



FLORIDA STATE UNIVERSITY  
BOARD OF TRUSTEES

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GENERAL MEETING MINUTES

Friday, October 31, 2025

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

**Attended in Person:** Peter Collins (Chair), Kathryn Ballard, Carson Dale, Jorge Gonzalez, Jim Henderson, Roxanne Hughes, Brian Murphy, Peter Jones, Justin Roth, and Drew Weatherford.

**Attended via Zoom:** Vivian de las Cuevas-Diaz (Vice Chair)

**Absent:** Maximo Alvarez, Tim Weisheyer.

**I. CALL TO ORDER AND ROLL CALL**

*Mr. Peter Collins, Chair*

Chair Collins welcomed everyone and called the meeting to order at 8:30 am.

Marissa Langston called the roll and a quorum was confirmed.

**II. PLEDGE OF ALLEGIANCE**

Chair Collins asked everyone to stand for the Pledge of Allegiance.

**III. MOMENT OF SILENT REFLECTION**

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

**IV. APPROVAL OF MINUTES**

*August 29, 2025, Meeting Minutes*

***Trustee Weatherford moved to approve August 29, 2025, meeting minutes. Vice Chair de las Cuevas-Diaz seconded the motion, and the meeting minutes were approved unanimously by all Board members present at the meeting.***

## V. PUBLIC COMMENT

There were no public comments.

Chair Collins read the Ethics Conduct Policy.

Chair Collins welcomed President McCullough to give his report.

## VI. PRESIDENT'S REPORT

*Dr. Richard McCullough, President*

President McCullough began his report by highlighting FSU's Homecoming weekend. He congratulated all alumni award honorees, noting special recognition for Guy Spearman, recipient of the Bernard F. Sliger Award, the Alumni Association's highest honor—and Jennifer Collins, who will be inducted into the Circle of Gold.

He shared recent academic national rankings, highlighting that in September, *U.S. News & World Report* ranked FSU No. 21 among public universities and No. 51 overall—FSU's highest-ever overall ranking.

FSU also ranked No. 12 among public universities and No. 1 in Florida for First-Year Experiences, Ranked No. 2 in Princeton Review for Student Experience. President McCullough noted that FSU was recognized as a Top Performer on Social Mobility, which measures how well schools graduate economically disadvantaged students. FSU was No. 1 in Florida for Learning Communities. He also noted that several academic programs in the College of Business also achieved high rankings in *U.S. News & World Report*. President McCullough highlighted that Florida State University is ranked No. 11 among the nation's top public universities by *Niche*.

President McCullough reported record student success metrics at FSU:

- Four-year graduation rate reached **78%**, the highest in FSU's history and among the best in the country.
- Retention rate achieved **97%**, placing FSU among the top four public universities.
- Transfer student graduation rate reached **80%** where students graduate within three years or less, the highest in the State University System of Florida.

President McCullough noted that Vice President Patterson and her team successfully showcased research and creative activities during Discovery Days, which featured 34 events that attracted more than 2,500 attendees. Among the highlights was the introduction of the Institute for Connecting Nutrition and Health (ICON-Health), led by National Academy members Professors Regan Bailey and Patrick Stover, who are advancing evidence-based nutrition policy.

President McCullough announced the grand opening of IGNITE Tallahassee, FSU's new startup incubator at Innovation Park, and noted that Vice President Patterson and her team secured a \$6 million NSF grant to support this initiative. President McCullough commented that during Discovery Days, FSU celebrated researchers' achievements, including a \$1.22 billion in competitive grant proposals submitted this year, a record high for FSU. He also commented that research expenditures for the past fiscal year are nearly 50 percent higher than when he arrived at FSU. He noted the government shutdown and the impact on grants.

President McCullough commented on FSU Health updates in Panama City Beach and Tallahassee. He announced the recent appointment of Jeremy Slaga as Vice President and Chief Clinical Operations Officer at FSU, a role that will help shape the academic health enterprise and expand clinical opportunities.

President McCullough highlighted a recent visit to the John and Mable Ringling Museum of Art, noting that with FSU's support, the museum has expanded its collections by over 12,000 works, have over 400,000 visitors a year, and completed almost \$100 million in capital improvements. He also referenced the College of Medicine Regional Campus in Sarasota.

President McCullough noted the recent annual dinner for FSU Panama City and the ongoing initiatives in the region, including the InSPIRE Manufacturing and Aerospace Research Center, which is poised to grow innovation and growth in Bay County, along with developments in FSU Health.

President McCullough highlighted FSU's opening of a new collaboration center in West Palm Beach. He acknowledged FSU College of Business alumnus Ben Macfarland for his support and expressed appreciation to Chair Collins, Vice Chair de las Cuevas-Diaz, and Trustee Peter Jones for attending the opening celebration.

President McCullough noted the ribbon-cutting for new townhomes supporting the FSU DC Study Away program and thanked Trustees who attended. He commented on the university's growing presence and work in Washington, D.C.

President McCullough provided updates on the university's work in AI and ongoing developments in this area.

President McCullough commented on the upcoming legislative session and noted the continued strong support for FSU from the Governor and presiding officers. He noted recent leadership designations for 2027, Representative Sam Garrison as the next Speaker of the Florida House and Senator Jim Boyd, an FSU graduate, as the next Senate President.

He noted the leadership team's participation in the recent State University System of Florida's Safety Summit.

President McCullough commented on University Advancement. He highlighted a transformational \$10 million gift from The Fairholme Foundation, led by Bruce and Tracey Berkowitz, to the College of Nursing. This investment will expand the nursing program in Panama City and help address nursing shortages in Northwest Florida. He expressed gratitude to the Berkowitzes for their generosity and thanked Trustee Gonzalez for his tremendous help in stewarding this gift.

President McCullough commented on his goals, noting the six areas of focus include advancing priorities in student success, national rankings, research and entrepreneurial excellence, fundraising, athletics, and community engagement.

President McCullough thanked the Board for their support.

## VII. CONSENT ITEMS

- A. Request for Approval:** College of Medicine Graduate Medical Education Annual Institutional Review Executive Summary (AY 2024-25) (Academic Affairs)
- B. Request for Approval:** Tenure Upon Appointment (Academic Affairs)
- C. Request for Approval:** Proposal to Implement BS in Interdisciplinary Design (Academic Affairs)
- D. Request for Approval:** Athletics Operations (Finance & Business)
- E. Request for Approval:** Athletics Multi-year Budget (Finance & Business)
- F. Request for Approval:** Additions to the 2025-2026 Fixed Capital Outlay Budget (Finance & Business)
- G. Request for Approval:** Internal Loan for FSU Athletics Capital Project (Finance & Business)

**H. Request for Approval:** Nominations to the Board of Directors of the FSU College of Business Student Investment Fund - Tallahassee, Inc. (Governance)

*Trustee Henderson moved to approve consent items A-H. Trustee Murphy seconded the motion, and consent items A-H were unanimously approved by all Board members present at the meeting.*

## **VIII. NEW BUSINESS AND UPDATES**

### **A. Athletics Update**

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

Mr. Michael Alford, Vice President and Director of Athletics, provided an update on FSU Athletics, covering:

- Third Party Events, highlighting the Savannah Bananas visit to campus in Spring 2026
- Student-Athlete Experience and Development
- NCAA D1 Board of Directors newly adopted rule changes

Trustee Henderson and Trustee Weatherford both asked questions on the Third-Party Events.

Chair Collins and Vice President Alford commented on the Dunlap Football Only Facility.

Trustee Hughes requested that Vice President Alford convey congratulations to the FSU Women's Soccer Team and other athletic teams as they begin ACC conference play.

### **B. Faculty Senate Steering Committee**

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

Dr. Jennifer Proffitt, Vice Chair of the Faculty Senate Steering Committee, presented on behalf of the Faculty Senate. Her remarks included an overview of the tenure process and insights into achieving full professorship from a faculty perspective. Dr. Proffitt also highlighted recent faculty accomplishments.

President McCullough provided remarks on the steps involved in attaining tenure and professorship.

### **C. Student Government Association**

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

Ms. Natalia Ramirez-Romero, Vice President of the Student Government Association (SGA), delivered a report outlining SGA priorities. Her remarks focused on Executive Branch initiatives, student academics and achievements, and campus life and well-being. She also spotlighted FSU's ROTC program, recognizing Air Force ROTC student Jacob W. Pamplin for his accomplishments.

Following her presentation, Trustee Weatherford praised Ms. Ramirez-Romero for an excellent report. Trustee Dale then invited Mr. Pamplin to share his experiences as an FSU student and member of the AFROTC program.

#### **D. Legislative Affairs**

*Mr. Clay Ingram, Chief Legislative Affairs Officer*

Mr. Clay Ingram, Chief Legislative Affairs Officer, delivered a report addressing:

- The 2025–2026 Legislative Session, including key events such as the Seminole Evening Reception and FSU Day at the Capitol in January 2026
- Leadership designations: House Speaker Designate Sam Garrison and Senate President Designate Jim Boyd
- A recent presentation by FSU InSPIRE Executive Director Drew Allen before a Senate Committee
- Special elections in the Florida Senate and House
- Florida Legislative Committee Updates
- FSU's Legislative Internship Program

Mr. Josh Duncan, Director of Federal Relations, followed with a report on federal relations. He noted the government shutdown, highlighted FSU's FY2026 funding successes, and preparing for FY2027.

Trustee Weatherford and Trustee Murphy both had questions for Mr. Duncan.

Vice Chair de las Cuevas-Diaz had a question for Mr. Ingram regarding the Legislative Internship program and its growth.

#### **E. Academic Affairs Committee**

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

Trustee Vivian de las Cuevas-Diaz, Vice Chair of the Board and Chair of the Academic Affairs Committee, opened her report with an update on the study on the social media policy. She noted the provost has organized an advisory committee, made up of 20 members that is being co-chaired by Dr. Jeanette Taylor and Trustee Roxanne Hughes. Vice Chair de las Cuevas-Diaz expressed her goal to have the policy solidified by the first quarter of the coming year.

Vice Chair de las Cuevas-Diaz introduced the 2025 Post Tenure Review Report and asked President McCullough to share brief comments. President McCullough acknowledged his review and commended the quality of the faculty.

Vice Chair de las Cuevas-Diaz invited Provost Clark and Dr. Jeanette Taylor, Vice President for Faculty Development & Advancement to give their report on the Post Tenure Review.

Provost Clark gave a background on the information item.

***Information Item: Post Tenure Review Report***

*Dr. Jeanette Taylor, Vice President for Faculty Development & Advancement*

Dr. Taylor provided an overview of the Post Tenure Review report. Her presentation included a review of BOG regulation 10.003, FSU-BOT regulation 4.073, the post tenure review process, and the performance rating scale.

The outcomes of the 2025 post tenure review were:

- Total Cohort = 133
- Exceeds Expectations = 71
- Meets Expectations = 44
- Does Not Meet Expectations = 1
- Unsatisfactory = 0
- Voluntarily Resigned/Retired = 16
- Opted into Non-Tenure Position = 1

Chair Collins, Trustee Roth, President McCullough, Trustee Hughes and Vice Chair de las Cuevas-Diaz all provided comments following Dr. Taylor's report.

#### **F. Advancement Committee**

*Trustee Brian Murphy, Chair*

*Dr. Marla Vickers, Vice President for University Advancement & President, FSU Foundation, Inc.*

Trustee Brian Murphy, Chair of the Advancement Committee, provided an overview of their committee's meeting. He reported that the FSU Foundation's fundraising is 175% higher than at this time last year. Other topics included:

- Principal gifts performance
- The need for joint alignment and partnership opportunities between academic and athletic giving
- Annual giving performance
- The new Parent and Family engagement philanthropy program, noting its successes and acknowledging Jennifer Collins for her work with this program.
- Campaign updates, including the campaign advisory group and the SimpsonScarborough marketing campaign

Trustee Murphy also discussed Trustee Engagement Plans, emphasizing the need for a more targeted approach. He noted that Vice President Vickers will follow up with each Trustee to discuss these plans. He encouraged Trustees to host advancement gatherings and actively engage their personal and professional networks to support fundraising efforts.

Finally, he asked everyone to save the dates for upcoming philanthropy events:

- National Philanthropy Day – November 15, 2025
- National Giving Day – December 2, 2025
- FSU's 15th annual giving day, The Great Give – March 4, 2026

Vice Chair de las Cuevas-Diaz emphasized the importance of marketing for giving days and outlined plans to expand outreach, particularly in South Florida. Chair Collins asked whether the Foundation has staff in the region. Vice President Vickers reported that one officer is currently based in South Florida and that the Foundation is working to fill two vacancies.

There was further discussion centered on how Trustees can take a more active role in philanthropy, especially in advancing Foundation fundraising.

## **G. Audit and Compliance Committee**

*Trustee Peter Jones, Chair*

*Mr. Undra Baldwin, Chief Audit Officer*

*Mr. Robert Large, Chief Compliance and Ethics Officer*

Trustee Peter Jones, Chair of the Audit and Compliance Committee, provided an overview of their committee meeting, noting that there were no items requiring approval—only informational updates.

Mr. Robert Large, Chief Compliance and Ethics Officer, shared updates on:

- The 2025 Annual Report and 2025-2026 Annual Work Plan
- The upcoming and first ever Compliance and Ethics Expo at FSU
- The Student Ombuds program

Mr. Undra Baldwin, Chief Audit Officer, reported on two informational items:

- The status report on several Operation and IT audits, including highlighting an external audit of the Ringling Foundation financial statements
- The upcoming Global Fraud Awareness Week at FSU

## **H. Governance Committee**

*Mr. Peter Collins, Chair, FSU Board of Trustees*

*Ms. Carolyn Egan, Vice President for Legal Affairs and General Counsel*

Chair Collins gave a brief overview of the Governance Committee meeting, highlighting a consent agenda item involving two nominations to the FSU College of Business Student Investment Fund. He also outlined the history and purpose of the direct support organization.

Chair Collins introduced the first action item and invited Ms. Carolyn Egan, Vice President for Legal Affairs and General Counsel, to provide details. Ms. Egan explained a proposed revision to the Board Operating Procedures concerning the Chair and Vice Chair election schedule. She noted that the Governance Committee recommended maintaining flexibility for Vice Chair de las Cuevas-Diaz to complete her full two-year term, as her election did not align with the proposed changes. Chair Collins added that the revision specifies elections for each position will occur at the Board of Trustees' first fall meeting in alternating years.

**Action Item I: Request for Approval:** Revisions to Florida State University Policy 1-1 BOT Operating Procedures

***Chair Collins asked for a motion to approve the revisions to Florida State University Policy 1-1 BOT Operating Procedures.***

***Trustee Henderson motioned to approve the revisions to Florida State University Policy 1-1 BOT Operating Procedures. Trustee Murphy seconded the motion, and it was unanimously approved by all Board members present at the meeting.***

Chair Collins introduced the next action item: the President's FY 2025–2026 Goals, which align with the fiscal year beginning July 1. President McCullough offered brief remarks on the goals. Chair Collins noted the benefit of drafting goals following the presidential evaluation. Trustee Murphy noted the inclusion of measurable components and clear formatting.

**Action Item II: Request for Approval:** President’s FY 2025-2026 Goals

*Chair Collins asked for a motion to approve the President’s FY 2025-2026 Goals.*

*Trustee Murphy motioned to approve President McCullough’s FY 2025-2026 Goals. Trustee Weatherford seconded the motion, and it was unanimously approved by all Board members present at the meeting.*

**I. Student Affairs Committee**

*Trustee Drew Weatherford, Chair*

*Dr. Amy Hecht, Vice President for Student Affairs*

Trustee Drew Weatherford, Chair of the Student Affairs Committee, invited Vice President Hecht to provide an overview of their committee meeting. Key topics included:

- The inaugural DC Study Away student class
- Northwest District new housing project
- An update on the new Boutique Fitness Studio, to be named “Arq”
- Federal legislation on the Stop Hazing Act
- Implementation of the Steppingblocks software
- The Food for Thought Pantry Campaign

The Board engaged in extensive discussion on Steppingblocks software and the campus Food Pantry.

Regarding Steppingblocks, the discussion highlighted its multiple benefits. Trustee Hughes emphasized partnering with faculty to maximize its impact. Vice President Hecht noted a recent presentation at the Deans and Chairs meeting and announced an upcoming training session on November 21.

The Board also addressed food insecurity and the need to expand the campus Food Pantry. President McCullough reported that the pantry serves approximately 3,000 unique users annually. Vice President Hecht shared that efforts are underway to raise \$1 million and improve functionality, including bulk sorting and expanded space.

**J. University Research Committee**

*Trustee Jorge Gonzalez, Chair*

*Dr. Stacey Patterson, Vice President for Research*

Trustee Jorge Gonzalez, Chair of the University Research Committee, provided an overview of the committee meeting.

Highlights from their committee meeting included:

- **A Research Presentation** – Vice President Patterson provided an update on research activity. Trustee Gonzalez highlighted key current figures on FSU Research:
  - \$1.22 billion in proposals submitted
  - Research expenditures increased to an estimated \$487 million
  - Awards decreased to \$271 million from \$317 million due to federal changes

- NIH funding rose to \$78 million
- **A Commercialization Presentation** – Valerie McDevitt, Associate Vice President for Strategic Partnerships and Innovation, presented an update on commercialization efforts.
- **National High Magnetic Field Laboratory (MagLab) Renewal Proposal** – Dr. Kathleen Amm presented on the NSF renewal proposal for the National High Magnetic Field Laboratory.

Trustee Gonzalez then invited Dr. Patterson to present on the White House Research and Development (R&D) priorities memo and how FSU’s investments align. Examples of FSU Investments include:

- The Quantum Science and Engineering Initiative
- Fusion Energy – superconductivity and the role of magnets
- Food as Medicine – Nutrition and Health (ICON-Health)
- Rare Earth Minerals – Extraction from Florida gypstacks
- Childhood diseases – Institute for Pediatric Rare Diseases
- Aerospace and Manufacturing – InSPIRE

Trustees Gonzalez, Murphy, Hughes, and President McCullough commended Vice President Patterson and her team for their work. Patterson expressed appreciation to the faculty, the Board, and university leadership.

#### **K. 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 their committee meeting. He noted their consent agenda items and reported that the committee received updates on campus safety and FSU Health during their meeting.

Trustee Henderson then invited Mr. Kyle Clark, Senior Vice President for Finance and Administration, to share updates from the Finance and Administration area. Topics included area accomplishments, awards and recognition, current initiatives, capital projects, and deferred maintenance.

Trustee Weatherford asked about the status of the new ERP system, and Senior Vice President Clark provided an update.

#### **IX. CHAIR’S REPORT**

*Mr. Peter Collins, Chair*

Chair Collins had no further comments.

#### **X. OPEN FORUM FOR BOARD OF TRUSTEES**

*Mr. Peter Collins, Chair*

There was no further discussion.

Chair Collins announced logistics for the weekend and upcoming meeting dates.

Chair Collins thanked the Board and the staff for their work.

**XI. ADJOURNMENT**

*Mr. Peter Collins, Chair*

Chair Collins adjourned the meeting at approximately 12:18 pm.