conduct and Community Standards for purposes of this review. The Dean of Students, or designee, may schedule a meeting to review submitted materials and to hear directly from the student why they believe the University Directive is not necessary or appropriate. Interim actions may be affirmed, modified, or lifted as a result of a requested review or as new information becomes available. The Dean of Students or designee will communicate the final decision in writing within one business day of the review meeting.

iv. Interim Action(s) may include any actions deemed appropriate to mitigate the threat to health, safety, or welfare of the University community or individuals involved in an incident, ranging from interim suspension to restrictions on participation in university-sponsored programs or activities or presence on campus.

b. Termination or reassignment of housing. Removal or reassignment of an individual in University housing after a specific date and for a specified period of time. If removed, the student may be restricted from entering all University residence halls. This status constitutes a disciplinary record that will remain on file with the Student Conduct Authority in a manner consistent with University records retention policies.

c. No contact directive/extension of existing no contact directive. A no contact directive is an official University directive that serves as notice to an individual that they must not have physical contact with or proximity to, or direct verbal, electronic, written, and/or indirect communication intentionally made through another individual for a specified period of time. This may be a new directive, extension of an existing directive, or include altered or additional parameters or instructions to an existing directive. No contact directives may only be removed

prior to the specified period of time at the discretion of the Student Conduct Authority and at the written request of all involved individuals.

d. University Directive. As an administrative measure, the University, at its discretion, may adopt the terms and conditions of a court order or other similar directive, with reasonable modification to apply to the University setting. The University Directive may be issued independently, preceding, or concurrent with the University conduct process. For the duration of the directive, an involved individual may submit documentation of any modifications issued by the originating source. The University may adjust the University Directive as new information becomes available.

    i. An individual may request reconsideration of the University Directive. The Dean of Students, or designee, will review the reconsideration requestion and any other materials provided by the respondent within three business days of receiving the written request.. The requesting individual may provide information including reports, witness statements, communications, or other documentation in the meeting. When applicable, a complainant may provide information to the Department of Student Conduct and Community Standards for purposes of this review. The Dean of Students, or designee, may schedule a meeting to review submitted materials and to hear directly from the student why they believe the University Directive is not necessary or appropriate. The University Directive may be affirmed, modified, or lifted as a result of a requested review. The Dean of Students, or designee, will communicate the final decision in writing within one business day of the review of submitted material or scheduled review meeting.

    ii. University Directives issued as a result of a signed Restorative Resolution Agreement signed by all necessary parties are considered final and are not subject to any further review or appeal.

D. Notice of Alleged Violation(s)

1. Written notice given to any complainant(s) or respondent(s) will include the following:

    a. Sufficient detail to allow the individual to prepare a response (including source of information if possible, description of the alleged behavior(s), and specific alleged Code violation(s)); and the date, time, and location of a disciplinary proceeding to address the allegations. Absent exigent circumstances, the Student Conduct Authority will notify a respondent of any alleged Code violation(s) a minimum of within seven business days before a disciplinary proceeding.

    b. The date, time, and location of an information session, during which the complainant or respondent may review all known inculpatory or exculpatory information related to the allegation, a listing of all known witnesses who have or

will provide information in a proceeding, receive instruction regarding the student conduct process and the student's rights, and discuss the type of resolution process to be utilized.

c. The identity of the hearing body and a listing of all relevant known witnesses will be made available a minimum of five business days in advance of the disciplinary proceeding.

d. Applicable deadlines for submissions by the individuals including, but not limited to, impact statements, information, objections, and witness identification where not otherwise specified will be specified in the notice letter. The University may adjust these deadlines with written notice in a reasonable amount of time prior to the disciplinary proceeding.

2. Legal Guardians of any student under the age of eighteen at the time of the alleged violation(s) may also be notified of pending alleged violation(s) at the discretion of the University.

E. Information Session

1. During the information session the complainant or respondent may view all materials related to the case, review procedural standards, and discuss available options for resolution.

2. The Student Conduct Authority will determine what resolution process is appropriate after considering the expressed preferences of any complainants and respondents, and the totality of the circumstances.

3. If a respondent elects to resolve the allegation and the Student Conduct Authority deems appropriate, the administrator conducting the information session may immediately facilitate a resolution or schedule the resolution to take place within a reasonable time. Options for resolution will be scheduled no sooner than five days after the information session, unless a student waives their right for a resolution to be scheduled sooner.

4. A formal hearing process will be utilized if elected by the respondent or if determined by the Student Conduct Authority to be the appropriate resolution process based on the totality of the circumstances of the case. If selected, a single hearing administrator is the only option for a formal hearing if the incident alleges violations of the Sex Discrimination and Sexual Misconduct policy.

5. In cases involving a complainant, the administrator will gather the necessary information and conduct an appropriate resolution within a reasonable time.

6. When a respondent has two or more outstanding incidents, those incidents may be heard as a single case at the discretion of the Student Conduct Authority.

F. Resolutions

1. Alternative Resolution

a. If deemed appropriate by the Student Conduct Authority a student may agree to resolve their student conduct process with an Alternative Resolution. Factors that the University will consider when determining whether a student is eligible for an Alternative resolution include, but are not limited to, the following:

i. Whether the respondent has a previous conduct record.

ii. Whether the respondent has previously resolved an allegation with an alternative resolution or restorative resolution.

iii. The number and severity of the alleged violations.

b. In an Alternative Resolution, the respondent accepts responsibility for the behaviors and agrees to complete the assigned outcomes. Once the Alternative Resolution Agreement is signed by the respondent, it constitutes a University Directive.

c. A respondent may be charged with a violation of the Code or have a hold placed on their account for failure to adhere to the required outcomes of an Alternative Resolution.

d. Cases resolved through an Alternative Resolution are not categorized as a student conduct record at the University but may be referred to as an aggravating factor in assigning outcomes if a future violation occurs.

2. Restorative Resolution

a. Participation is voluntary and both the Responsible Party and the Impacted Party must consent in writing to participate in a Restorative Resolution via the Restorative Resolution Opt-In Form.

b. The Restorative Resolution process is used for incidents which allege behavior that violates a specific University policy.

c. The Restorative Resolution process will not be used for incidents that allege violence against a member of a vulnerable population, the use of a dangerous weapon, or significant physical injury.

d. The Responsible Party must acknowledge responsibility for having violated the alleged policy to participate in a Restorative Resolution.

e. The University will not pressure or compel any party to participate in any form of Restorative Resolution.

f. The Restorative Resolution process is not a disciplinary proceeding and therefore, a Supporting Party may not speak on behalf of the Responsible Party, Impacted Party, or Affected Party.

g. Any party may withdraw from the Restorative Resolution process until the signing of the Restorative Resolution Agreement.

h. In the event that any party withdraws from the Restorative Resolution or if parties are not able to reach an agreement through the Restorative Resolution Agreement, the incident will be referred back to the Student Conduct Authority, Office of Title IX, or other relevant University department based on the nature of the allegation, for further action.

i. Information obtained through the Restorative Resolution process may not be utilized in any other form of investigation or resolution. Additionally, information obtained through the Restorative Resolution will be kept confidential except when otherwise required by the University.

j. Separate meetings in the Restorative Resolution process may be merged by the Facilitator based on their discretion and the needs of the students or University.

k. A Restorative Resolution concludes with the drafting of a Restorative Resolution Agreement detailing the agreed upon outcomes for the Responsible Party. Restorative Resolution Agreements must be signed by both the Responsible Party and the Impacted Party as well as the Facilitator. Restorative Resolution Agreements signed by all necessary parties are considered final and are not subject to any further review or appeal. Upon signing, the outcomes agreed upon in the Agreement constitute a University Directive.

l. Cases resolved by a signed Restorative Resolution Agreement through the Restorative Resolution process are not categorized as a student conduct record at the University but may be referred to as an aggravating factor in assigning outcomes if a future violation occurs. Further, parties agreeing to a final resolution waive the ability to utilize a formal investigation and disciplinary proceeding through the University to resolve the same matter.

m. Involved Parties may be accompanied by a Supporting Party at any meeting during the alternative resolution process.

n. The Responsible Party may be charged with a violation of the Code or have a hold placed on their account for failure to adhere to the requirements agreed upon in the signed Restorative Resolution Agreement.

3. No-Contest Resolution

    a. A respondent may elect to resolve an outstanding violation(s) through a no-contest resolution in lieu of a hearing if deemed appropriate by the Student Conduct Authority and if the student accepts the finding of responsibility for the alleged violation(s).

    b. In a no-contest resolution, because the student accepts the finding of responsibility, the proceeding will be focused on potential appropriate outcomes.

    c. No-contest resolutions may take place during the information session or scheduled within a reasonable time thereafter.

    d. No-contest resolutions are noted as a finding of responsibility for violation(s) of the Code and are considered a student conduct record.

    e. No-contest resolutions are not permitted for cases falling under the jurisdiction of the Title IX Compliance Policy.

4. Informal Hearing

    a. A respondent may elect to resolve an outstanding violation(s) through an informal hearing if deemed appropriate by the Student Conduct Authority. Informal hearings are typically utilized when there is not conflicting, complex, or additional information that would be best examined through a formal hearing setting.

    b. Informal hearings may take place as an element of the information session or scheduled within a reasonable time.

    c. The respondent may provide information including reports, witness statements, communications, or other documentation in the hearing.

    d. A hearing administrator may temporarily adjourn the informal hearing if the administrator determines that further review of clarification is necessary including, but not limited to interviewing the complainant or witnesses.

    e. A hearing administrator may utilize information gathered from information sessions, investigation meetings, or other proceedings involving students from the same incident in making a determination on responsibility. If such information is under consideration, a respondent will be informed of the information and have an opportunity to respond.

f. Informal hearings are not permitted for cases falling under the jurisdiction of the Title IX Compliance Policy.

5. Formal Hearing

a. A formal hearing may be heard by a single hearing administrator, Student Conduct Board, Administrative Hearing Panel, or Residential Conduct Board. For cases that include allegations of sex discrimination or sexual misconduct either under the Student Conduct Code or the Title IX Compliance Policy, if a formal hearing is selected, the hearing will be conducted by a single administrator.

b. Notice of a formal hearing, including the identity of the hearing administrator or body, will occur at least five business days prior to the hearing. Any objection regarding selected hearing administrator or hearing body must be submitted by the deadline specified in the notice.

c. Formal Hearing Guidelines

i. Private hearing. A formal hearing is conducted in private. The complainant(s) (if applicable), respondent(s), and advisor(s) are allowed to attend the entire portion of the hearing at which information is presented. Admission of any other individual to the hearing is at the discretion of the Student Conduct Authority.

ii. Scheduling. Formal hearings are scheduled based on the availability of the complainant(s) (if applicable), respondent(s), person providing information on behalf of the University, and the hearing body. Student availability is determined based on academic class schedules and requirements. Absent exigent circumstances, lack of availability based upon personal matters, employment schedules, or the availability of an advisor, advocate, or legal representative are not considered in scheduling a formal hearing. A student should select as an advisor a person whose schedule reasonably allows attendance at the scheduled date and time for the hearing.

iii. Witnesses. Appropriate witnesses identified by the Student Conduct Authority, complainant(s), or respondent(s) may be invited-to the hearing to provide information in support of, or challenging responsibility of the alleged violation(s). Absent extraordinary circumstances, any witnesses must be identified at the information session or by the date otherwise given in a notice of allegations or other communication from the Student Conduct Authority. Potential witnesses who could have been reasonably known or identified during the course of the University investigation, but who were not otherwise provided by the individual afforded the opportunity to do so, will not be invited to a Formal Hearing. Only witnesses providing relevant and permissible information will be invited. Witnesses identified solely on

the basis of character reference will not be allowed to participate in the fact-finding portion of a hearing. In identifying appropriate witnesses, individuals shall supply the name, email and a summary of information the witness will provide to address the student conduct code allegations. Witnesses will be invited by the Student Conduct Authority. Formal hearings will be scheduled within a timeframe to allow witnesses reasonable notice to participate, but a proceeding will not be unreasonably delayed or disrupted based on the availability of witnesses. The University will make reasonable efforts to secure in-person testimony from law enforcement officers in cases where a student conduct charge results from an incident that was reported to law enforcement, and any University personnel who were involved in investigating a matter. However, sworn statement of law enforcement officers and official university reports may be considered by a hearing body in the absence of in-person testimony of the law enforcement officer or appropriate University employee(s), provided that the hearing body reasonably finds that the statement or report is otherwise reliable, and the respondent has an adequate opportunity to respond to all facts allege in the statement. If the witness does not attend, other written witness statements will be accepted for review in a formal hearing at the discretion of the hearing administrator or body. However, such statements will not be considered as having equal weight as witness information presented in a hearing and cannot be used as the sole information supporting a finding of responsibility.

iv. Questions. The hearing administrator or body may pose questions directly to any individual providing information in the hearing. The complainant(s) (if applicable), respondent(s), and/or advisors may propose questions to be answered by any individual providing information during a disciplinary proceeding. At their discretion. the hearing administrator or chair will retain the responsibility to determine whether questions or potential information are appropriate for review as part of the formal hearing at their discretion. In formal cases falling under the jurisdiction of the Title IX Compliance Policy, questioning of participants in the hearing and determinations of relevancy will be made as described in the Title IX Compliance Policy.

v. Information

~~2.~~1. Additional information, including, but not limited to, reports, witness statements, communications, or other documentation may also be reviewed in a hearing. Any such documentation that was reasonably available during a University investigation, but which was not provided during the course of the investigation by individuals afforded an opportunity to do so, will not be considered. Any additional information must be submitted to the

Student Conduct Authority immediately upon discovery of such information.

~~3.~~2. Individuals may decline to provide information or answer questions posed in a hearing. However, the hearing body will make a decision on responsibility after considering the information that is shared as a part of the formal hearing.

~~4.~~3. Past behavior of the respondent(s) or complainant(s) will be excluded from the hearing unless deemed relevant by the administrator or chair of the hearing body.

~~5.~~4. Past behavior of a respondent may be reviewed as an aggravating or mitigating factor for consideration in assigning appropriate outcomes if the respondent is found responsible for a violation.

~~6.~~5. Complainants and respondents may submit an impact statement to the appropriate Student Conduct Authority by the deadline set in the notice letter. Impact statements are considered an element of the hearing record and accessible for review by a complainant and respondent in the event there is a finding of responsibility. If applicable, the complainant and respondent may review the impact statement and provide a response within a reasonable time and by such method as determined by the Student Conduct Authority.

~~7.~~6. Consideration of information for a determination regarding responsibility is limited to that information presented in the formal hearing. Information that is discovered in a separate hearing or proceeding originating from the same reported incident may be introduced in a formal hearing.

6. Asynchronous Hearing

   a. At the discretion of the Student Conduct Authority, hearings may be conducted asynchronously by written statements. This format is generally only offered in cases where a court order or other protective order prevents contact between one or more of the involved parties or key witnesses. Other possible circumstances may be reviewed upon request.

   b. To resolve the allegation through an asynchronous hearing, the respondent, and complainant if applicable, must agree to participate in writing and waive their ability to conduct live questioning. The respondent, and complainant if applicable,

may submit their questions for the other involved parties and witnesses by the specified deadline.

c. All relevant individuals will be given the opportunity to submit written statements in lieu of live hearing participation. The respondent, and complainant if applicable, will be given the opportunity to review and submit a response to the hearing officer about the received statements and hearing record.

7. Outcomes-Only Hearing

a. The Student Conduct Authority may determine that an outcomes-only hearing is appropriate to resolve a case in the following scenarios:

i. where a student is found guilty or at fault in a criminal or civil court based on a preponderance of the evidence or higher standard; or

ii. there has been a determination by another investigation/disciplinary proceeding at Florida State University for the same or comparable policy violation based on a preponderance of information or higher standard.

b. Outcomes-only hearings may take place as an element of the information session, be scheduled within a reasonable time, or be conducted in writing with the consent of the student. If a student does not participate in the hearing, the Student Conduct Authority will issue the appropriate outcomes based on the information available.

c. The respondent may provide information, including an impact statement, for consideration.

d. An outcomes-only hearing is not permitted for violations charged under the jurisdiction of the Title IX Compliance Policy.

e. An outcomes-only decision is not eligible for appeal on the basis of information review.

8. General Guidelines

a. Basis for decision(s). The basis for any decision of responsibility in an informal or formal hearing will be whether upon a preponderance of the information, it is more likely than not that a violation or violations of the Code occurred. The burden to demonstrate that this standard has been met rests with the University, and all respondents are considered to be not responsible for a violation until and unless a hearing body makes a finding of responsibility.

b. Informal procedural standards. Formal rules of process, procedure, and/or technical rules of evidence such as are applied in criminal or civil court are not used in student conduct proceedings.

c. Personal health and safety accommodations. The Student Conduct Authority may accommodate individuals with concerns for their personal health or safety during a proceeding or hearing by providing separate facilities or physical dividers, and/or by permitting participation by video conference or other viable means as determined by the Student Conduct Authority as appropriate and do not infringe upon fundamental due process.

d. Accommodations for qualified individuals with a disability. Any student with a qualified disabling condition may work with the Office of Accessibility Services (OAS) to request a reasonable accommodation in order to equally participate in the student conduct process. All requests for reasonable accommodations must be made either through the Student Conduct Authority or the OAS. All accommodation requests must be made in a timely manner and coordinated with the student's appropriate disability specialist within the OAS. Non-students may make a reasonable request for accommodation with the Student Conduct Authority.

e. Decision in absentia. If a complainant, respondent, or witness does not appear fora proceeding or hearing after notice, the Student Conduct Authority or hearing body may postpone the proceeding or review any information in support of or challenging the violations in the individual's absence and determine a finding regarding responsibility and any related outcomes based upon the available information.

f. Status pending conduct proceedings.

    i. A respondent will remain eligible to attend classes and university activities pending the final outcome of a student conduct matter with the exception of when a Student Conduct Authority determines that an Interim Health and Safety Action, restricting a respondent from classes or activities is necessary to preserve the health, safety, or welfare of the community.

    ii. If a respondent’s eligibility to attend classes or university activities are temporarily suspended as noted above, but are subsequently found not responsible for any violation of the Student Conduct Code, the University will correct any record of enrollment status and refund a pro rata portion of any charges for tuition and out-of-state fees as appropriate.

    iii. An individual who leaves the University before a conduct matter or assigned outcomes are resolved or completed may be prohibited from future enrollment or obtaining University records until the matter is resolved. Degrees, credentials, transcripts, enrollment certifications, diplomas, or

other academic records may be withheld until the matter is resolved including completion of any assigned outcomes or suspension period. Final determination in a case that occurs after the awarding of an academic degree or credential with a result of expulsion may result in revocation of the academic degree or credential.

g. Any question of application of or objection to procedural standards, authority, scope or other provisions of the Code must be referred to the Director of Student Conduct and Community Standards by the deadline specified in the notice letter.

h. A hearing body or the Student Conduct Authority may impose other reasonable procedural requirements for the orderly administration of student conduct proceedings, provided that such requirements are not inconsistent with this Code and do not infringe upon a student's procedural due process rights.

i. Joint hearing. In cases involving more than one respondent, whether a formal or informal hearing, the hearing body may permit the hearing concerning each student to be conducted either separately or jointly.

j. Hearing audio record. There will be a single record, such as a digital audio recording of all disciplinary proceedings. Deliberations will not be recorded. This recording will be the property of the University but will be made available for the complainant(s) or respondent(s) to review upon request. Any recordings of the hearing without the acknowledgement and permission of involved individuals is prohibited.

k. The decision of any hearing or resolution must be presented to the respondent and complainant (if applicable) in writing and within a reasonable period of time after the conclusion of the proceeding.

G. Outcomes

Outcomes are status designations or education assignments that alone or in any combination are assigned to a student as a final outcome at the conclusion of a resolution process.

The purpose of outcomes through the student conduct process is to facilitate student accountability, learning, and overall wellness. The outcomes listed below are not intended to serve as an exhaustive list of all outcomes the University may be able to utilize regarding a given student conduct concern.

1. Status Outcomes.

a. Reprimand. A notice in writing to the student that the student is violating or has violated University expectations for behavior and that further violations may result in more severe disciplinary action.

b. Housing Probation. This status is assigned to a student for a specified period of time. While on this status, any further violation(s) may result in termination or reassignment of housing. In addition, this status constitutes a disciplinary record that will remain on file in a manner consistent with University records retention policies.

c. Disciplinary Probation. This status is assigned to a student for a specified period of time. While on this status, any further violations may result in suspension or expulsion from the University. Other restrictions may apply when a student is on disciplinary probation including but not limited to: participation in University or student activities, representation of the University on athletic teams or in other leadership positions, entrance into University facilities or campus areas, or contact with any specified individual(s). In addition, this status constitutes a disciplinary record that will remain on file in a manner consistent with University records retention policies.

d. Suspension. Separation from the University after a specific date and for a specified period. Through the duration of the suspension period the individual may be restricted from University property and may be required to provide prior notice and receive approval from the Student Conduct Authority for the purpose of conducting University business. In addition, this status constitutes a disciplinary record that will remain on file indefinitely. The University will withdraw the student from any current courses and cancel any future enrollment. Whether an individual is eligible for a refund upon withdrawal or cancellation is dependent upon the University's refund schedule. Depending on the length of the suspension, a suspended student may be subject to University policies and requirements regarding readmission. If a student is required to apply for readmission, readmission is not guaranteed after a period of suspension is completed; and the student is responsible for communicating with the Office of Admissions to identify appropriate process(es) for re-entry at the expiration of the suspension period and when any terms of suspension or other outcomes are satisfied.

e. Expulsion. Separation from the University without the possibility of readmission. The University will withdraw the student from any current courses and cancel any future enrollment. Whether an individual is eligible for a refund upon withdrawal or cancellation is dependent upon the University's refund schedule. In addition, the individual may be restricted from University property. This status will be noted on the individual's academic transcript and will constitute a disciplinary record that will remain on file indefinitely.

f. Degree Withdrawal or Revocation. A degree may be withdrawn or revoked when a student has graduated and an incident occurred before graduation in the following circumstances:

i. The student has a pending conduct hearing that was scheduled before or as the student graduated; or

ii. At any time after the student has graduated or received a degree, the University becomes aware of an incident involving an alleged violation of this Code that took place before the student graduated or received a degree from the University.

The student will receive the degree once the matter is resolved and any outcomes (when applicable) are completed unless the outcome is expulsion, in which case the degree may be revoked.

2. Educational Outcomes

a. Reflective Outcomes. Assignments, essays, presentations, research projects, conduct contracts, or other discretionary assignments.

b. Restorative outcomes. Completion of service or work assignments under the supervision of a University or outside agency.

c. Educational Plan. Develop an educational plan with the aid of the Student Conduct Authority and assigned mentor with continuous evaluation and support for a specified period of time.

d. Counseling Assessment. Referral for assessment at University Counseling Center for alcohol/drug concerns, general mental health, or other wellness concerns.

3. Administrative Directive Outcomes

a. Restitution. Compensation for loss, damage, or injury to University property. This may take the form of appropriate service, monetary, or material replacement.

b. Termination or reassignment of housing. Removal or reassignment of an individual in University housing after a specific date and for a specified period of time. If removed, the student may be restricted from entering all University residence halls. This status constitutes a disciplinary record that will remain on file with the Student Conduct Authority in a manner consistent with University records retention policies.

c. Restrictions. Denial or modification of any specified privilege for a specified period of time. Examples include, but are not limited to: guest privileges, restriction from a University event or program, or restriction from an area or building.

d. Guardian notification. Notification may be sent to family, guardians, or the emergency contact of a student who is under 18 years of age, or financially

dependent on their legal guardians, depending on the circumstances surrounding the incident. Legal guardians may also be notified of alcohol and other drug incidents for students under 21 years of age, regardless of financial dependency or resulting outcome.

e. Behavioral Plan. This is a directive to the student from the Student Conduct Authority and/or in consultation with another appropriate office (including, but not limited to Housing, Title IX, etc.) which outlines expected behaviors to aid in a student's success.

H. Appeal Procedures

1. Student appeal. Both a complainant (if applicable) and a respondent are afforded a single opportunity to appeal decisions and/or any outcomes issued by a hearing body within five business days of the date of the written decision and outcomes. Only complainants who are students are eligible to submit an appeal request with the exception of cases of sex discrimination or sexual misconduct or Title IX Compliance Policy violations in which a complainant may submit an appeal regardless of student status. Any interim actions will remain in effect at the discretion of the Student Conduct Authority, however any outcome(s) resulting from the original hearing decision will be held in abeyance pending the conclusion of the Florida State University appeal process. A complainant (when applicable) and a respondent will be notified of an appeal submission by the other individual, given the opportunity to review the submitted appeal request, and given the opportunity to submit a response.

2. Required Format. All appeal requests must be in writing using the appropriate form, identify the basis or bases for appeal, and include any supporting documentation the appealing individual or student wishes to be considered.

3. Scope of Review. Deference is given to the original hearing body's findings of fact and decision on responsibility and/or any outcomes; therefore, the burden is on the individual filing an appeal request to sufficiently demonstrate cause to alter the decision of the hearing body or any outcomes. An appeal review will generally be limited to a review of the record of the hearing and supporting documents for one or more of the bases of appeal listed below, provided however, that under extraordinary circumstances the appeal administrator may request additional information or clarification from the University, investigator(s), hearing body, Student Conduct Authority, complainant, respondent, or witnesses for purposes of this review.

4. Appellate Administrator(s). The Vice President for Student Affairs designates University administrators to facilitate policies and procedural standards as outlined in this Code, including appellate review. All ~~intermediate~~ appellate reviews are considered recommendations for review and action for the Vice President for Student Affairs' final agency action on behalf of Florida State University.

a. ~~Decisions of the Administrative Hearing Panel, Student Conduct Board, or hearing administrators appointed by Student Conduct and Community Standards may be appealed to the Dean of Students.~~

b. ~~Decisions of the Residential Conduct Board or administrators appointed by University Housing may be appealed to the Executive Director of University Housing.~~

c. ~~Decisions of the Dean of Students may be appealed to the Vice President.~~

5. Bases for Appeal. Appeal reviews are not a "re-hearing" of a student conduct matter, rather, a review of process and submitted information to ensure stated procedurals standards were followed. Appeal considerations are limited to one or more of the following bases:

    a. Process Review. That the proceeding was not conducted in accordance with established procedural standards. Such procedural errors must have substantially affected the outcome of the hearing.

    b. Bias Review. That the proceedings were not conducted without bias or prejudice on the part of the hearing body. May include but is not limited to demonstration of a conflict of interest, or failure to objectively evaluate all relevant information.

    c. Information Review. That the information presented in a proceeding does not support the finding of the hearing body that a violation of Code exists.

    d. Outcome Review. That the outcomes are extraordinarily disproportionate given the nature of the violations and any aggravating or mitigating circumstances presented.

    e. New Information. That new information exists that was not known to the individual appealing and could not reasonably have been know or discovered at the time of the original proceeding, and which would have substantially affected the outcome of the proceeding. This does not include statements from a complainant or respondent who did not appear for a proceeding or hearing.

    For cases falling under the jurisdiction of the Title IX Compliance Policy, the appeal grounds are limited to those identified in the policy.

6. Appeal Decision. An appeal administrator reviewing an appeal request may make one of the following recommendations:

    a. Affirm. The administrator may affirm the decision and/or outcomes of the original hearing body.

b. Alter outcome. The administrator may alter the outcome(s) issued by the original hearing body. Alteration in the outcome may include reducing or increasing the severity of outcome(s) or requirements.

c. New hearing. The administrator may determine a new hearing by a different hearing body is warranted to correct procedural irregularity or to consider new information. A student may appeal any decision by a hearing body assigned to adjudicate a new hearing.

d. Remand. The administrator may direct the original hearing body to review their original decision subject to any instructions from the appeal administrator, including the requirement of further clarification of the rationale supporting the decision. The hearing body may affirm its original decision or render a new decision consistent with those instructions. A student may appeal a decision made on remand; however, if a hearing body affirms its original decision, a student may not appeal the decision on the same grounds as in the previous appeal.

7. Final Agency Action. The appeal administrator will forward findings and recommendations to the Vice President for Student Affairs for review. The Vice President's review and decision is considered the final decision of the University and will be communicated in writing within fifteen business days to the respondent and if applicable, simultaneously to the complainant. This timeline may be extended if necessary, in consideration of the record on appeal. Final agency action decisions are only appealable by writ of certiorari to the Second Judicial Circuit in and for Leon County, Florida.

I. Record Keeping Practices

1. File maintenance. A student who participates in a student conduct process as a complainant, respondent or witness has a file created and maintained by the Department of Student Conduct and Community Standards or University Housing respectively. Files are maintained in a manner consistent with University record retention policy and in compliance with Florida Public Record Law. Files regarding cases resulting in a respondent's suspension or expulsion are maintained indefinitely.

2. Access to and Copies of Records. Students are permitted access and review of their records pursuant to FERPA for the purpose of reviewing information that is subject to consideration as part of a student conduct proceeding.

3. Transcriptions of hearings. Any student desiring a transcript of a recorded hearing that is a part of their education record should contact the Office of the General Counsel, which will arrange for the preparation of the transcript by a court reporting service. The court reporting service will provide the transcript to the Office of the General Counsel, which will perform a confidentiality review of the transcript and redact any confidential or exempt information pursuant to state or federal law. The requester shall bear the cost of the transcript preparation and confidentiality review.

4. Petition for clearing a disciplinary record. Student conduct records may be cleared upon review and approval by the Dean of Students, or designee. When a record is cleared, the information it contains is no longer considered a disciplinary record. However, the University may be required to produce the record regardless of its status in order to comply with a subpoena or other information request consistent with federal or state law. The University is required by law and policy to retain student education records for specified periods of time, and for certain purposes. Clearing a record affects only information maintained by the Department of Student Conduct and Community Standards and University Housing, respectively. Copies of letters distributed by or to other University departments, incident reports, police reports, and the results of previous background checks reported outside of the Student Conduct Authority are not affected by this process.

   Petitions for clearing a record may be made no sooner than one year after the date of the respondent's last finding of responsibility from the student conduct process or one calendar year prior to their anticipated graduation, whichever is later. The request must be made in writing to the Dean of Students and will not be granted for conduct that resulted in suspension or expulsion from the University. A petition may also be denied for any records related to conduct that involved a student complainant, posed a threat to a member of the University community or serious damage to University property.

J. Amendments

1. This Code will be reviewed in its entirety every two years by a committee that includes student representation. Any substantive changes will be reviewed by the Vice President for Student Affairs and presented to the Board of Trustees for approval. Any amendments can be proposed by University community members for review by submitting to the Vice President for Student Affairs.

2. If any portion of state or federal statute or regulation is stayed or held invalid by a court of law, any impacted elements of this policy will be deemed revoked as of the publication date of the opinion or order.

Law implemented 1011.48 FS History-New 9-30-75, Formerly FSU-3.04, Amended 9-4-86, 3-20-88, 7-18-96, 7-20-99, 11-13-00, 5-9-2007, Substantially Rewritten, 6-9-2012, Amended 3-4-2016, Substantially rewritten 2-22-2017, Amended 6-8-2018, Substantially Rewritten 9-20-2019, Amended 9-11-2020, 9-24-2021, 9-23-2022, 9-8-2023._____

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

ATHLETICS ACTION ITEM

ACC | ACCOMPLISH GREATNESS

TO: Presidents/Chancellors of the Atlantic Coast Conference Member Institutions

FROM: James J. Phillips, Ph.D.
Commissioner

DATE: May 14, 2025

SUBJECT: 2025-26 ACC Governing Board Certification Form

Please find attached a copy of the 2025-26 Atlantic Coast Conference Governing Board Certification form. A Member shall not be eligible to enter a team or individual competitors in a Conference championship unless its governing board makes an annual institutional certification, on a form approved by the Conference office, as indicated in ACC Bylaw 2.10.2.

Please review this policy with your Governing Board and return the signed form to Tracey Haith at the Conference office by October 17, 2025.

Thank you and best regards.

Attachment

JP/BH:th

cc: Faculty Athletics Representatives
Athletics Directors
Compliance Directors

Atlantic Coast Conference

Governing Board Certification Form
Academic Year 2025-26

As Chair of the Governing Board at _____,
(*institution name)*

I attest that:

1) Responsibility for the administration of the athletics program has been delegated to the CEO of the Member.

2) The chief executive officer has the mandate and support of the board to operate a program of integrity in full compliance with NCAA, Conference and all other relevant rules and regulations.

3) The chief executive officer, in consultation with the faculty athletics representative and the athletics director, determines how the institutional vote shall be cast on issues of athletics policy presented to the NCAA and the Conference.

Date Presented to the Governing Board:_____

Signed:_____
(Chair of the Governing Board)

Signed:_____
(CEO/President/Chancellor of Member Institution)

*Please email a copy of your completed form by **October 17, 2025** to:*

Tracey Haith
thaith@theacc.org

FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

ADVANCEMENT ACTION ITEM

FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Advancement Committee

ACTION ITEM IV

August 28, 2025

SUBJECT: Naming requests within FSU College of Business' Legacy Hall

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PROPOSED COMMITTEE ACTION

Request approval to name the following areas within the College of Business' Legacy Hall.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

FSU Policy 8-2 Naming Policy

BACKGROUND INFORMATION

The following spaces reflect areas within the College of Business' Legacy Hall that the donor specified wanting to name. These gifts were made in previous fiscal years prior to the new Naming Policy being in effect.

Donor	Recognition	Space
AssuredPartners and Jim Henderson	Jim Henderson/AssuredPartners Classroom	Classroom
	Jim Henderson/AssuredPartners Master's Classroom	Classroom
Dean L. Cash	Dean L. Cash Lecture Hall	Lecture Hall
J. Michael "Mike" Cheezem	Cheezem Family Collaboration Commons	Commons
Peter and Jennifer Collins	Peter and Jennifer Collins Colonnade	Colonnade
Peter and Mary Lee Jones	Peter and Mary Lee Jones Trading Room	Trading Room
Gail and Bob Knight	Gail and Bob Knight Auditorium	Auditorium
Stuart and Karessa Lasher	Lasher Plaza	Plaza
Brian and Renee Murphy	Brian and Renee Murphy Forum	Forum
James A. and Linda Owens	Jim and Linda Owens Floor	Floor
	Parrish Owens Auditorium	Auditorium
Scott Price	Scott G. Price and Family Forum Stairs	Stairs
Charles and Persis Rockwood	Dr. Persis E. Rockwood Academic Programs Suite	Programs Suite

	Dr. Persis E. Rockwood Academic and Behavioral Research Lab	Research Lab
Gary L. Rogers	Gary L. Rogers Dean's Suite	Dean's Suite
Bob and Pam Sasser	Bob and Pam Sasser Commons	Commons
Mary W. Solomon	E. Ray Solomon Family Floor	Floor
Syn-Tech Systems	Syn-Tech Systems Commons	Commons
John and Karen Thiel	Thiel Family Business Career Services Suite	Career Services Suite
Ash and Jan Williams	Ash and Jan Williams Terrace	Terrace

ADDITIONAL COMMITTEE CONSIDERATIONS

Florida Board of Governors approval is not required.

Submitted by: Michael Hartline, Dean, College of Business