



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

GENERAL MEETING AGENDA

Wednesday, February 25, 2026
9:00 AM

Herbert Weirtheim Center for Business Excellence
Brian and Renee Murphy Forum West
402 W. Gaines Street, Tallahassee, FL 32301

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

February 28, 2025, Meeting Minutes – Correction

August 29, 2025, Meeting Minutes – Correction

October 31, 2025, Meeting Minutes

December 22, 2025, Meeting Minutes

January 22, 2026, Meeting Minutes

V. PUBLIC COMMENT

VI. PRESIDENT'S REPORT

Dr. Richard McCullough, President

VII. CONSENT ITEMS

A. Request for Approval: Proposal to Implement B.S. in Civics and Liberty Studies
(Academic Affairs)

B. Request for Approval: Proposal to Implement M.S. in Hospitality Management
(Academic Affairs)

- C. Request for Approval:** Proposal to Implement Ph.D. in Hospitality Management (Academic Affairs)
- D. Request for Approval:** Proposal to Implement Ph.D. in Entrepreneurship (Academic Affairs)
- E. Request for Approval:** Proposal to Terminate B.S. in STEM Teaching (Academic Affairs)
- F. Request for Approval:** Amended FSU Regulation 5.098 (Academic Affairs)
- G. Request for Approval:** State University System Performance Audits: Performance-Based Funding Metrics (Audit & Compliance)
- H. Request for Approval:** State University System Performance Audits: Preeminent Research University Funding Metrics (Audit & Compliance)
- I. Request for Approval:** New External Auditor for Florida Medical Practice Plan, Inc. (Audit & Compliance)
- J. Request for Approval:** 2026-2027 Budget Projections for Auxiliaries with Outstanding Revenue Bonds (Finance & Business)
- K. Request for Approval:** Reimbursement Resolution for Housing, Parking, and Dining Expenditures Related to NW Campus Project (Finance & Business)
- L. Request for Approval:** Regulation Amendment, FSU 2.009, Parking and Traffic (Finance & Business)
- M. Request for Approval:** Regulation Amendment, FSU-4.0015 Attendance and Leave, Hours of Work Requirements (Finance & Business)
- N. Request for Approval:** Campus Master Plan Amendment (Finance & Business)

VIII. NEW BUSINESS AND UPDATES

A. Finance and Business Committee

Trustee Jim Henderson, Chair

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

Information Item:

- DOGE Report

Mr. J. Ben Watkins III, Director, Division of Bond Finance, State of Florida

B. Athletics Update

Mr. Michael Alford, Vice President and Director of Athletics

Information Item: Student Athlete Highlight

C. Faculty Senate Steering Committee

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

Information Item: Faculty Member Highlight

D. Student Government Association

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

E. Legislative Affairs

Mr. Clay Ingram, Chief Legislative Affairs Officer

Mr. Josh Duncan, Director of Federal Relations

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

Information Item:

- School of Communication Science & Disorders Presentation
*Dr. Carla Wood, Professor and School Director
Dr. Selena Snowden, Director of Audiology Services*

Action Item I: Request for Approval: Tenure Upon Appointment

Action Item II: Request for Approval: Tenure Report

G. Advancement Committee

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

H. Audit and Compliance Committee

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

I. Student Affairs Committee

*Trustee Kathryn Ballard, Chair
Dr. Amy Hecht, Vice President for Student Affairs*

J. 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: President's Three-Year Contract Extension

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 February 28, 2025 Correction



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

MEETING MINUTES

Friday, February 28, 2025
10:00 AM

Florida State University
Student Union, Ballroom D
75 North Woodward Avenue
Tallahassee, FL 32306

Attended in Person: Kathryn Ballard, Bridgett Birmingham, Jackson Boisvert, Peter Collins, Vivian de las Cuevas-Diaz, Jorge Gonzalez, Jim Henderson, Peter Jones, Justin Roth, Deborah Sargeant, ~~John Thiel~~, and Drew Weatherford

Attended via Zoom: Maximo Alvarez, John Thiel

Absent: None

I. CALL TO ORDER AND ROLL CALL

Mr. Peter Collins, Chair

Chair Collins welcomed everyone and called the meeting to order at 10:01 am.

Heather Mayo called the roll and a quorum was confirmed.

II. PLEDGE OF ALLEGIANCE

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

III. MOMENT OF SILENT REFLECTION

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

IV. APPROVAL OF MINUTES

November 21, 2024, meeting minutes

Trustee de las Cuevas-Diaz moved to approve the November 21, 2024, board meeting minutes. Trustee Weatherford seconded the motion, and the minutes were approved unanimously by all present at the meeting.

V. PUBLIC COMMENT

There were no public comments.

VI. PRESIDENT'S REPORT

Dr. Richard McCullough, President

President McCullough began his report by welcoming the Board's newest trustee, Peter Jones. He also acknowledged that it was the last in-person meeting for Trustees Birmingham and Boisvert.

President McCullough continued his report by highlighting key updates related to the goals he presented to the Board last fall. He announced that research expenditures reached a record high of nearly \$461 million in 2024, reflecting an 11.2 percent increase from the previous year and exceeding FSU's goal of 10 percent. Since taking office, overall research funding has increased by 42 percent. President McCullough emphasized that university research expenditures support over 4,000 jobs and play a vital role in driving economic growth.

He acknowledged the changes in the federal landscape and credited Vice President Patterson for keeping everyone at the university informed. President McCullough remarked that the university views these changes as opportunities. He emphasized that scientific research drives innovation, discovery, and economic growth. He highlighted the work being done at FSU's Institute for Pediatric Rare Diseases as an excellent example of this type of research.

President McCullough provided an update on the Academic Health Center located on the TMH Campus, stating that construction is expected to be completed in 2026. He highlighted that the Academic Health Center continues to attract faculty to the university. Additionally, he mentioned that they are finalizing plans for a new 180-bed hospital at the Panama City Beach medical campus, with TMH serving as an operating partner.

President McCullough commented on the recent Motor, Drive Systems, and Magnetics Conference and Exhibition held at the Donald L. Tucker Civic Center, organized by the City of Tallahassee and Florida State University (FSU). The conference was attended by 250 industry leaders and provided an excellent opportunity to showcase the MagLab's advancements in developing quantum materials, advancing fusion energy, harnessing rare earth minerals, and improving life-saving medical imaging technologies. The MagLab continues to be an economic powerhouse, generating \$709 million in economic output nationwide, with \$325 million in Florida and \$221 million specifically in Tallahassee.

President McCullough commented on expanding the university's reputation and FSU's improvement in rankings; specifically, 30 in 40 graduate departments' rankings improved.

President McCullough commented that FSU wouldn't be able to do all the things we are doing without the support of Florida, giving thanks to the Governor and the Legislature.

President McCullough highlighted the success of students at FSU, noting that 99 percent of freshmen who began their studies in the summer or fall returned for the spring semester. This achievement positions FSU to maintain an impressive 96 percent freshman-to-sophomore retention rate, one of the highest in the country. Additionally, President McCullough announced that FSU received over 82,000 applications for the upcoming summer and fall semesters, setting a record.

The academic profile of these admitted students is:

- 90% were ranked in the Top 10 percent of their high school class
- Average GPA was 4.4
- Average ACT score was 31
- Average SAT score was 1390.

President McCullough commented on he and the First Lady's recent trip to the FSU - Panama in the Republic of Panama

He also commented that FSU was just recognized by the U.S. State Department's Bureau of Educational and Cultural Affairs as one of the nation's top producers of Fulbright Scholars.

President McCullough discussed fundraising efforts and recent travels. The focus has been on six priorities: FSU Health, student success, faculty and research excellence, culture of entrepreneurship, athletics excellence, and artistic accomplishments.

President McCullough provided an update on the national search for a successor to Vice President for Faculty Development and Advancement Janet Kistner. He expressed his thanks to VP Kistner for all she has done at the university. He also commented that the search for a new Vice President for Health Affairs is underway.

President McCullough noted that FSU has received written confirmation from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) that the university's accreditation has been reaffirmed through 2034, with "no findings of non-compliance." He commented that this provides FSU the freedom to choose a new institutional accreditor, which will be discussed later in the meeting agenda. President McCullough recognized Dr. Ruth Storm, Associate Provost and Associate Vice President for Academic Affairs for her work in FSU's reaccreditation.

President McCullough commented on athletics excellence at the university.

President McCullough expressed his gratitude to the Board for their leadership and acknowledged his senior leadership team, deans, department chairs, faculty, students, and staff. He commented on how wonderful it is to be at a university that is loved by everyone. He also thanked the First Lady for her support and recognized the Chairman for his contributions and partnership.

Chair Collins read the Ethics Conduct Policy.

VII. CONSENT ITEMS

- A. Request for Approval:** Amendment of FSU Regulation 5.077 International Programs (Academic Affairs)
- B. Request for Approval:** Amendment of FSU Regulation 5.097 Deletion of Courses (Academic Affairs)
- C. Request for Approval:** Repeal of FSU Regulation 2.02413 Florida Prepaid College Program (Academic Affairs)
- D. Request for Approval:** Amendment of FSU Regulation 5.098 Textbook Adoption and Affordability (Academic Affairs)
- E. Request for Approval:** The John and Mable Ringling Museum of Art Foundation, Inc. Bylaw Revision (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:** State University System Performance Audits: Performance Based Funding Metrics (Audit & Compliance)
- H. Request for Approval:** State University System Performance Audits: Preeminent Research University Funding Metrics (Audit & Compliance)
- I. Request for Approval:** Revised Office of Audit and Advisory Services Charter as per the Institute of Internal Auditors Standards Revisions – effective Jan. 9, 2025 (Audit & Compliance)
- J. Request for Approval:** Revised Audit & Compliance Committee Charter as per Institute of Internal Auditors Standards Revisions – effective Jan. 9, 2025 (Audit & Compliance)
- K. Request for Approval:** 2025-2026 Budget Projections for Auxiliaries with Outstanding Revenue Bonds (Finance & Business)
- L. Request for Approval:** Institutional Risk Management Charter (Governance)
- M. Request for Approval:** Repeal of University Regulation FSU-3.006, The University Defender (Student Affairs)

Chair Collins noted that if any Trustee would like to move an item off the consent agenda to the regular agenda, they may do so. Hearing none, Chair Collins requested a motion to approve Consent Items A-M.

Trustee de las Cuevas-Diaz made the motion to approve, the motion was seconded and was unanimously approved by all present at the meeting.

VIII. NEW BUSINESS AND UPDATES

A. Athletics Update

Mr. Michael Alford, Vice President and Director of Athletics

Information Item:

Coach and Student Athlete Highlight

Mr. Michael Alford, Vice President and Director of Athletics, introduced FSU's new women's lacrosse coach, Sarah Tisdale. Sarah Tisdale provided an overview of the new program and expressed what an honor it is to be at FSU and noted the team's core values.

Coach Tisdale introduced Ms. Gabby Cleveland, a member of the lacrosse team. Ms. Cleveland provided an overview of her student-athlete experience and expressed her gratitude for the opportunity to be at FSU.

Vice President Alford began his report by noting the Fall 2024 Academic Results, highlighting the department's new highest overall semester GPA, surpassing the previous record from Fall 2023. Additionally, Vice President Alford provided updates on stadium renovation sales, capital improvements, the house settlement, and governance.

B. Faculty Senate Steering Committee

Dr. Roxanne Hughes, Vice Chair, Faculty Senate Steering Committee

Dr. Roxanne Hughes, Vice Chair of the Faculty Senate Steering Committee, began her report by addressing the concerns of faculty and students regarding recent changes in the federal landscape. She acknowledged the Vice President of Research for keeping everyone well-informed about funding updates. In closing, she highlighted recent accomplishments of the faculty.

C. Student Government Association

Mr. Anthony Benn, Vice President, Student Government Association

Mr. Anthony Benn, Vice President of the Student Government Association (SGA), began his report by discussing the overall "student experience" at FSU and highlighted several key student initiatives on campus. Mr. Benn noted a recent proclamation from the Leon County Board of Commissioners, commending SGA for developing an interactive budget training program called "Let's Balance!" This program aims to equip student leaders with essential financial literacy and budgeting skills. Additionally, he provided an update on initiatives regarding student representation and support.

In closing, Mr. Benn expressed his gratitude to university leadership, the Florida State University Police Department, the Student Affairs team, and his fellow colleagues.

This report marked Mr. Benn's final address as Vice President of SGA. Trustee Birmingham thanked the current SGA leadership and the Student Affairs staff for their efforts. Chair Collins, Trustee Boisvert, and Trustee de las Cuevas-Diaz also extended their appreciation.

D. Legislative Affairs

Mr. Clay Ingram, Chief Legislative Affairs Officer

Mr. Josh Duncan, Director of Federal Relations

Mr. Clay Ingram, Chief Legislative Affairs Officer, provided an overview of the Florida Legislative special sessions and the 2025-2026 Session. He highlighted recent presentations by FSU faculty and staff to the Florida Legislature. Mr. Josh Duncan provided a federal update. He discussed involvement in FSU's recent Careers in Public Service conference and noted that FSU students are eager to intern in DC.

President McCullough requested that Senior Vice President Clark and Dr. Hecht provide an update on the search for student housing for FSU in Washington, D.C. Senior Vice

President Clark reported on the progress of the search, confirming that developments with securing properties are moving forward.

E. Academic Affairs Committee

Trustee Vivian de las Cuevas-Diaz, Chair

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

Trustee de las Cuevas-Diaz, Chair of the Academic Affairs Committee, began her report with an update on the Promotion and Tenure and Social Media policy review. She noted that a steering committee has been formed, and an external consultant has been hired to assist with this review. Phase 1 focused on information gathering with the external consultant conducting interviews with Trustees and senior university leadership. Trustee de las Cuevas-Diaz advised that FSU is now in Phase 2, which will involve interviewing other universities on their processes. Once the information gathering is complete, there will be a presentation to the Board.

Action Item I: Request for Approval: Tenure Report (Academic Affairs)

Dr. Janet Kistner, Vice President, Faculty Development and Advancement

Trustee de las Cuevas-Diaz welcomed Dr. Janet Kistner, Vice President for Faculty Development and Advancement, and Provost Clark to present an overview of the Tenure Report. They provided a detailed description of the process and highlighted members of the 2025 Tenure Cohort and those hired for Tenure Upon Appointment in 2025.

Trustee Sargeant commended the high quality of those being hired and attributed the success to the university's leadership.

Chair Collins requested a motion to approve the Tenure Report. Trustee Weatherford made the motion to approve, Trustee Henderson seconded, and it was unanimously approved by all present at the meeting.

Trustee de las Cuevas-Diaz introduced Dr. Ryan Owens, Director of the Florida Institute for Governance and Civics.

Information Item:

Dr. Ryan Owens, Director, Florida Institute for Governance and Civics

Dr. Owens provided an overview of the Florida Institute for Governance and Civics, starting with a review of its mission and purpose. He then highlighted faculty offers, faculty and staff hires, undergraduate education, graduate training and grants, and programming, including Spring 2025 speakers.

Trustee Roth encouraged Dr. Owens to look for individuals with practical experience when hiring institute faculty and staff. Trustee de las Cuevas-Diaz echoed this.

Chair Collins thanked Dr. Owens for his hard work. President McCullough also thanked Dr. Owens and thanked Chair Collins for his role in getting the institute started.

F. Advancement Committee

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, introduced the two action items for their committee.

Due to technical difficulties, Action Item II was introduced first by Dr. Todd Queen, the dean of the College of Music at FSU. Dean Queen provided an overview of the request to name the Stella Cottrell Chamber Music Hall.

Action Item II: Request for Approval: Naming of the Stella Cottrell Chamber Music Hall (Advancement)

Chair Collins requested a motion to approve the Naming of the Stella Cottrell Chamber Music Hall. Trustee Henderson made the motion to approve, Trustee Birmingham seconded, and it was unanimously approved by all present at the meeting.

Mr. Steven High, the executive director of The John and Mable Ringling Museum of Art, presented an overview of the naming request for the Charles M. and Robyn L. Citrin Gallery. Trustee Henderson inquired about the appraisal process, and Mr. High provided an explanation.

Action Item I: Request for Approval: Naming of the Charles M. and Robyn L. Citrin Gallery (Advancement)

Chair Collins requested a motion to approve the Naming of the Charles M. and Robyn L. Citrin Gallery. Trustee Birmingham made the motion to approve, Trustee Henderson seconded, and it was unanimously approved by all present at the meeting.

Trustee Thiel provided a summary of their committee meeting. He shared an update on the university's fundraising progress for the current fiscal year, including the status of the university endowment. He also addressed alumni engagement and the work of the annual leadership giving officers.

Trustee Thiel introduced a new staff member, Mr. Brad Hastings, associate vice president of advancement for Principal Gifts & Gift and Estate Planning and discussed recent hires and existing vacancies in the Advancement division. He provided updates on the comprehensive campaign, noting that the university has hired a national marketing firm to help tell its story. Trustee Thiel previewed the new gift acceptance and counting policy, which is expected to be an action item at the June Board meeting. He highlighted the upcoming Great Give, the university's annual day of giving on Wednesday, March 5.

The Board discussed the university's marketing. Dr. Marla Vickers, vice president for advancement and president of the FSU Foundation, provided an overview of the upcoming process the marketing firm will implement with the forthcoming campaign.

G. Audit and Compliance Committee

Trustee Peter Jones, Chair

Mr. Undra Baldwin, Chief Audit Officer

Mr. Robert Large, Chief Compliance & Ethics Officer

Trustee Peter Jones, the Chair of the Audit and Compliance Committee, began his report by expressing his excitement about joining the Board and his gratitude for everyone's welcome.

Trustee Jones provided an overview of the recent committee meeting, which included five informational items presented by Mr. Robert Large from the Office of Compliance and Ethics. The items discussed were as follows:

1. The biannual report on foreign gifts and contracts.
2. A reminder that annual financial disclosures (Form 1) are due by July 1, 2025, to avoid penalties.
3. An update on the conflict of interest and commitment disclosure process.
4. A general operational update.
5. A planned external review.

Trustee Jones reported that the Office of Advisory and Audit Services (OAAS) presented four action items that were included in today's consent agenda, all of which were approved by the committee. Mr. Undra Baldwin, Chief Audit Officer also provided two informational items: a status update on the OAAS audits and an institutional risk management update.

Trustee Jones expressed his appreciation to Mr. Large and Mr. Baldwin for their assistance in preparing him for his first committee meeting.

H. 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, began his report by recognizing and thanking the entire Finance and Administration staff. He provided an overview of their committee meeting giving an overview of their item on today's consent agenda and their action item.

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

Action Item I: Request for Approval: Amend the 2023 FSU Athletic Association, Inc. Debt Resolution (Finance & Business)

Chair Collins requested a motion to approve the Amendment to the 2023 FSU Athletic Association, Inc. Debt Resolution. Trustee Weatherford made the motion to approve, Trustee Jones seconded, and it was unanimously approved by all present at the meeting.

Senior Vice President Clark gave an overview of the finance and business initiatives of the new State University System Strategic Plan recently approved by the Florida Board of

Governors: Financial Health and Integrity and Optimizing Funds. He also provided updates on university capital projects, facility repairs and deferred maintenance.

Trustee Weatherford requested an update on the new university student housing from Senior Vice President Clark. In response, Senior Vice President Clark provided an update. Dr. Amy Hecht also shared information with the Board regarding the status and timeline of the project. The Board expressed interest in expediting the timeline and would like to have further discussions on housing.

I. Governance Committee

Trustee Maximo Alvarez, Chair

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

Action Item I: Request for Approval: To Seek a New Institutional Accreditor (Governance)

Trustee Maximo Alvarez, Chair of the Governance Committee, gave an overview of the governance committee meeting. He provided a summary of their four committee action items, with three being on today's meeting consent agenda. He noted that Chief Audit Officer, Mr. Undra Baldwin gave a presentation on risk management efforts.

Trustee Alvarez introduced Chair Collins to present on the Governance Committee action item. Chair Collins introduced the Governance Committee Action Item, regarding institutional accreditation, stating:

FSU has been accredited by SACSCOC since 1915. Accrediting bodies used to be determined solely by geography. The Florida Legislature in 2022 changed the law instructing state universities to take advantage of the opportunity to consider other accreditors.

In December 2024, FSU received its ten-year reaffirmation from SACSOC. FSU is now in the window of time to consider membership with another federally recognized accreditor. FSU's goal in changing institutional accrediting bodies is to move to an organization that will strengthen institutional quality in alignment with the goals of the Board and President McCullough. The staff have researched which of the five accrediting bodies would best support and challenge our institution and have recommended seeking accreditation from the Higher Learning Commission (HLC).

HLC has more public institutions in the Association of American Universities (AAU) and highly ranked in U.S. News & World Report than any of the other institutional accrediting bodies. Membership in HLC will provide FSU with an expanded pool of peer reviewers. Peer reviewers from these aspirational and similarly accomplished institutions could provide FSU with a more comprehensive and varied assessment of our institutional performance.

HLC also has a strong cooperative process in which member institutions actively engage in the development and vetting of policies and standards. FSU staff have attended HLC meetings and accreditation workshops and found them to be of very high quality. Finally, HLC has the administrative capacity to support our change in accrediting bodies. They have demonstrated a willingness to support the state universities in Florida.

If the Board approves this request, the next step will be for President McCullough to submit a letter to the U.S. Department of Education requesting permission to change accreditors. If approval is received from the U.S. Department of Education, the process for applying for membership with HLC will begin. The application process consists of three steps, including an on-site visit.

Given the complexity of this process, we anticipate that it may take at least 2 years to gain initial membership with HLC. Until the institution is approved for membership with HLC, we must continue to comply with SACSCOC standards.

With that background, I request that the full Board authorize President McCullough to seek approval from the United States Department of Education to apply for membership with the Higher Learning Commission.

Trustee Weatherford asked a question regarding the timeline. Chair Collins advised further on the process.

Trustee de las Cuevas-Diaz made the motion to approve the request to Seek a New Institutional Accreditor, Trustee Gonzalez seconded, and it was unanimously approved by all present at the meeting.

Trustee Alvarez concluded the Governance report by encouraging the Board to attend the upcoming Seminole Evening Reception and FSU Day at the Capitol.

Due to the timing of the meeting, Chair Collins moved the election of the Vice Chair up in the agenda, shifting it from his Chair's report. After the departure of Trustee Bob Sasser in January, Chair Collins noted that the Board needed to elect a Vice Chair to fill the vacancy.

Request for Approval: Election of Vice Chair

Trustee Alvarez nominated Trustee Gonzalez for the position of Vice Chair.

Trustee de las Cuevas-Diaz also expressed her interest in serving as Vice Chair.

Trustee Gonzalez thanked Trustee Alvarez for the nomination but respectfully declined.

Chair Collins nominated Trustee de las Cuevas-Diaz to serve as Vice Chair of the FSU Board of Trustees. Trustee Weatherford seconded her nomination, and Trustee de las Cuevas-Diaz was unanimously approved as Vice Chair of the FSU Board of Trustees by all present at the meeting.

J. University Research Committee¹

Trustee Jorge Gonzalez, Chair

Dr. Stacey Patterson, Vice President for Research

Trustee Jorge Gonzalez, Chair of the University Research Committee, provided an overview of their committee meeting. He mentioned that the meeting was both engaging and thorough.

Trustee Gonzalez noted that Dr. Patterson provided an overview of the university's research progress. He highlighted that research activities reached an all-time high in fiscal year 2024, reflecting an 11.2 percent increase compared to the previous year and a 42 percent increase over the past three years. He emphasized the importance of the ASPIRE plan and strategic faculty hires, including the hiring of six new National Academy members in 2024.

Trustee Gonzalez also highlighted the importance of alignment among the university's leadership team, noting that this has significantly contributed to success in university research. He noted a presentation on the College of Medicine and that Dr. Farrukh Alvi presentation on the ASPIRE program.

In conclusion, Trustee Gonzalez highlighted that the committee discussed the changing landscape of federal funding in research. He acknowledged the uncertainties but also emphasized that the university leadership team sees opportunities amid these changes.

K. Student Affairs Committee

Trustee Drew Weatherford, Chair

Dr. Amy Hecht, Vice President for Student Affairs

Trustee Drew Weatherford, Chair of the Student Affairs Committee, provided an overview of their committee meeting. He highlighted discussions on housing and mentioned that fraternity and sorority life continues to thrive. Additionally, he noted that there was a discussion on the Career Center and the new software tools being implemented.

Trustee Weatherford commented that the university is in the process of hiring a new dean of students. Chair Collins requested that Trustee Weatherford participate in the final stages of interviews for the dean of students.

IX. CHAIR'S REPORT

Mr. Peter Collins, Chair

Chair Collins requested that the new admissions video, presented during the Academic Affairs committee meeting, be shown to the Board. After the video, he invited Mr. John Barnhill, associate vice president for enrollment management to share comments.

Chair Collins then asked Ms. Susannah Wesley-Ahlschwede, the university's chief marketing officer, to provide an update on the university's marketing efforts.

Trustee Ballard thanked Ms. Wesley-Ahlschwede for her work.

¹ Chair Collins moved the University Research report up in the agenda.

X. OPEN FORUM FOR BOARD OF TRUSTEES

Mr. Peter Collins, Chair

Chair Collins discussed upcoming important dates for the Board.

Chair Collins recognized Trustee Birmingham and Trustee Boisvert, thanking them for their work on the Board. In gratitude for their service, the Board presented them with two framed university seals.

Trustee Birmingham and Trustee Boisvert both expressed their appreciation.

Chair Collins thanked everyone for their participation in the meeting and thanked the staff for their work.

XI. ADJOURNMENT

Mr. Peter Collins, Chair

Chair Collins adjourned the meeting at 2:02 pm.



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

Meeting Minutes August 29, 2025 Correction



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

GENERAL MEETING MINUTES

Friday, August 29, 2025

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

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

Attended via Zoom: Maximo Alvarez, Kathryn Ballard, Drew Weatherford.

Absent: None

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.

Chair Collins welcomed Trustee Brian Murphy to his first in person Board of Trustees meeting.

Heather Mayo 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

June 12, 2025, Meeting Minutes

June 23, 2025, Meeting Minutes

July 24, 2025, Meeting Minutes

Vice Chair de las Cuevas-Diaz moved to approve June 12, 2025, June 23, 2025, and July 24, 2025, meeting minutes. Trustee Dale seconded the motion, and all three sets of 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. He welcomed President McCullough to give his report.

VI. PRESIDENT'S REPORT

Dr. Richard McCullough, President

President McCullough began his report by expressing enthusiasm for the start of the academic year and welcoming Trustee Brian Murphy to his first in-person meeting. He also noted the university's anticipation in welcoming its newest Trustee, Tim Weisheyer, and extended appreciation to Trustee Deborah Sargeant for her service, stating that she made FSU better as a university.

President McCullough provided updates in the following areas:

Faculty and Student Success

- Over 200 new faculty members were hired for the third consecutive year, including six National Academy Members hired last year, with a total of 12 National Academy Members now at the university.
- The university is welcoming 6,200 freshmen this fall with an average GPA of 4.4; 25% are first-generation college students.
- The university's four-year graduation rate has reached 78%, up from 72.7% four years ago
- The university's transfer graduation rate increased from 78% to 80.4%, a Florida state university system record.
- Dr. Joe O'Shea was promoted to Vice President for Student Academic Success, and now oversees: Undergraduate Studies, the Graduate School, Admissions, Registrar, Financial Aid, Student Veterans Program, and the Center for the Advancement of Teaching.
- A search will begin for a new Dean of Undergraduate Studies.
- Dr. Steve McDowell was appointed Interim Dean of the Graduate School; a search for a permanent replacement will be conducted in the next academic year
- FSU welcomed 3,000 new graduate students, bringing total graduate enrollment close to 10,000 across all programs.

Campus Safety

- President McCullough noted that Senior Vice President Clark would provide further updates later in the meeting.

Celebration of Life – President Emeritus John Thrasher

- More than 1,000 attendees joined President Emeritus Thrasher's Celebration of Life at Ruby Diamond Concert Hall.
- President McCullough thanked Mrs. Jean Thrasher and family for their role in organizing the celebration.
- President McCullough described President Emeritus Thrasher as a towering figure, successful in many ways, was a great friend, and highlighted his tremendous influence on FSU.

Summer Commencement

- FSU celebrated over 1,850 graduates at the Summer 2025 Commencement.
- Commencement speakers included Trustee Jim Henderson and Robert O. Lawton Distinguished Professor Pam Keel.

Legislative Update

- President McCullough expressed gratitude to the Florida Legislature and Governor DeSantis for their support for Florida State University during the recent legislative session.
- During the legislative session, FSU received PECO funding for:
 - New FAMU-FSU College of Engineering building

- A facility at the former Mendenhall site
- Planning for a new College of Nursing building
- FSU Health initiatives in Panama City
- He also highlighted the passage of the Sunshine Genetics Act during the legislative session, formally establishing:
 - The Institute for Pediatric Rare Diseases
 - Pilot program for optional newborn genome sequencing for newborns in Florida
- President McCullough expressed gratitude to Chair Collins for his efforts, the university's lobbyists and FSU's governmental relations team.
- President McCullough emphasized that Florida's tremendous support for higher education is why Florida ranks as the #1 state for higher education.

Washington, D.C. Engagement

- President McCullough highlighted his recent visit to D.C. to meet with alumni, parents, and supporters.
- He Highlighted the recent purchase of new student housing in D.C.
- President McCullough expressed his appreciation to Trustee Roth for his support in FSU's D.C efforts.

Research and Grants

- FSU has recovered \$83 million of the \$100 million initially lost in research funding, including a reinstatement of a Florida Center for Reading Research grant.
- FSU faculty wrote \$1.22 billion in competitive research grants, a university record.
- FY25 research expenditures reached \$487 million, a 50% increase over four years.
- FSU was named a semifinalist for the National Science Foundation's (NSF) Engine Program.

FSU Health

- President McCullough noted a new partnership with Andrews Research & Education Foundation sponsoring two fellowships in Orthopedic and Sports Medicine in Pensacola.
- He noted good progress in the search for a Vice President and Chief Clinical Operations Officer.

National Recognition

- College of Motion Picture Arts has risen to #14 nationally and #4 among public universities, expressing gratitude to Dean Reb Braddock.
- President McCullough thanked First Lady Vartikar for her work in the recent theater acquisition.
- President McCullough noted that rankings will be released soon.

President McCullough concluded his report by noting the progress the university has made during this academic year. He expressed pride in his team and his gratitude to the Board for its continued support. He emphasized that it is both an honor and a privilege to serve Florida State University and to be part of the FSU family.

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)

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

Vice Chair de las Cuevas-Diaz made the motion to approve Consent Items A-U; the motion was seconded by Trustee Henderson, and it was 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

Information Item: Student Athlete Highlight

Mr. Michael Alford, Vice President and Director of Athletics, began his report by welcoming student-athlete and men's basketball player Mr. Alier Maluk.

Mr. Maluk shared his family background and spoke about his experience as a student-athlete at Florida State University. Chair Collins, Trustee Murphy, and Vice Chair de las Cuevas-Diaz offered encouraging remarks and thanked Mr. Maluk for his presentation to the Board.

Mr. Alford then provided an update on FSU Athletics, covering:

- Renovations to Doak Campbell Stadium
- Football season ticket sales
- Progress on the Dunlap Football Center
- Planned east side stadium improvements
- Third-party event activity at Doak Campbell Stadium
- A House Settlement update

Mr. Alford concluded his report by presenting the ACC Governing Board Certification Form - Academic Year 2025–2026 for Board approval.

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

Chair Collins asked for a motion to approve the ACC Governing Board Certification Form - Academic Year 2025-2026.

Vice Chair de las Cuevas-Diaz made the motion to approve the ACC Governing Board Certification Form – Academic Year 2025-2026; the motion was seconded by Trustee Murphy, and it was unanimously approved by all present at the meeting.

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 covered key topics including campus safety, appreciation for the administration’s efforts in this area, an overview of the Faculty Senate’s role, and recognition of recent faculty accomplishments.

C. Student Government Association

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

Ms. Natalia Ramirez-Romero, Vice President of the Student Government Association, presented on behalf of the Student Government Association (SGA). Topics included SGA priorities, recognition of student achievements, highlights of academic and support programs, and updates on campus life and well-being.

D. Legislative Affairs¹

Mr. Clay Ingram, Chief Legislative Affairs Officer

Mr. Clay Ingram, Chief Legislative Affairs Officer, provided an update on Legislative Affairs. He began by expressing gratitude to the FSU team and extended thanks to the Florida Legislature, highlighting the support of the Seminole Caucus, Speaker Daniel Perez, Chairman Lawrence McClure in the House, and Governor Ron DeSantis during the legislative session.

His report included:

- A post-veto overview of the 2025 budget
- 2025 Policy Overview
- A recap of FSU’s legislative session events
- An overview of the 2025 FSU Legislative Intern Program
- Key dates for the upcoming 2026–2027 legislative session

Chair Collins requested that Mr. Ingram follow up with the Trustees regarding their engagement in upcoming legislative committee meetings and the legislative session.

Trustee Gonzalez expressed appreciation to the Florida Legislature and the Governor for their strong support of higher education

¹ Mr. Josh Duncan, Director of Federal Relations, was scheduled to provide a report but was unable to attend the meeting.

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*

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

Trustee Vivian de las Cuevas-Diaz, Vice Chair of the Board of Trustees and Chair of the Academic Affairs Committee, introduced three special guests: Dr. Pamela Keel, Dr. Jeannette Taylor, and Dr. Joe O'Shea. Each guest shared their professional background and reflected on their experiences at Florida State University during their presentations to the Board.

Vice Chair de las Cuevas-Diaz concluded the Academic Affairs report with a summary of the CiTTA Final Report, highlighting key findings and recommendations.

F. Finance and Business Committee²

*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 discussed the revision and approval of the university budget in light of state appropriations and expressed appreciation to Chair Collins and all who contributed to the legislative process.

Trustee Henderson also noted the Finance & Business items on the consent agenda, highlighting the Carry Forward Spending Plan.

Mr. Kyle Clark, Senior Vice President for Finance & Administration, and Ms. Barbara O'Connor, Assistant Vice President for Public Safety, presented a report on campus public safety.

Senior Vice President Clark then invited special guest Ms. Lori Alhadeff, CEO of Make Our Schools Safe Foundation, to deliver a presentation to the Board. Chair Collins expressed gratitude to Ms. Alhadeff and her husband.

Trustee Henderson requested that "Public Safety" be added as a recurring item on future Board agendas.

President McCullough also expressed his gratitude to Ms. Alhadeff and the Make Our Schools Safe Foundation.

G. 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, opened his remarks by expressing appreciation for the recent Board orientation and the support provided by the FSU team.

² Chair Collins moved the Finance & Business Committee Report up in the meeting agenda.

He introduced the committee's action item regarding Naming Opportunities within the FSU College of Business' Legacy Hall.

Trustee Murphy noted an amendment to the original materials presented to the Board following the Advancement Committee Meeting: the removal of "AssuredPartners" from the names of two classrooms. The revised names are as follows:

- **Henderson Family Classroom**
(formerly Jim Henderson/AssuredPartners Classroom)
- **Henderson Family Master's Classroom**
(formerly Jim Henderson/AssuredPartners Master's Classroom).

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

Committee Chair Murphy called for a motion to approve the naming opportunities for Legacy Hall. The full list of names presented to the Board of Trustees was as follows:

Donor	Recognition	Space
AssuredPartners and Jim Henderson	Henderson Family Classroom	Classroom
	Henderson Family 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 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

Trustee Henderson motioned to approve the naming opportunities within the FSU College of Business' Legacy Hall. The motion was seconded by Vice Chair de las Cuevas-Diaz and was unanimously approved by all Board members present at the meeting.

Trustee Murphy continued his report with a brief overview of the Advancement Committee meeting. He highlighted the Advancement items on the consent agenda and shared key updates from Fiscal Year 2025, including a notable 32% increase in parent and family philanthropic giving. Additional topics included hiring and retention efforts and a report on the university's endowment.

Dr. Vickers, Vice President for University Advancement and President of the FSU Foundation, Inc., also commented on Fiscal Year 2025 and shared insights on the strong start to Fiscal Year 2026.

Trustee Murphy then outlined the Advancement goals for Fiscal Year 2026, which include fundraising across the FSU Foundation, Alumni Association, FSU Research Foundation, and The John and Mable Ringling Museum of Art Foundation. He emphasized the importance of sharing alumni stories and engaging in the fundraising process.

He concluded his report by noting upcoming national giving dates and announcing that FSU's Great Give will take place on March 4, 2026.

H. 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, began his remarks by also expressing appreciation for his recent Board of Trustees' orientation.

He provided a brief overview of the committee's meeting, which included one action item and three informational items from the Office of Compliance and Ethics. The action item was the Fiscal Year 2025 Foreign Countries of Concern Agreements Report, in accordance with BOG Regulation 9.012 and was approved by the committee. The informational items included the state and federal reporting cycle on foreign gifts and contracts, upcoming outreach activities and plans for Compliance and Ethics Week in November, and an external effectiveness review of the Compliance and Ethics program.

Trustee Jones also summarized updates from the Office of Audit and Advisory Services. He noted that Mr. Undra Baldwin, Chief Audit Officer, presented two action items to the committee, the FY2025–2026 Audit Plans and the Audit and Compliance Committee Charter Revision. Both items were approved by the committee.

Trustee Jones noted that the Office of Audit and Advisory Services Informational updates included a recap of FY2024-2025 audits and an update on the university's Anti-Fraud Framework.

Trustee Jones and Chair Collins concluded by expressing their gratitude to Mr. Baldwin and Mr. Robert Large for their work.

I. Student Affairs Committee³

*Trustee Vivian de las Cuevas-Diaz, Board of Trustees Vice Chair
Dr. Amy Hecht, Vice President for Student Affairs*

Vice Chair de las Cuevas-Diaz provided a brief overview of the Student Affairs Committee meeting, which she led in Trustee Weatherford's absence.

Vice Chair de las Cuevas-Diaz reported that the committee reviewed several key initiatives updates from Student Affairs.

Vice Chair de las Cuevas-Diaz concluded her report by expressing appreciation for the enthusiasm and engagement demonstrated by students and staff throughout these efforts.

Information Item: Student Organization Highlight

Dr. Amy Hecht, Vice President for Student Affairs, welcomed the leaders of Florida State University's Greek governing councils to present before the Board of Trustees. The student leaders provided an overview of their respective organizations and shared insights from their organizations.

Chair Collins requested that the student organizations work with Vice President Hecht and asked her to coordinate meetings with chapter advisors and council leadership to identify needs from their organizations.

President McCullough also asked Dr. Hecht to return to the Board with an update once the specific needs of the organizations have been identified.

J. Governance Committee

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

Trustee Maximo Alvarez, Chair of the Governance Committee, began his report by thanking Ms. Carolyn Egan, Vice President for Legal Affairs and General Counsel, for her leadership and support.

Trustee Alvarez provided an overview of the committee's meeting, which included a review of the Governance Committee consent agenda items. Trustee Alvarez expressed appreciation to the direct support organization appointees for their volunteer service and contributions to the university.

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

Trustee Alvarez presented the results of the 2025 FSU Board of Trustees Self-Evaluation. He highlighted key areas of strength, identified priorities for the upcoming year, and noted ongoing opportunities for improvement. Trustee Alvarez also emphasized the aspects of Board service that members find most valuable. Overall, he noted that the Board members seem to value their service tremendously.

Trustee Alvarez concluded by noting that Chair Collins will present the President's annual evaluation during the Chair's report.

Chair Collins expressed his appreciation to the Board for completing the 2025 FSU Board of Trustees Self-Evaluation.

³ Chair Collins moved the Student Affairs Committee Report up in the agenda.

He then introduced the next action item: The Election of the FSU Board of Trustees Chair and invited Vice President Egan to explain the process.

Vice President Egan referenced the relevant Florida Board of Governors regulations and the FSU Board of Trustees Operating Procedures, outlining the responsibilities and requirements associated with the Board Chair position.

Action Item: Election of FSU Board of Trustees Chair

Chair Collins opened the floor for nominations for Chair of the Board of Trustees. Vice Chair de las Cuevas-Diaz nominated Chair Collins to continue serving as Chair of the FSU Board of Trustees, and Trustee Henderson seconded the nomination. Trustee Alvarez followed by expressing his strong support for Chair Collins's continued leadership.

Chair Collins accepted the nomination, stating that it is a high honor to serve in the role.

Vice Chair de las Cuevas-Diaz motioned for Chair Collins to continue as Chair. Trustee Henderson seconded the motion, and Chair Collins was unanimously re-elected Chair by all members present at the meeting.

Following the election, the Board discussed a proposed adjustment to the FSU Board of Trustees Operating Procedures, recommending that officer elections be held at the first in-person meeting of the fall semester. Vice President Egan advised that she revise the Operating Procedures to reflect this change and will present the updated version for approval at the next in person meeting in October.

K. University Research Committee

Trustee Jorge Gonzalez, Chair

Dr. Stacey Patterson, Vice President for Research

Trustee Jorge Gonzalez, Chair of the University Research Committee, provided a brief overview of their committee's meeting. He began by highlighting Dr Patterson's update on "Research by the Numbers" comparing year-to-date numbers from 2024 to 2025. Trustee Gonzalez expressed appreciation to President McCullough for his advocacy on behalf of the university in Washington, D.C., and extended thanks to Mr. Josh Duncan for his support.

Trustee Gonzalez noted that the committee also received a presentation on FSU ASPIRE, led by Dr. Heather Flynn and Dr. Bill Bobo, followed by a presentation from Mr. Drew Allen, Executive Director of FSU InSPIRE. Trustee Gonzalez provided a brief overview of Mr. Allen's background and commented on his impactful work in the Bay County region. Additionally, Dr. Patterson updated the committee on the FSU NSF Proposal.

Dr. Patterson further reported to the Board of Trustees that research funding has reached \$487 million in expenditures, representing a 50% increase over the past four years, noting the tremendous progress, recruitment and retention of FSU's faculty.

Chair Collins praised both Trustee Gonzalez and Dr. Patterson for their outstanding work and leadership in advancing FSU's research mission.

IX. CHAIR'S REPORT

Mr. Peter Collins, Chair

Chair Collins began his report by introducing the FY 2024–2025 Presidential Evaluation and Compensation. He provided an overview of the evaluation process and provided the titles of President McCullough's six goals for the year. Chair Collins noted improvements in the data-gathering process for the evaluation and expressed his gratitude to the FSU team for their support.

A brief discussion on the evaluation process followed between Vice Chair de las Cuevas-Diaz, President McCullough, and Chair Collins. Chair Collins noted that the President received an overall assessment of "exceeds expectations" from all Trustees.

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

Chair Collins recommended the following adjustments to the President's compensation:

- A 10% increase to his base salary, bringing it to \$1.25 million
- The maximum allowable 50% performance bonus based on his prior year's salary
- An increase in deferred compensation from 25% to 30% for the upcoming year

Trustee Henderson motioned to approve President McCullough's compensation. Trustee Gonzalez seconded the motion, and it was unanimously approved by all Board members present at the meeting.

President McCullough expressed his gratitude to the Board. He shared his appreciation for the Board's recognition extended to him, the First Lady, and his leadership team, noting that it is a great honor to serve as President of Florida State University. He commended his team for their dedication and hard work, and remarked on the university's tremendous momentum, stable leadership, and its great Board.

Trustee Gonzalez and Trustee Hughes thanked President McCullough for his authenticity.

X. OPEN FORUM FOR BOARD OF TRUSTEES

Mr. Peter Collins, Chair

There being no further discussion, Chair Collins announced the upcoming meeting dates.

He then thanked Trustee Sargeant for her service on the Board of Trustees, recognizing her contributions and dedication.

Trustee Sargeant expressed her appreciation to everyone at the university.

Chair Collins expressed his gratitude to the FSU team for their work with the Board and organization of the meeting.

XI. ADJOURNMENT

Mr. Peter Collins, Chair

Chair Collins adjourned the meeting at 1:32 p.m.



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

Meeting Minutes

October 31, 2025



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

GENERAL MEETING MINUTES (DRAFT)

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.

DRAFT



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

Meeting Minutes

December 22, 2025



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

VIRTUAL MEETING MINUTES (DRAFT)

Monday, December 22, 2025

9:00 AM

Via ZOOM

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

Absent: Jorge Gonzalez.

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 called the meeting to order at 9:00 am and welcomed attendees.

Heather Mayo conducted the roll call and confirmed a quorum.

Chair Collins welcomed Trustee Weisheyer to his first Board meeting.

II. MOMENT OF SILENT REFLECTION

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

III. PUBLIC COMMENT

There were no public comments.

Chair Collins read the Ethics Conduct Policy.

Chair Collins welcomed President McCullough to introduce the first action item.

IV. NEW BUSINESS AND UPDATES

Action Item I: Request for Approval: Naming of the Herbert Wertheim College of Business and the Herbert Wertheim Center for Business Excellence

President McCullough presented Action Item I, providing background on the gift, its structure, and impact, and requested the Board's approval to name the Herbert Wertheim College of Business and the Herbert Wertheim Center for Business Excellence. Dean Michael Hartline and Vice President Marla Vickers also offered remarks.

Trustee Murphy motioned to approve the naming of the Herbert Wertheim College of Business and the Herbert Wertheim Center for Business Excellence. Trustee Henderson seconded the motion.

Chair Collins, Vice Chair de las Cuevas-Diaz, Trustee Henderson, and Trustee Jones all offered congratulatory comments.

The naming of the Herbert Wertheim College of Business and the Herbert Wertheim Center for Business Excellence was unanimously approved by all Board members present at the meeting.

Action Item II: Request for Approval: Naming of the Price Family Team Building

Vice President Vickers introduced Action Item II and invited Seminole Boosters President Stephen Ponder to provide background information on the proposal.

Trustee Murphy motioned to approve the naming of the Price Family Team Building, and Trustee Alvarez seconded the motion.

Trustee Murphy offered supportive comments.

The naming of the Price Family Team Building was unanimously approved by all Board members present at the meeting.

Action Item III: Request for Approval: Naming of the Les and Ruth Akers Community Hall

Vice President Vickers introduced Action Item III and asked Dean Todd Queen to share background information on the item. Chair Collins and Stephen Ponder provided additional remarks.

Trustee Jones motioned to approve the naming of the Les and Ruth Akers Community Hall. Trustee Henderson seconded the motion, and the naming of the Les and Ruth Akers Community Hall was unanimously approved by all Board members present at the meeting.

V. OPEN FORUM FOR BOARD OF TRUSTEES

Mr. Peter Collins, Chair

There was no further discussion from the Board.

President McCullough and Chair Collins expressed appreciation to Trustee Ballard and her husband, Mr. Brian Ballard, for their recent gift to the university.

Chair Collins announced the date of the upcoming in-person Board meeting in Tallahassee in February and thanked the Board and staff for their continued work and dedication to the university.

President McCullough extended gratitude to all Trustees who contributed to the College of Business.

VI. ADJOURNMENT

Mr. Peter Collins, Chair

Chair Collins adjourned the meeting at 9:35 am.



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

Meeting Minutes

January 22, 2026



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

VIRTUAL MEETING MINUTES - DRAFT

Thursday, January 22, 2026

3:00 PM

Via ZOOM

Attended: Peter Collins (Chair), Maximo Alvarez, Kathryn Ballard, Jorge Gonzalez, Jim Henderson, Roxanne Hughes, Peter Jones, Brian Murphy, and Tim Weisheyer.

Absent: Vivian de las Cuevas-Diaz (Vice Chair), Carson Dale, Justin Roth.

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 called the meeting to order at 3:01 pm and welcomed attendees.

Heather Mayo conducted the roll call and confirmed a quorum.

II. MOMENT OF SILENT REFLECTION

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

III. PUBLIC COMMENT

There were no public comments.

Chair Collins read the Ethics Conduct Policy.

IV. NEW BUSINESS

Action Item I: Request for Approval: Performance-Based Funding Model – New Metric 10

Chair Collins welcomed Dr. James Hunt, Associate Vice Provost, Chief Data and Analytics Officer and Institutional Data Administrator to present the first action item.

Dr. Hunt provided an overview and background of the action item, noting that FSU selected “Shared Initiative Savings” for the new State University System Performance-Based Funding Metric 10. Senior Vice President for Finance and Administration Kyle Clark provided additional remarks. Several trustees, including Trustee Hughes, Trustee Jones, Chair Collins, and Trustee Henderson, asked questions and offered comments, which were addressed by Mr. Clark. Chair Collins also recognized Rosey Murton, Chief Procurement Officer. Dr. Hunt noted that the Board would revisit this metric during its review of FSU’s Accountability Plan.

Trustee Murphy motioned to approve the Performance-Based Funding Model – New Metric 10. Trustee Weisheyer seconded the motion, and the Performance-Based Funding Model – New Metric 10 was unanimously approved by all Board members present at the meeting.

Action Item II: Request for Approval: Participation in a Research Consortium sponsored by the Novo Nordisk Foundation

Chair Collins invited Vice President for Research, Dr. Stacey Patterson to introduce and provide an overview and summary of the next action item, noting that approval is being sought for an exception to BOG Regulation 9.012 to participate in the consortium. She noted that although the foundation itself is not a restricted entity, one of the 22 partners is a Chinese entity. Dr. Patterson noted that FSU resources will not be shared under the agreement and will not be accessible to any foreign principals as part of the project.

Chair Collins and Trustee Gonzalez, Chair of the University Research Committee, noted that this item passed the University Research Committee with a unanimous vote by all committee members present at their meeting.

Trustee Henderson, Trustee Hughes, Trustee Weisheyer, asked questions and offered supportive comments.

President McCullough noted that the proposal represents a great opportunity for the university, stating that he personally reviewed the proposal, and expressed his full support.

Trustee Gonzalez motioned to approve the Participation in a Research Consortium sponsored by the Novo Nordisk Foundation. Trustee Henderson seconded the motion, and the Participation in a Research Consortium sponsored by the Novo Nordisk Foundation was unanimously approved by all Board members present at the meeting.

V. OPEN FORUM FOR BOARD OF TRUSTEES

Mr. Peter Collins, Chair

Chair Collins provided the Board with a summary of activities in Tallahassee surrounding FSU Day at the Capitol. Trustee Henderson, Trustee Jones and President McCullough also offered comments.

Chair Collins announced the date of the upcoming in-person Board meeting in Tallahassee in February and thanked the Board and staff for their continued work.

VI. ADJOURNMENT

Mr. Peter Collins, Chair

Chair Collins adjourned the meeting at 3:41 pm.



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM A



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM III

February 24, 2026

SUBJECT: Proposal to Implement Civics and Liberty Studies BS Degree

PROPOSED COMMITTEE ACTION

Request to approve the Civics and Liberty Studies BS 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 Civics and Liberty Studies will be offered by the College of Social Sciences and Public Policy in collaboration with the FSU Institute for Governance and Civics. The core of this interdisciplinary degree program will focus on the American civics traditions, mixed with an emphasis on the social sciences and empirical methods of analysis. Students will specialize in one of four areas: constitutional, economic, conscience, or educational liberty.

The Civics and Liberty Studies BS degree will be only the third in the state offered in CIP Code 30.5101. The degree uniquely integrates political history, political science, philosophy, and economics into the study of American civics, setting it apart from existing degree programs.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Florida BOG Request Form to Offer a New Degree Program – Civics and Liberty Studies

Submitted by: Office of Faculty Development and Advancement



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

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

Philosophy, Politics, and Economics
Academic Specialty or Field

30.5101
Proposed CIP Code (2020 CIP)

Fall 2026
Proposed Implementation Term

n/a
Name of Department(s) or Division(s)

Civics and Liberty Studies
Complete Name of Degree

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 Institute for Governance and Civics (IGC) and the College of Social Sciences and Public Policy (COSSPP) propose a multidisciplinary undergraduate degree in Civics and Liberty Studies (CLS). The program's core, reflecting the IGC's legislative mandate and faculty's expertise, will be the American civics traditions, broadly construed, mixed with a heavy emphasis on social science and methods of analysis. After taking a core set of classes, students will specialize in one of four areas of liberty: constitutional, economic, conscience, or educational. Course instruction and research supervision will be undertaken by IGC and COSSPP faculty, including faculty from a variety of other FSU departments. The degree's interdisciplinarity will open up avenues for cooperation with existing, single-discipline departments. The proposed curriculum is designed to provide a comprehensive education organized around civic thought, political philosophy, social science, and empirical methods. The courses together form a robust interdisciplinary program that prepares students to lead and to understand and analyze our unique republican form of government. This interdisciplinary program integrates classical and modern texts, empirical social science, legal analysis, and rhetorical training to develop thoughtful, data-informed, and ethically grounded civic leaders. The degree culminates in a senior research seminar and paper for every student. The CLS degree uniquely integrates political history, political science, philosophy, and economics into the study of American civics, setting it apart from existing programs that typically focus on narrower disciplinary perspectives. The curriculum also supports the IGC's statutory mission to "[p]rovide students with access to an interdisciplinary hub that will develop academically rigorous scholarship and coursework on the origins of the American system of government, its foundational documents, its subsequent political traditions [and] evolutions...." It aligns with the Board of Governor's 2025 Strategic Plan, especially its aims to "address the significant challenges and opportunities facing Florida's citizens, communities, regions, the state, and

	beyond,” and to [d]eliver knowledge to advance the health, welfare, cultural enrichment, and economy through community and business engagement and service.”
Degree Level(s):	Bachelor of Science in Civics and Liberty Studies
Majors, Concentrations, Tracks, or Specializations	<u>Major:</u> Civics and Liberty 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	This interdisciplinary undergraduate program will appeal to students interested in the complex interplay among political science, economics, religion, law, philosophy, and public service. Structured surveys have indicated that FSU students are eager for a curriculum that integrates these critical areas. Graduates from this interdisciplinary program will go on to successful careers in both the public and private sector, which will bolster the university’s graduate employment rates and strengthen its alumni network. Because many CLS graduates will work in government and public service, the program will also benefit the local community and the state by producing civically engaged graduates, whose interdisciplinary education will make them well prepared to contribute to policymaking processes.

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

☐ Not Applicable

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 program aligns with the State University System's Strategic Plan goals of Excellence, Productivity, and Strategic Priorities for a Knowledge Economy as follows:

Excellence

- a) The program ensures rigorous academic standards, providing students with a strong foundation in American civics, where they will learn the skills and substance necessary to be effective citizens and responsible leaders in a pluralistic environment. This learning will prepare graduates to excel in their fields.
- b) The program will attract and retain distinguished faculty who are leaders in their fields, enhancing the excellence of the educational experience through cutting-edge research and education.
- c) The program will particularly reach out and engage Florida's communities and businesses in a meaningful and measurable way. Students will learn how to operate as citizens in the community and will interact with various communities. Students in the constitutional liberty concentration will interact with the legal and policy community to hone their skills. Students in the economic liberty concentration will learn how businesses operate and how sound economics can improve freedom. Students in the conscience liberty concentration will learn the importance of free thought and freedom of religion, with many learning how to litigate First Amendment cases. And, students in the educational liberty concentration will interact with the K12 policy and teaching community.

Productivity

- a) The program leverages existing resources within FSU, including various departments and colleges across campus, to provide a comprehensive educational experience without significant additional costs.
- b) The program will focus on student support and career readiness to achieve high graduation rates and strong employment outcomes, thereby contributing to the productivity of the university and of the state.
- c) The program will support research projects and collaborations within the program and across disciplines to foster innovation in civic thought, contributing to that body of knowledge, particularly (though not exclusively) from a social science perspective.

Strategic Priorities for a Knowledge Economy

- a) The program addresses the growing demand for Lawyers, Paralegals, Budget Analysts, Economists, Legislators, Social Scientists and Related Workers including Financial Managers, Management Analysts and General and Operations Managers, thereby supporting the development of a skilled workforce in Florida and across the Nation.
- b) Integrating knowledge from fields such as political science, law, history, economics, philosophy, religion, and public policy, the program prepares graduates to work in various

settings, enhancing the state's capacity for interdisciplinary innovation.

c) Graduates of the program will contribute to the state's economy by working in various sectors, including law, policy, and private business, thereby enhancing the overall capacity of the population.

d) The program supports the advancement of civic awareness, aligning with state and national priorities, as evidenced by legislation and executive orders.

e.) Graduates of similar programs typically go on to successful careers in both the public and private sector, which will bolster the university's graduate employment rates and strengthen its alumni network. The program will directly contribute to the state and local community's workforce and economic growth by preparing students for high-demand occupations. Because many CLS graduates will work in government and public service, the program will also benefit the local community and the state by producing civically engaged graduates, whose interdisciplinary education will make them well prepared to contribute to policymaking processes.

2. The institution's strategic plan and goals the program will directly advance.

The proposed program will advance Florida State University's Strategic Plan goals across the five domains as follows:

The IGC's multidisciplinary B.S. in Civics and Liberty Studies (CLS) is developed in direct response to legislation, which states: "The Florida Institute for Governance and Civics is established at the Florida State University..." and that the IGC will "[p]rovide students with access to an interdisciplinary hub that will develop academically rigorous scholarship and coursework on the origins of the American system of government, its foundational documents, its subsequent political traditions [and] evolutions...." The IGC's vision is to be the nation's premier policy institute in creating the next generation of effective citizens and responsible leaders. Its mission is to advance constitutional, economic, conscience, and educational liberty through bold research, transformative teaching, and fearless debate. This program advances both.

That legislation—and this degree program—work hand in hand with the FSU Strategic Plan goals.

Expanding Research and Academic Excellence

a) The program offers a robust curriculum that includes advanced courses in civic thought, social science, political science, economics, and relevant disciplines, positioning FSU as a leader in the growing civic thought movement and leadership.

b) The capstone portion of the program fosters student driven research and collaboration with faculty, promoting work that contributes to academic excellence and placement in graduate and professional schools.

c) By relying on partnerships with other departments, the program enhances interdisciplinary research opportunities and drives academic excellence across the university.

Ensuring Student Success on Campus and Beyond

a) The program provides extensive training and professional development opportunities,

ensuring that graduates are well-prepared for successful careers.

b) The program will seek strong ties with government actors, private groups, law firms and judges, and others to facilitate job placements, ensuring that graduates are competitive in the job market and well-equipped for professional success.

c) The IGC has an active cohort of undergraduate students who will work together to help others in the program. They will create a lively alumni group.

Nurturing and Inspiring Entrepreneurial Spirit

a) The program encourages students to engage in innovative projects and research, fostering an entrepreneurial mindset. This can lead to the development of research and the more efficient provision of public policy.

b) By partnering with the Jim Moran College of Entrepreneurship on some classes, students and faculty can explore greater entrepreneurship opportunities.

c) The program's focus on liberty will teach students the value of individual responsibility and how they can become more effective citizens.

Committing to Inclusive Excellence and Civil Discourse

a) The program is geared directly toward improving civil discourse. One of its required courses focuses on civil discourse. The purpose of the degree is to make more effective citizens and responsible leaders.

b) The program actively will recruit students from across different perspectives and explain to them the reason for exposure to pluralistic ideas.

c) The program will encourage open and respectful dialogue on key issues in America today.

d) Through the exchanges and learning outcomes in these courses, students will become more politically tolerant and intellectually humble.

Enhancing FSU Brand to Reflect Institutional Excellence

a) The program will place FSU among some of the most elite universities in the country as it relates to civic thought. Other universities that recently created degree programs in civic thought include: the Ohio State University, the University of Texas, the University of Florida, the University of Tennessee, Yale University, and others.

b) Highlighting the accomplishments of faculty and students in research, publications, and professional practice elevates the profile of FSU in the national and international academic community. For example, Director Owens's recent book "Cognitive Aging and the Federal Circuit Courts" won the 2025 C. Herman Pritchett Award for the best book on law and courts written by a political scientist. Other faculty involved in the degree program are similarly well-published.

c) Through partnerships with national civics groups, local and state groups, legal groups, and others, the program will enhance the visibility and reputation of FSU as an institution committed to addressing civic health.

3. The university's mission.

The proposed program will comprehensively support Florida State University's mission by fostering excellence across teaching, research, creative endeavors, and service, while also nurturing essential qualities for lifelong learning and community

engagement.Achieving Excellence in Teaching

- a) The program's curriculum—focused on core American civics ideas while integrating strong social science components—ensures that students receive a high-quality education. The curriculum incorporates active learning strategies, such as case studies, simulations, and interactive technologies, prepares students for real-world challenges, and promotes analytical thinking and problem-solving skills.
- b) Led by renowned faculty with extensive expertise in the fields of political science, economics, religion, law, philosophy, and related fields, the program provides students with access to mentors who are leaders in their fields, enhancing the educational experience through expert instruction and guidance.

Advancing Research and Creative Endeavors

- a) The program encourages interdisciplinary research, combining philosophy, education, and religion with other fields such as political science, public policy, and economics, leading to innovative approaches to civic awareness and improvements in civic knowledge.
- b) The program provides students with opportunities to engage in research projects and creative endeavors to support their development as independent scholars.
- c) The program also fosters collaborations among students and between students and faculty to enhance research output and drive creative solutions to complex problems dealing with constitutional, economic, conscience, and educational liberty.

Commitment to Service

- a) The program equips students to participate in civic leadership, addressing major gaps in leadership and civic awareness.
- b) The program positions students to become advocates for civic literacy, aligning with the university's mission of serving the community through education and outreach.

Instilling Strength, Skill, and Character

- a) The program emphasizes professional development, ensuring that graduates possess the strength, skill, and character necessary for lifelong learning, effective citizenship, and responsible leadership.
- b) By integrating ethical considerations into the curriculum, the program prepares students to navigate tricky ethical dilemmas and work responsibly in complex environments.
- c) Encouraging a commitment to lifelong learning, the program fosters a culture of continuous improvement and civic engagement.

Fostering Free Inquiry of Diverse Viewpoints

- a) The core portion of the program's curriculum focuses on civil discourse, the First Amendment, and how to engage responsibly in America.
- b) The program promotes free inquiry and open dialogue on ethical, social, and cultural issues related to citizenship and encourages students to engage in thoughtful discussions and respect different perspectives.
- c) The Conscience Liberty concentration focuses extensively on religious liberty and how to respect others in our varied religious country today.

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

The proposed program will bring numerous benefits to Florida State University, the local community, and the state of Florida.

Benefits to Florida State University

The program's rigorous curriculum and integration of civic thought and social science will strengthen FSU's reputation as a leader in civic thought and social science. Offering an in-demand program will attract high-quality students, improving enrollment rates and student retention. The program will attract and retain distinguished faculty, contributing to a vibrant academic community and enhancing the overall quality of education and research at FSU. The program will promote collaboration between and among different colleges, centers, institutes and departments, enriching the academic environment and fostering innovative research and teaching practices.

Benefits to the Local Community

Graduates of the program will go on to be lawyers, public officials, and active citizens in and around Leon County, Florida. They will take on leadership roles and do their part to improve civic awareness. And they will accept good jobs in the community.

Benefits to the State of Florida

The program will address the growing demand for workers with the skills necessary to interact with others, contributing to the development of a workforce that is more tolerant and less likely racked with internal political strife. By attracting students, faculty, and research funding, the program will have a positive economic impact on the Florida panhandle, northwest Florida, and the entire State of Florida, supporting job creation and economic growth. Our graduates will spread our culture of free inquiry and civic engagement across the state. They will become leaders in various fields.

- 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.

September 3, 2025

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.

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

Labor Market Demand, CIP Code 30.5101

Occupations	Percent Change in Job Openings		Annual Average Job Openings		Total # of New Jobs		Education Level Needed for Entry
	FL 2023-2031	U.S. 2022-2032	FL 2023-2031	U.S. 2022-2032	FL 2023-2031	U.S. 2022-2032	
Mangers, All Other 11-9199	6.1%	3.3%	5,217	94,400	8,810	135,400	Bachelors
Social Scientists and Related Workers, All Other 19.3099	5.9%	1.7%	222	3,000	351	3,600	Bachelors

Sources:

Date Retrieved: 05/06/2025

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 (XX-XXXX)	Occupation Title	Source / Reason for Inclusion
	N/A	

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.

- Year 1: 20
- Year 2: 30
- Year 3: 40
- Year 4: 50
- Year 5: ≥ 60

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

In a survey of FSU undergraduate students majoring in Interdisciplinary Social Science (ISS), 75% of respondents indicated they would have been interested in the Civics and Liberty Studies major had it been available when they chose their major. Similarly, 57% of Philosophy majors and 52% of Political Science majors stated they would have been interested in the CLS major.

Question: If the Civics and Liberty Studies Major had been offered when you selected your major, would you have been interested?

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.

Although the degree CIP Code is offered at the University of Florida and Florida International University, the FSU new degree proposal brings a unique offering to the state. Each of these three degree programs have been created statutorily because the legislature believes greater civic awareness across Florida is a priority. Creating the degree at FSU implements that statutory directive. The FSU CLS degree is distinct due to its geographic location. Located in the state capital, FSU offers access to state government that is unparalleled elsewhere. Students will be able to interact with state policymakers. And, when they graduate, they will be well positioned to obtain employment. Faculty also will have access to policymakers and can leverage that access to teach even more effectively.

Additionally, the CLS degree program is distinct in important ways from the other two SUS programs.

The FSU CLS degree is more focused on social science than the PPEL program at the University of Florida. UF students are required to take 12 total credits in social science courses. 15 credits of our required courses are Social Science. Students in the Constitutional Liberty concentration will add another 6-12 social science credits (total of 21-27 social science credits). Students in the Economic Liberty concentration will add another 15 social science credits (total of 30). Students in the Conscience Liberty concentration will add another 3-6 social science credits (total of 18-21). And students in the Educational Liberty concentration will add another 3-6 credits (total of 18-21). As such, CLS students will graduate with different skills in empirical observation and data analysis.

The CLS degree is distinct from FIU's Bachelor of Science (BS) degree in Business and Government Leadership because it is less focused on the business dynamic and international affairs. The FIU program was created to meet the demand for skilled professionals in South Florida's dynamic business and government sectors. The FIU degree program requires the following 12 core credits: Foundational Principles for Leaders in Free Markets, Political Leadership in the United States, Quantitative and Qualitative Data Analysis for Leadership, and a Leadership Capstone. An additional 18 credits at FIU are required, consisting of 6 credits each from the College of Business, the Department of Economics, and the School of Communication.

While the FSU CLS degree is distinct from these two programs, we can and will work together across the state to achieve shared goals.

On June 12, 2025, Director Ryan Owens met over Zoom with UF Hamilton School Interim Director Robert Ingram and Jason Mastrogiovanni--Interim Associate Provost for Student Success--to discuss the two programs. Both indicated their full support at that time and agreed to sign off on a letter of support. That letter is attached as Appendix B.

On June 16, 2025, Director Owens met over Zoom with Director Carlos Diaz Rosillo from the Adam Smith Center for Economic Freedom at FIU to discuss the two programs. Rosillo indicated his full support and agreed to sign off on a letter of support. That letter is attached as Appendix B.

Palm Beach Atlantic University (PBAU), a private Christian university with approximately 2,500 undergraduate students, offers an undergraduate PPE (Philosophy, Politics, and Economics) degree. The creation of a CLS degree at FSU would likely have no impact on PBAU enrollments and vice versa.

- 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.**

The degree CIP Code is not offered by Florida Agricultural and Mechanical 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.**

☐ Not Applicable

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.

FSU Undergraduate Admissions Criteria: According to FSU 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.

FSU Undergraduate Graduation Requirements: 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 120 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.

Course Prefix & Number	Course Title	Required or Elective	Credit Hours	Course Description
AMS 2010	Civil Discourse and the American Political Order	Required—base curriculum	3	Explores the concept of civil discourse along with the basic principles of American democracy and how they are applied in our republican form of government. Through a review of the US Constitution, founding documents, and landmark Supreme Court cases, understand how the nature and functions of our institutions of self-governance have been shaped. These

				lessons will then be applied to case studies.
AMS 2XXX	Great Books of the Early Modern World	Required—base curriculum	3	Multidisciplinary exploration of great books written between the Renaissance and the Enlightenment. These core texts raise questions that have occupied western societies ever since. Authors to be considered include Machiavelli, Montaigne, Shakespeare, Hobbes, Milton, Locke, Swift, Hume, Rousseau, Voltaire, Gibbon, Franklin, among others.
IDS 2118	Introduction to PPE	Required—base curriculum	3	This interdisciplinary course introduces students to the foundational ideas and methods of Philosophy, Politics, and Economics (PPE). Students will explore key concepts and theories from each discipline, gaining a deeper understanding of how they intersect—and where they diverge.
POS 3625	The First Amendment	Required—base curriculum	3	This class explores the history, meaning, and interpretation of the First Amendment, from its ratification in 1791 to its relevance today. We will ask what the First Amendment meant when it was ratified, what the Supreme Court has interpreted it to mean throughout history, and what we think it ought to mean today. In a constructive way, we will evaluate timely conflicts between free speech and compelled speech, social media and public discourse, and religious liberty.
AMS 3XXX	Leadership as Statesmanship	Required—base curriculum	3	This course helps students understand the nature of leadership as the art of statesmanship, highlighting especially its components in

				moral philosophy and rhetoric by examining primarily classic texts on the topic. Throughout, students will ponder what role leadership plays in their lives and what role it should play in America today.
PUP 3002	Introduction to Public Policy	Required—base curriculum	3	This course is an introduction to the development of public policy in the United States. It covers policy areas including housing, education, the economy, homeland security, etc.
ECO 2023	Principles of Microeconomics	Required—base curriculum	3	This course covers consumption, production, and resource allocations considered from a private and social point of view; microeconomic problems and policy alternatives; economics of inequality and poverty; and comparative economic systems.
POS 3713	Understanding Political Science Research	* One of three possible required methods courses in the base curriculum	3	This course consists of “doing” political science as opposed to reading it. Includes introductory examinations of survey research, computer applications, data analysis, and philosophy of science.
ECO 3431	Analysis of Economic Data	* One of three possible required methods courses in the base curriculum	3	This course provides basic skills in graphing and analyzing economics data. The first two blocks of the course are composed of an extensive coverage of probability and statistics that is necessary to understand the theory and practice of regression analysis. The third block of the course is devoted entirely to regression analysis. Some of the concepts discussed in the second and third block of the course are illustrated with

				widely-used statistics and econometrics software giving the student the opportunity to learn the application of some of the concepts discussed in class to economics data.
STA 2122	Introduction to Applied Statistics	* One of three possible required methods courses in the base curriculum	3	This course covers normal distributions, sampling variation, confidence intervals, hypothesis testing, one-way and two-way analysis of variance, correlation, simple and multiple regression, contingency tables and chi-square tests, and non-parametric statistics.
AMS 4XXX	American Civics Research Seminar	Required—base curriculum	3	This course includes readings and research on application of social science methodologies to concrete civic issues. Students will engage in case studies of academically informed civic engagement. Final project on topic of student's choice.
POS 3XXX	Social Science and Law	Required for Constitutional Liberty Concentration	3	Students will learn how to examine legal concepts from a social science perspective. The course examines courts across the states and across the judicial hierarchy.
POS 4603	Constitutional Law	Required for Constitutional Liberty Concentration	3	Complete study and analysis of the United States constitution. The role of the Supreme Court. Leading cases in constitutional law.
PHM 3400	Philosophy of Law	Required for Constitutional Liberty Concentration	3	This course is a comprehensive survey of the most important schools of thought, traditional problems, and current issues in Anglo-American philosophy of law. Chief theories discussed are natural law, positivism, and realism.
POS 4606	The Supreme Court	Required for	3	This course reviews the

	in American Politics	Constitutional Liberty Concentration		political role of the Supreme Court from a social science perspective, focusing on interbranch relationships, strategic behavior, and judicial behavior.
POS 3064	Federalism and Intergovernmental Relations	Elective for Constitutional Liberty Concentration	3	An introduction to modern theories of federalism, with an emphasis on how federalism has evolved in the United States. Constitutional structures and intergovernmental relations may also be emphasized.
POS 3931	The Supreme Court's Current Term	Elective for Constitutional Liberty Concentration	3	The class immerses students in a sample of the Court's cases each term. Students read the parties' briefs, cases and statutes they cite, and listen to oral arguments. The course is writing and reading intensive and is a strong pre-law course.
AMH 4130	Revolutionary America, 1760-1788	Elective for Constitutional Liberty Concentration	3	This course examines the political, social, and economic history of British America from the end of the Seven Years' War to the ratification of the U.S. Constitution. Emphasis is placed on the origins, course, and aftermath of the colonial rebellion that became the American Revolution and led to the founding of the U.S. The course considers the fundamental causes of the Revolution and the many ways in which the former colonies were transformed by the experience.
ECP 3451	Economics and the Law	Elective for Constitutional Liberty Concentration (also required for Economic Liberty concentration)	3	This course is focused on the impact of the legal system on economic activity and the role of economic analysis in assessing the relative efficiency of alternative legal rules and institutions.

ECO 4532	Economic Analysis of Politics	Elective for Constitutional Liberty Concentration	3	This course uses economic models to analyze political decision making. A theory of constitutions is developed and applied to the U.S. Constitution. Models of majority rule decision making and bureaucratic supply are used to develop an understanding of supply and demand in the public sector.
ECO 2013	Principles of Macroeconomics	Required for Economic Liberty Concentration	3	This course explores aggregate economics and national income determination, money and monetary theory, present macroeconomic conditions, and aggregative policy alternatives; theory of international trade and the balance of payments; economic growth and development.
ECP 3451	Economics and the Law	Required for Economic Liberty Concentration (Elective for Constitutional Liberty)	3	This course is focused on the impact of the legal system on economic activity and the role of economic analysis in assessing the relative efficiency of alternative legal rules and institutions.
ECO 3223	Financial Markets, the Banking System, and Monetary Policy	Required for Economic Liberty Concentration	3	This course explores the functions of money, bank creation of deposits, and credit; Federal Reserve control of money supply; and monetary theory and policy questions.
PHI 3670	Ethical Theory	Required for Economic Liberty Concentration (+ for Conscience Liberty)	3	This course studies the nature of morality and moral reasoning through analyses of the writings of classical and contemporary ethical theorists directed to answering the questions, "What is good?" and "What ought I to do?"
ECO 3004	Debating Economic Issues	Elective for Economic Liberty Concentration	3	This course applies economic analysis to current economic policy issues. Topics may include financial markets,

				Social Security, debt finance, health care, immigration, global climate change and environmental policy, regulation, welfare reform, labor market discrimination, drug policy, and topics selected by students.
ECO 3003	Comparative Economic Systems	Elective for Economic Liberty Concentration	3	Theoretical and practical aspects of the principal forms of economic organization. Emphasis on the varieties of market-based systems, and economies in transition from centrally-planned toward market economies.
ECO 3622	Growth of the American Economy	Elective for Economic Liberty Concentration	3	This course examines the factors in the development of economic forces, resources, institutions, and ideas relating to American economic growth analyzed through growth theories and issue debates on economic history.
ECO 3303	History of Economic Ideas	Elective for Economic Liberty Concentration	3	This course discusses the evolution of economic ideas from ancient Greece to the modern period emphasizing the relationship between developments in economic analysis and cultural/technological changes. Critique of modern economic theory in terms of its sources and logical content.
ECP 4413	Government Regulation of Business	Elective for Economic Liberty Concentration	3	This course is an introduction to the economic analysis of antitrust law and regulation. Topics include price fixing, monopolization, predatory pricing, exclusive dealing, tie-ins, price discrimination, mergers, antitrust enforcement policies, and case studies in economic regulation.
ENT 2802	Entrepreneurship	Elective for	3	This course explores

	and Contemporary Society	Economic Liberty Concentration		entrepreneurship in society by understanding how innovation can lead to commerce and how commerce impacts our daily lives. Topics include the process of innovation, the nature of entrepreneurialism, the essence of Problem-Opportunity-Venture-Operations (POVO) model, the lean start-up business model, different kinds of entrepreneurship (commercial, social, scientific, and artistic), and an introduction to competencies that have facilitated success in other entrepreneurs.
ENT 3273	Family Business	Elective for Economic Liberty Concentration	3	This course covers special issues facing entrepreneurial and family businesses: choice of organizational form, business planning, tax and compensation planning, business valuation, and succession strategies. Time is also devoted to the unique challenges often found in family business context, such as dealing with family conflicts, how to motivate and evaluate employees when a mix of family and non-members are involved, and planning for succession.
PHI 3331r	Modern Political Thought	Required for Conscience Liberty Concentration	3	This course focuses on major political ideas of the modern world emphasized through a study of selected political theorists such as Machiavelli, Hobbes, Locke, Rousseau, Hume, Burke, Hegel, Marx, Engels, Bentham, Mill, Jefferson, Madison, Lenin, and Mussolini.
REL 3171	Religion and Conscience	Required for Conscience	3	This course examines the role that conscience plays in claims

		Liberty Concentration		and practices of religious freedom, through a study of canonical Christian theologians, Western and non-Western philosophers in the modern and contemporary periods, and US Supreme Court cases.
REL 3178	Religion and Law	Required for Conscience Liberty Concentration	3	This course is a survey of how American jurisprudence about the First Amendment has understood religion, attending to the specific legal and ethical arguments made in the U.S. Supreme Court opinions and how they intersect with philosophical accounts of the meaning of freedom.
PHI 3670	Ethical Theory	Required for Conscience Liberty Concentration (+ for Economic Liberty)	3	This course studies the nature of morality and moral reasoning through analyses of the writings of classical and contemporary ethical theorists directed to answering the questions, “What is good?” and “What ought I to do?”
ECO 3130	Free to Choose	Elective for Conscience Liberty Concentration	3	This course, dealing with liberty and economic freedom, addresses many present and past social issues and public policy decisions.
ECO XXXX	Economics of Religion	Elective for Conscience Liberty Concentration	3	This course studies the application of economic models to help understand religious belief, behavior, and belonging. The class examines the “religious marketplace” and the factors influencing the stability, growth, and decline of different religious movements.
PHI 3220	Introduction to Philosophy of Language	Elective for Conscience Liberty Concentration	3	This course explores major philosophical contributions to the understanding of language and its functions in communication. Discussion of the concepts of meaning, truth, reference,

				understanding, and interpretation. Readings include classics of 20th century philosophy.
PHI 3300	Knowledge and Belief	Elective for Conscience Liberty Concentration	3	This course analyzes contemporary theories about the fundamentals of human knowledge: what ought to count as knowledge; how we get it; the roles of certainty, doubt, and skepticism; and the means by which we might maximize it.
AMS 3XXX	Learning and Liberty	Required for Educational Liberty Concentration	3	This course explores major issues involving learning and education, focusing on the history of education in America, policy change over time, and modern debates over education.
AMS 3XXX	The Science of Learning in Classical Education: Insights from Quintilian to Modern Cognitive Science	Required for Educational Liberty Concentration	3	This course explores the intersection of classical learning and cognitive science, examining how ancient wisdom and modern research converge to inform effective learning practices.
AMS 3XXX	Foundations of Classical Education: History and Philosophy, Part I	Required for Educational Liberty Concentration	3	This course is the first in a two-part sequence that examines the rich history and profound philosophy underlying classical education.
AMS 4XXX	Foundations of Classical Education: History and Philosophy, Part II	Required for Educational Liberty Concentration	3	This course traces the transformation of educational philosophy from classical roots to modern innovations, examining how Enlightenment thinkers like Jean-Jacques Rousseau reshaped education with child-centered pedagogy and how the rise of the German university model introduced vocational and specialized training.
AMS 4XXX	Socratic Inquiry and the Formation of Affections	Elective for Educational Liberty	3	This course delves into classical learning by examining the fundamental question:

		Concentration		How do we draw students toward the love of truth, goodness, and beauty?
AMS 4XXX	Policy and Practice in Education	Elective for Educational Liberty Concentration	3	This course immerses students with hands-on experience in a learning-related profession. Students can intern with an education institute or at the Department of Education. Similarly, under the mentorship of seasoned classical educators, students can observe best practices in classical schools, design and deliver lessons, and develop strategies for fostering a disciplined and engaging learning environment. Emphasis will be placed on learning the skills necessary to address educational and learning issues in a future profession.
REL 3178	Religion and Law	Elective for Educational Liberty Concentration	3	This course is a survey of how American jurisprudence about the First Amendment has understood religion, attending to the specific legal and ethical arguments made in the U.S. Supreme Court opinions and how they intersect with philosophical accounts of the meaning of freedom.
POS 3064	Federalism and Intergovernmental Relations	Elective for Educational Liberty Concentration	3	An introduction to modern theories of federalism, with an emphasis on how federalism has evolved in the United States. Constitutional structures and intergovernmental relations may also be emphasized.

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.

- 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?

Director Owens worked with the advisory council to confirm that core courses aligned with general industry and civic needs. The council informally agreed that such courses would provide the skills Florida employers require in new workers. Similarly, because many CLS majors pursue careers in the legal profession, we consulted the American Bar Association's published advice on "[Preparing for Law School](#)" and ensured that our program incorporated the "Core Skills, Values, Knowledge, and Experience" recommended by the ABA.

The effectiveness of the CLS degree program will continue to be evaluated for student learning in light of academic workforce alignment by the metrics established by the advisory council. Such evaluation will be concentrated during the required annual reporting on program and student learning outcomes in FSU's Institutional Effectiveness Portal (See Appendix H). At that time, additional evaluative feedback will be solicited from program leadership, instructional faculty, and course evaluations. The data associated with these outcomes will be shared with the program's advisory board for the purpose of continuous improvement planning, in light of workforce alignment. Moreover, the compiled data from metrics and evaluative feedback from within the unit as well as from the advisory council will be directly linked to curricular review, revision, and development as managed and implemented by the department's curriculum committee.

- 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.

- 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.

Due to the interdisciplinary nature of the degree program, students will take courses from various disciplines. The effected Colleges and Departments all have signed MOUs in support of the Civics and Liberty Studies Degree Program (see Appendix B). These include:

- Jim Moran College of Entrepreneurship
- Department of Economics
- Department of History
- Department of Philosophy
- Department of Political Science
- Department of Religion
- Department of Statistics

- 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.

- 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 CLS degree program will be offered on the Tallahassee Main Campus.

- 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 A.

The IGC is a new entity at FSU and has not yet gone through external review. The legislature, however, has indicated its support for a program such as this. Section 1004.6499 of the Florida Statutes declares:

Florida Institute for Governance and Civics.—

(1) The Florida Institute for Governance and Civics is established at the Florida State University.

(2) The goals of the institute are to:

(a) **Provide students with access to an interdisciplinary hub that will develop academically rigorous scholarship and coursework on the origins of the American system of government, its foundational documents, its subsequent political traditions and evolutions, and its impact on comparative political systems.**

(b) Encourage civic literacy in this state through the development of educational tools and resources for K-12 and postsecondary students which foster an understanding of how individual rights, constitutionalism, separation of powers, and federalism function within the American system.

(c) Model civic discourse that recognizes the importance of viewpoint diversity, intellectual rigor, and an evidence-based approach to history.

(d) Plan and host forums to allow students and guests to hear from exceptional individuals who have excelled in a wide range of sectors of American life, to highlight the possibilities created by individual achievement and entrepreneurial vision.

(e) Become a national and state resource on using polling instruments and other assessments to measure civic literacy and make recommendations for improving civic education.

(f) Provide fellowships and internship opportunities to students in government.

(g) Create through scholarship, original research, publications, symposia, testimonials, and other means a body of resources that can be accessed by students, scholars, and government officials to understand the innovations in public policy in this state over a rolling 30-year time period.

This statute provides clear support for the CLS degree program. Our “progress in implementing the recommendations” is the creation of this program.

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 for each identified faculty member.

Faculty Code*	Faculty Name or "New Hire" Highest Degree Held Academic Discipline	Rank	Contract Status	Initial Date for Participation in Program
A	Ryan Owens, Ph.D. Political Science	Professor	Tenure	Fall 2026
A	James Strickland, Ph.D. Political Science	Associate Professor	Tenure	Fall 2026
A	Michael Driscoll, Ph.D. Political Science	Teaching Faculty I	Non-tenure	Fall 2026
A	Phillip Pinell, Ph.D. Political Science	Teaching Faculty I	Non-tenure	Fall 2026
C	New Hire, Ph.D. Political Science/Public Law	Associate Professor	Tenure	Fall 2026
C	New Hire, Ph.D. Political Science/Public Policy	Assistant Professor	Tenure	Fall 2026
C	New Hire, Ph.D. Economics	Assistant Professor	Tenure	Fall 2026
C	New Hire, Ph.D. Economics	Associate Professor	Tenure	Fall 2026
A	Denise Harle, JD Law	Clinical Professor	Non-tenure	Fall 2026
A	Doug Norton, Ph.D. Economics	Assistant Professor	Non-tenure	Fall 2026
A	Simon May, Ph.D. Philosophy	Associate Professor	Tenure	Fall 2026
A	Michael Hammock, Ph.D. Economics	Teaching Faculty II	Non-tenure	Fall 2026

A	Simona Andrei, Ph.D. Economics	Teaching Faculty I	Non-tenure	Fall 2026
A	Shawn Kantor, Ph.D. Economics	Professor	Tenure	Fall 2026
A	Martin Kavka, Ph.D. Religious Studies	Professor	Tenure	Fall 2026
A	John Cole, J.D., Ph.D.	Teaching Faculty I	Non-tenure	Fall 2026
A	Michael Bukoski, Ph.D. Philosophy	Assistant Professor	Tenure	Fall 2026
A	Joe Calhoun, Ph.D. Director & Teaching Professor, Stavros Center	Professor	Non-tenure	Fall 2026
C	New Hire, Ph.D. Political Science/Econ/Education	Assistant Professor	Teaching Faculty I	Fall 2026
C	New Hire, Ph.D. Political Science/Econ/Education	Assistant Professor	Tenure	Fall 2026

*Faculty Code	Code Description	Source of Funding
A	Existing faculty on a regular line	Current Education & General Revenue
B	New faculty to be hired on a vacant line	Current Education & General Revenue
C	New faculty to be hired on a new line	New Education & 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, 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 degree program is being offered via a collaboration between the Institute for Governance and Civics and the College of Social Sciences and Public Policy.

Below are various pieces of evidence of the faculty productivity in the areas of teaching, research, and service in the College of Social Sciences and Public Policy, the academic unit offering the new degree program.

Teaching

The College of Social Sciences and Public Policy is known for its award winning faculty and innovative educational programs. In academic year 2024-2025, seven COSSPP Faculty Received University Teaching Awards for teaching, mentoring, and advising. Among the college's many educational programs, the Applied Politics and Policy Learning Experience (APPLE) program and the Stavros Center's Economic and Financial Educational offerings for undergraduates has been highly regarded programs that are closely aligned with the goals of the Civics and Liberty Studies Degree Program.

In 2024-2025, the College had 38,142 student credit hours (SCH), fundable and non-fundable, at the lower level and 64,957 at the upper level. In terms of Annual Credit Hours FTE, for the same time period, COSSPP had 1,271.36 hours at the lower level and 2,165.20 hours at the upper level.

In addition to traditional classroom teaching, many faculty are actively involved in student mentoring, which, at the undergraduate level, means directing or serving as a member on an Honors Thesis committee or working with Undergraduate Research Opportunity Program (UROP) students. The number of university awards recognizing these faculty for excellence in teaching and mentoring has been impressive: in recent years the College has had recipients for the Distinguished Teaching Award, University Teaching Award, University Undergraduate Advising Award, and the Sustained Service Award.

The average teaching load for tenured and tenure-track faculty is two courses per semester whereas specialized faculty on average teach 3-4 courses per semester. For certain faculty, course loads vary depending on other major instructional or administrative assignments (15%-35% effort on their Assignment of Responsibility), such as graduate teaching assistant



coordination, program coordination, and departmental leadership positions (Chair, and Associate Chairs for Undergraduate and Graduate Studies).

Research

The College of Social Sciences and Public Policy hosts several centers and institutes that are leaders in producing and disseminating cutting edge social science and public policy research. These centers include the Center for Demography and Population Health, Center for Disaster Risk Policy, Civil Rights Institute at Florida State University, Claude Pepper Center, DeVoe L. Moore Center for the Study of Critical Issues in Economic Policy and Government, Florida Center for Public Management, L. Charles Hilton Jr. Center for the Study of Economic Prosperity and Individual Opportunity, LeRoy Collins Institute, Pepper Institute on Aging and Public Policy, and Gus A. Stavros Center for Economic Education. These centers and institutes are renowned for their expertise on topics that include public policy and governance, aging and demographics, disaster preparedness and recovery, and economic growth and opportunity.

COSSPP faculty include two distinguished members of the National Academies of Science, Engineering, and Medicine and many other scholarly leaders in their fields. They regularly publish articles in top-tier peer-reviewed scholarly journals and book chapters in authoritative peer-reviewed collective volumes. The presses where they have published books and monographs include prestigious scholarly outlets, such as Oxford University Press, Cambridge University Press, Columbia University Press, University of Chicago Press, and University of North Carolina Press, among other outlets. Many faculty are regularly invited as keynote speakers or to deliver plenary addresses at recognized national and international scholarly conferences. Our faculty also serve as editors of more than 40 scholarly journals and members of editorial boards for dozens of other distinguished scholarly outlets. Many faculty have received prestigious external grants and awards from entities such as the National Science Foundation, the National Institutes of Health, Centers for Disease Control, US Environmental Protection Agency, US Department of Defense, state agencies, and a wide range of leading private and philanthropic foundations.

The COSSPP faculty are highly productive scholars. In 2023 and 2024, they published more than 400 peer-reviewed journal articles. During Fiscal Year 2024–25, COSSPP faculty engaged in 37 externally funded research projects totaling \$4.3 million in awards. Of these, 28 were newly awarded during FY25. In total, COSSPP faculty conducted 240 research projects during this period, with 76 of them involving student participation.

Service



Faculty in the College of Social Sciences and Public Policy (COSSPP) participate in a wide range of service activities that reflect their commitment to the university, the academic community, and society. This includes service to the University and College, such as serving on committees, advising student organizations, participating in faculty governance, and organizing academic events, seminars, and speaker series. Faculty also participate in professional and disciplinary service, such as peer reviewing for academic journals, publishers, and funding agencies, serving on editorial boards or as journal editors, holding leadership roles in professional associations, and organizing or participating in academic conferences and workshops.

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.

- Provide funding sources for Years 1 and 5 of program operation.
- Provide headcount (HC) estimates of student enrollment for Years 1 through 5.

Implementation Timeframe	HC	E&G Funds	Contract & Grants Funds	Auxiliary/ Philanthropy Funds	Total Cost
Year 1	20	\$1,085,733	-	-	\$1,085,733
Year 2	30				
Year 3	40				
Year 4	50				
Year 5	60	\$1,263,378	-	-	\$1,263,378

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

☒ Yes

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

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.

On June 13, 2025, Director Ryan Owens held a Zoom call with Associate Dean Neelam Bharti to discuss the proposed degree program. That discussion confirmed no additional library resources will be needed to implement and/or sustain the program through Year 5. A letter to that effect is attached as Appendix B.

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

Specialized equipment and specialized space is not needed to implement the degree program.

- 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.

At this time, there are no fixed scholarships to be allocated through year 5. The IGC has plans, however, to create a student essay competition for each of our four pillars of liberty (constitutional, economic, conscience, and educational) where the student who writes the best essay will receive \$2,000.

Additionally, IGC and the College of Social Sciences and Public Policy plan to work with potential donors to create scholarship funds for students in the new degree program.

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
H	Program and Student Learning Outcomes	FSU Program and Student Learning Outcomes



432 Newell Drive
P.O. Box 117460
Gainesville, FL 32611
Tel: 352-273-0021

23 July 2025

To Whom It May Concern:

I write on behalf of The Hamilton School of Classical and Civic Education in support of the Institute for Governance and Civics's efforts to create a Civics and Liberty Studies degree program.

The proposed CLS degree differs from our Politics, Philosophy, Economics, and Law (PPEL) degree. Though the two degrees share the same CIP code, the CLS curriculum is more heavily focused on social science than our PPEL curriculum, which emphasizes the Humanities. Our PPEL students must take 12 total credits in social science courses. The CLS curriculum requires much more which means that CLS students will graduate with different skills.

Further, the two programs are structured differently. Nearly all classes taught in the Hamilton School are taught by faculty within the Hamilton School. The CLS curriculum involves courses from various departments such as Political Science, Economics, History, Religion, etc.

Where overlap exists between the two programs, we plan to leverage it for positive outcomes. Director Owens and I have already discussed holding conferences together, sharing speakers over multiple days, hosting each other's faculty for lectures, and jointly offering civics events at the Capitol. We plan to be strong partners in our efforts to improve the state of civic awareness in Florida.

Having examined our enrollments and admissions data, I am confident that our two programs can operate successfully. I therefore strongly support the IGC's efforts to create the Civics and Liberty Studies degree.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Ingram'.

Robert G. Ingram
Interim Director
Professor of Humanities



August 6, 2025

Dr. Ryan Owens
Director of the Florida Institute on Governance and Civics
Florida State University,
Tallahassee, Florida 32306-2100

Dear Dr. Owens,

I am pleased to offer my support for the implementation of the new interdisciplinary degree program, "Civics and Liberty Studies," within the College of Social Sciences. After a thorough review of the program and the course outline and library resources currently available, I can confidently affirm that our library is fully equipped to support this exciting new initiative.

The program's course materials align seamlessly with the extensive resources already maintained by the library, ensuring that students and faculty will have access to essential texts, journals, and digital tools necessary for their academic pursuits. Furthermore, our library team is committed to providing ongoing support for research and learning, whether through assistance in navigating existing resources or acquiring new books as the program evolves.

This program represents a significant opportunity to enrich academic exploration in civics and liberty studies. We look forward to the positive impact this program will bring to our campus and its broader academic community.

Please feel free to reach out if you have any questions.

Sincerely,

A handwritten signature in dark ink, appearing to read "Katie McCormick", written in a cursive style.

Katie McCormick
Interim Dean of University Libraries

August 21, 2025

I write in support of the Institute for Governance and Civics' (IGC) efforts to create a Civics and Liberty Studies (CLS) degree program.

The CLS program is distinct from FIU's Bachelor of Science degree in Business and Government Leadership because our program is more focused on the business and government dynamic, both in the United States and internationally. Our program was created to meet the demand for skilled professionals and leaders in South Florida's dynamic business and government sectors. It requires the following 12 core credits, which will be taught by faculty members affiliated with the Adam Smith Center for Economic Freedom:

- Foundational Principles for Leaders in Free Market Societies
- Political Leadership in the United States
- Quantitative and Qualitative Data Analysis for Leaders
- Leadership Capstone

An additional 18 credits are required, consisting of 6 credits each from the College of Business, the Department of Economics, and the School of Communication (the CLS program does not draw on the College of Business nor the School of Communication). Students will take an additional 15 elective credits in one of the following disciplines: economics, **management**, **finance**, **communications**, entrepreneurship, political science, public administration, **international relations**, or a related discipline. The bolded disciplines are outside what the CLS degree program will target.

Where overlap exists between our two programs, we plan to leverage it for positive outcomes. Director Owens and I have already discussed holding conferences together, hosting each other's faculty for lectures, working to create leadership training programs, and jointly offering civics events at the State Capitol. We plan to be strong partners in our efforts to improve the state of civic awareness in Florida.

Having examined our expected enrollments and admissions data, I am confident that our two programs can operate successfully. I therefore support the IGC's efforts to create the Civics and Liberty Studies degree.

Sincerely,

Carlos Díaz-Rosillo, Ph.D.
Founding Director

ADAM SMITH CENTER FOR ECONOMIC FREEDOM

11200 SW 8th Street • MARC 240 • Miami, FL 33199 • Tel 305-348-4123. www.fiu.edu

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Memorandum of Understanding

Between the Department of Economics and the Institute for Governance and Civics Regarding the Civics and Liberty Studies Degree

Purpose. The purpose of this memorandum of understanding (MOU) is to coordinate how students in the Civics and Liberty Studies (CLS) Degree program will register for and take courses in the Department of Economics. Economics and CLS are degree programs that contain overlapping topics. Both share a common interest in economic liberty and market behavior.

Terms. Under this MOU, students enrolled in the CLS program will be able to register for Economics courses, subject to the availability of seats. Economics shall make all reasonable efforts to make seats available to CLS students. CLS students will be responsible for meeting the prerequisites and requirements of the Economics courses in which they enroll. The courses currently part of the CLS degree program include:

Required Core

ECO 2023. Principles of Microeconomics

Required for Economic Liberty Concentration

ECO 2013. Principles of Macroeconomics

ECP 3451. Economics and the Law

ECO 3223. Financial Markets, the Banking System, and Monetary Policy

Electives

ECO 3003 Comparative Economic Systems

ECO 3004. Debating Economic Issues

ECO 3130. Free to Choose

ECO 3431. Analysis of Economic Data

ECO 3303. History of Economic Ideas

ECO 3622. Growth of the American Economy

ECP 4413. Government Regulation of Business

Duration. This MOU will be effective from the date of signing and will remain in effect until renegotiated by the parties hereunder.

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

DocuSigned by:

Timothy Chapin

7/28/2025 | 4:54 PM EDT

Dr. Timothy Chapin

(date)

Dean, College of Social Science & Public Policy

Signed by:

Ryan Owens

7/28/2025 | 4:55 PM EDT

Dr. Ryan Owens

(date)

Director, Institute for Governance and Civics

Signed by:

John Hamman

7/28/2025 | 4:48 PM EDT

Dr. John Hamman

(date)

Chair, Department of Economics

Memorandum of Understanding

Between the Department of History and the Institute for Governance and Civics Regarding the Civics and Liberty Studies Degree

Purpose. The purpose of this memorandum of understanding (MOU) is to coordinate how students in the Civics and Liberty Studies (CLS) Degree program will register for and take courses in the Department of History. History and CLS are degree programs that contain overlapping topics. Both share a common interest in the origins of the American system of government, its foundational documents, and its subsequent political traditions and evolutions.

Terms. Under this MOU, students enrolled in the CLS program will be able to register for History courses, subject to the availability of seats. History shall undertake reasonable efforts to make seats available to CLS students. CLS students will be responsible for meeting the prerequisites and requirements of the History courses in which they enroll.

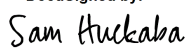
The History course(s) currently listed as part of the CLS degree program include:

Elective for Constitutional Liberty Concentration

AMH 4130. Revolutionary America, 1760-1788

Duration. This MOU will be effective from the date of signing and will remain in effect until renegotiated by the parties hereunder.

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

DocuSigned by:

BA6410AF9E2F4DF...
6/24/2025 | 9:37 AM EDT
Dr. Sam Huckaba (date)
Dean, College of Arts and Sciences


June 24, 2025
Dr. Ryan Owens (date)
Director, Institute for Governance and Civics

Jennifer
Koslow
 Digitally signed by Jennifer
Koslow
Date: 2025.06.24 08:51:19
-04'00'
Dr. Jennifer Koslow (date)
Chair, Department of History

**Memorandum of Understanding
Between the Department of Philosophy and the Institute for Governance and Civics
Regarding the Civics and Liberty Studies Degree**

Purpose. The purpose of this memorandum of understanding (MOU) is to coordinate how students in the Civics and Liberty Studies (CLS) Degree program will register for and take courses in the Department of Philosophy. Philosophy and CLS are degree programs that contain overlapping topics. Both share a common interest in conscience, legal and political philosophy, and ethics.

Terms. Under this MOU, students enrolled in the CLS program will be able to register for Philosophy courses, subject to the availability of seats. Philosophy shall undertake all reasonable efforts to make seats available to CLS students. CLS students will be responsible for meeting the prerequisites and requirements of the Philosophy courses in which they enroll.

The courses currently part of the CLS degree program include:

Constitutional Liberty Concentration

PHM 3400. Philosophy of Law (Required)

Economic Liberty Concentration

PHI 3670. Ethical Theory (Required)

Conscience Liberty Concentration

PHM 3331r. Modern Political Thought (Required)

PHI 3670. Ethical Theory (Required)

PHI 3220. Introduction to Philosophy of Language (Elective)

PHI 3300. Knowledge and Belief (Elective)

Duration. This MOU will be effective from the date of signing and will remain in effect until renegotiated by the parties hereunder.

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



Dr. Sam Huckaba (date)
Dean, College of Arts and Sciences



7/28/2025
Dr. Ryan Owens (date)
Director, Institute for Governance and Civics

Randolph Clarke 7/28/25

Dr. Randolph Clarke (date)
Chair, Department of Philosophy

Memorandum of Understanding

Between the Department of Political Science and the Institute for Governance and Civics Regarding the Civics and Liberty Studies Degree

Purpose. The purpose of this memorandum of understanding (MOU) is to coordinate how students in the Civics and Liberty Studies (CLS) Degree program will register for and take courses in the Department of Political Science. Political Science and CLS are degree programs that contain overlapping topics. Both share a common interest in legal and political institutions and American governance.

Terms. Under this MOU, students enrolled in the CLS program will be able to register for Political Science courses, subject to the availability of seats. Political Science shall make reasonable efforts to make seats available to CLS students. CLS students will be responsible for meeting the prerequisites and requirements of the Political Science courses in which they enroll. The courses currently part of the CLS degree program include:

POS 3625—The First Amendment
 POS 3713—Understanding Political Science Research
 POS 3490—Social Science and the Law
 POS 4603—Constitutional Law
 POS 4606—The Supreme Court in American Politics
 POS 3064—Federalism and Intergovernmental Relations
 POS 3931—The Supreme Court's Current Term

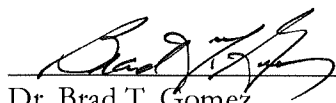
Duration. This MOU will be effective from the date of signing and will remain in effect until terminated by mutual agreement of the parties.

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

 8/11/25
 Dr. Timothy Chapin (date)
 Dean, College of Social Science & Public Policy

Signed by:

 AGAA1128642143B...
 Dr. Ryan Owens (date)
 Director, Institute for Governance and Civics

 8/11/25
 Dr. Brad T. Gomez (date)
 Chair, Department of Political Science

Memorandum of Understanding

Between the Department of Religion and the Institute for Governance and Civics Regarding the Civics and Liberty Studies Degree

Purpose. The purpose of this memorandum of understanding (MOU) is to coordinate how students in the Civics and Liberty Studies (CLS) Degree program will register for and take courses in the Department of Religion. Religion and CLS are degree programs that contain overlapping topics. Both share a common interest in conscience, the role of religion in society, and the legal/constitutional dynamics involved.

Terms. Under this MOU, students enrolled in the CLS program will be able to register for Religion courses, subject to the availability of seats. Religion shall undertake all reasonable efforts to make seats available to CLS students. CLS students will be responsible for meeting the prerequisites and requirements of the Religion courses in which they enroll.

The courses currently part of the CLS degree program include:

Required for Conscience Liberty Concentration

REL 3171 Religion and Conscience

REL 3178 Religion and Law (also an elective in the educational liberty concentration)

Duration. This MOU will be effective from the date of signing and will remain in effect until renegotiated by the parties hereunder.

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



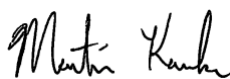
8/15/2025

Dr. Sam Huckaba (date)
Dean, College of Arts and Sciences



8/14/2025

Dr. Ryan Owens (date)
Director, Institute for Governance and Civics



08/14/2025

Dr. Martin Kavka (date)
Chair, Department of Religion

Memorandum of Understanding

Between the Department of Statistics and the Institute for Governance and Civics Regarding the Civics and Liberty Studies Degree

Purpose. The purpose of this memorandum of understanding (MOU) is to coordinate how students in the Civics and Liberty Studies (CLS) Degree program will register for and take courses in the Department of Statistics. The CLS degree program has a strong element of social science and quantitative analysis in it. Its goal, in part, is to teach students how to employ statistical methodology to understand important normative topics.

Terms. Under this MOU, students enrolled in the CLS program will be able to register for Statistics courses, subject to the availability of seats. Statistics shall undertake reasonable efforts to make seats available to CLS students. CLS students will be responsible for meeting the prerequisites and requirements of the Statistics courses in which they enroll.

The Statistics course(s) currently listed as part of the CLS degree program include:

Option to meet the required methods course:
STA 2122 Introduction to Applied Statistics

Duration. This MOU will be effective from the date of signing and will remain in effect until renegotiated by the parties hereunder.

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


Dr. Sam Huckaba (date) 8/14/25
Dean, College of Arts and Sciences


August 13, 2025
Dr. Ryan Owens (date)
Director, Institute for Governance and Civics

Eric Chicken
Digitally signed by Eric
Chicken
Date: 2025.08.14
13:28:55 -04'00'

Dr. Eric Chicken (date)
Chair, Department of Statistics

7 Year Curriculum Vitae

Owens, Ryan

Last Revised: January 24, 2025

General Information

Honors, Awards, and Prizes

George C. and Carmella P. Edwards Professor of American Politics, University of Wisconsin-Madison (2019).

Teaching

Courses Taught

Law and Justice in Film
The Supreme Court's Current Term
Liberalism, Conservatism, and the Idea of America
The Marshall Court
The Supreme Court and American Politics
American Political Institutions
Administrative Law
The Founding Fathers

Research and Original Creative Work

Program of Research and/or Focus of Original Creative Work

Owens studies law and courts and American political institutions. His work analyzes the United States Supreme Court, the United States Courts of Appeals, legal institutions, and judicial behavior.

Publications

Refereed Journal Articles

Ryan C. Black, Timothy R. Johnson, Ryan J. Owens, & Justin Wedeking. (2024). Televised Oral Arguments and Judicial Legitimacy: An Initial Assessment. *Political Behavior*.
doi:[10.1007/s11109-022-09848-5](https://doi.org/10.1007/s11109-022-09848-5)

Krewson, C. N., & Owens, R. J. (2024). How the Intensity of Preference for Ideological Judges

- Influences Court Support. *Political Research Quarterly*, 10659129241239612.
- Ryan J. Owens. (2023). Order effects and oral argument at the US Supreme Court. *Social Science Quarterly*. doi:[10.1111/ssqu.13310](https://doi.org/10.1111/ssqu.13310)
- Christopher N. Krewson, & Ryan J. Owens. (2023). Judicial Philosophy and the Public's Support for Courts. *Political Research Quarterly*. doi:[10.1177/10659129221119741](https://doi.org/10.1177/10659129221119741)
- Ryan C. Black, Ryan J. Owens, & Patrick C. Wohlfarth. (2023). Considering Constitutional Change: Survey Evidence on Public Attitudes Toward Term Limits for Federal Judges. *New Political Science*. doi:[10.1080/07393148.2023.2208432](https://doi.org/10.1080/07393148.2023.2208432)
- Black, R. C., Owens, R. J., Johnson, T. R., & Wedeking, J. (2023). Cameras in the High Court: An Empirical Examination of Support for Supreme Court Justices. *Harv. JL & Pub. Pol'y Per Curiam*, 1.
- Black, R. C., Owens, R. J., & Wohlfarth, P. C. (2023). Considering Constitutional Change: Survey Evidence on Public Attitudes Toward Term Limits for Federal Judges. *New Political Science*, 45(2), 335-358.
- Krewson, C. N., & Owens, R. J. (2023). Judicial philosophy and the public's support for courts. *Political Research Quarterly*, 76(2), 944-960.
- Owens, R. J. (2023). Order effects and oral argument at the US Supreme Court. *Social Science Quarterly*, 104(6), 1222-1236.
- Krewson, C. N., & Owens, R. J. (2022). How state judicial selection methods may influence views of US Supreme Court nominees: Evidence from a conjoint experiment. *Journal of Law and Courts*, 10(2), 189-212.
- Black, R. C., Owens, R. J., Wedeking, J., & Wohlfarth, P. C. (2021). Conscientiousness and Supreme Court Confirmation Hearings in the Senate Judiciary Committee. *British Journal of American Legal Studies*, 10(3), 379-408.
- Black, R. C., Owens, R. J., Wedeking, J., & Wohlfarth, P. C. (2021). On Estimating Personality Traits of US Supreme Court Justices. *Journal of Law and Courts*, 9(2), 371-396.
- Krewson, C. N., & Owens, R. J. (2021). Public support for judicial philosophies: evidence from a conjoint experiment. *Journal of Law and Courts*, 9(1), 89-110.
- Black, R. C., & Owens, R. J. (2021). TRENDS: The Influence of Personalized Knowledge at the Supreme Court: How (Some) Former Law Clerks Have the Inside Track. *Political Research Quarterly*, 74(4), 795-807.
- Owens, R. J., & Wohlfarth, P. C. (2019). The influence of home-state reputation and public

opinion on federal circuit court judges. *Journal of Law and Courts*, 7(2), 187-214.

Black, R. C., Johnson, T. R., & Owens, R. J. (2018). Chief Justice Burger and the Bench: How Physically Changing the Shape of the Court's Bench Reduced Interruptions during Oral Argument. *Journal of Supreme Court History*, 43(1), 83-98.

Johnson, T. R., Black, R. C., & Owens, R. J. (2018). Justice Scalia and Oral Arguments at the Supreme Court. *The Conservative Revolution of Antonin Scalia*, 245.

Owens, R. J., & Krewson, C. J. (2018). Justice Scalia's Concurring Opinion Writing. *The Conservative Revolution of Antonin Scalia*, 273.

Krewson, C., Lassen, D., & Owens, R. J. (2018). Research note: Twitter and the Supreme court: An examination of congressional tweets about the Supreme court. *Justice System Journal*, 39(4), 322-330.

Refereed Books

Black, R. C., Owens, R. J., Wedeking, J., & Wohlfarth, P. C. (2020). *The Conscientious Justice: How Supreme Court Justices' Personalities Influence the Law, the High Court, and the Constitution*. Cambridge University Press.

Service

Florida State University

FSU Institute or Center Service

Director, Institute for Governance and Civics (2024–present).

The Profession

Editorial Board Membership(s)

Journal of Law and Courts (2021–present).

Guest Reviewer for Refereed Journals

Journal of Politics (2010–present).

American Journal of Political Science (2008–present).

American Political Science Review (2008–present).

Journal of Law and Court (2008–present).

Journal of Law, Economics, & Organization (2008–present).

Law & Society Review (2008–present).

Political Analysis (2008–present).

Political Behavior (2008–present).

Political Research Quarterly (2008–present).

Social Science Quarterly (2008–present).

Yale Law Review (2008–present).

Reviewer or Panelist for Grant Applications

National Science Foundation (2017–2018).

Service to Professional Associations

Chair, Lasting Contribution Award, Judicial Politics Section—American Political Science Association, APSA (2020).

Service to Other Universities

Co-Director, *Center for the Study of Liberal Democracy* (2022–2024).

Post Tenure Review Committee, *University of Wisconsin-Madison* (2021–2023).

Faculty Recruitment Committee, *University of Wisconsin-Madison* (2019–2021).

Director and Creator, *Tommy G. Thompson Center on Public Leadership* (2017–2021).

Graduate Recruitment Committee, *University of Wisconsin-Madison* (2012–2021).

The Community

Steering Committee, Federalist Society--Madison, WI Chapter (2017–2019).

Keynote Speaker, Kiwanis Club of Downtown Madison (2018).

Keynote Speaker, Rotary Club of Madison (2018).

Amicus Curiae Briefs

Owens, R. (2020). *Wisconsin Council of Religions and Independent Schools, et al. v. Janel Heinrich, et al. (Wisconsin Supreme Court, 2020AP001420)*.

Owens, R. (2018). *Brief of Senator Mike Lee, Senator Ted Cruz, Rep. Raul Labrador, and Rep. Rob Bishop As Amici Curiae in Support of Petitioner in the U.S. Supreme Court case Utah Republican Party v. Spencer J. Cox, et al. (18-450)(cert denied)*.

James Strickland, PhD

CONTACT	James.Strickland@asu.edu School of Politics and Global Studies Arizona State University P.O. Box 873902 Tempe AZ 85287-3902
POSITIONS	Florida State University, Tallahassee, Florida • Department of Political Science. – Associate Professor, starting July 2025. • Institute on Governance and Civics. – Faculty Associate, starting July 2025. Arizona State University, Tempe, Arizona • School of Politics and Global Studies. – Associate Professor, 2024-2025. – Assistant Professor, 2019-2024.
DEGREES	University of Michigan, Ann Arbor, Michigan Ph.D., Political Science, 2019 <i>Major:</i> American Politics; <i>Minor:</i> Methodology Dissertation: “Multi-client Lobbying in the American States.” Committee co-chairs: Richard Hall and Ken Kollman University of Georgia, Athens, Georgia M.A., Political Science and International Affairs, 2014 University of South Carolina, Columbia, South Carolina B.A., History and Political Science, 2012 Phi Beta Kappa, <i>magna cum laude</i>
BOOK PROJECT	Strickland, James. <i>Paying to Play: The Emergence of Gatekeeper Lobbyists</i> (under contract, University of Michigan Press).

**PEER-
REVIEWED
ARTICLES**

- Strickland, James. "Who Stopped the Equal Rights Amendment?" *State Politics and Policy Quarterly* (accepted for publication).
- Strickland, James. "Legislator Turnover and Lobbyist Exits." *Legislative Studies Quarterly* (now online; issue number not assigned).
- Strickland, James and Naimisha Chakravadhanula. "Why Hospitals Hire Tobacco Lobbyists: Conflicts of Interest Among Lobbyists' Clients." *Journal of Public Policy* 44(4): 697-719.
- Strickland, James and Dallin Overstreet. "Rent Control for Homeowners? Acquisition-Value Assessments and Housing Costs." *Public Finance Review* 53(3): 267-95.
- Strickland, James and Nathan Tarr. 2023. "Diversity for Access? Ethnic and Racial Diversity Among American Lobbyists." *Journal of Race, Ethnicity, and Politics* 8(2): 267-88.
- Strickland, James. 2023. "Incremental Lobby Reform: Elite Interests and Governance Policies." *Journal of Policy History* 35(3): 333-53.
- Strickland, James and Jesse Crosson. 2023. "K Street on Main: Legislative Turnover and Multi-client Lobbying." *Political Science Research and Methods* 11(4): 746-62.
- Strickland, James. 2023. "The Contingent Value of Connections: Legislative Turnover and Revolving-Door Lobbyists." *Business and Politics* 25(2): 152-72.
- Best Article Award, State Politics (section), Amer. Poli. Sci. Assn.
 - Runner-up, David P. Baron Best Article Award, *Bus. and Politics*.
- Strickland, James and Katelyn Stauffer. 2022. "Legislative Diversity and the Rise of Women Lobbyists." *Political Research Quarterly* 75(3): 531-46.
- Strickland, James. 2022. "Lobbying at Constitutional Conventions: Venues for the People." *Interest Groups and Advocacy* 11(4): 517-44.
- Strickland, James. 2022. "Legislature Size and Interest Mobilization: The Effects of Institutional Change." *American Politics Research* 50(4): 511-24.

Strickland, James. 2021. "A Quiet Revolution in State Lobbying: Government Growth and Interest Populations." *Political Research Quarterly* 74(4): 1181-96.

Strickland, James. 2020. "Bifurcated Lobbying in America: Group Benefits and Lobbyist Selection." *Interest Groups and Advocacy* 9(2): 131-58.

Strickland, James. 2020. "The Declining Value of Revolving-Door Lobbyists: Evidence from the American States." *American Journal of Political Science* 64(1): 67-81.

Strickland, James. 2019. "America's Crowded Statehouses: Measuring and Explaining Lobbying in the U.S. States." *State Politics and Policy Quarterly* 19(3): 351-74.

Strickland, James. 2019. "A Paradox of Political Reform: Shadow Interests in the U.S. States." *American Politics Research* 47(4): 887-914.

EDITOR- INVITED ARTICLES

Strickland, James. 2025. "Introduction: Perspectives on Term Limits in Democratic Society." *Journal of Policy History* 37(1): 1-4.

Chamberlain, Adam, James Strickland, and Ali Yanus. 2023. "The Rise of Lobbying and Interest Groups in the States during the Progressive Era." Ed. Anthony Nownes. *Frontiers in Political Science* 5.

BOOK CHAPTERS

Strickland, James (under contract). "Lobby Scandals in America." In Anthony Nownes (ed.), *Interest Group Politics* (11th ed.) Bloomsbury Academic.

Strickland, James and Jordin Tafoya (under contract). "Lobbying Transparency and the Regulation of Revolving Doors." In Raj Chari, Michele Crepaz, Emilia Korkea-aho, Wiebke Marie Junk (eds.), *The Oxford Handbook of Lobbying and its Regulation*. Oxford University Press.

Strickland, James (under contract). "Lobbying in Subnational and Local Politics." In Raj Chari, Michele Crepaz, Emilia Korkea-aho, Wiebke Marie Junk (eds.), *The Oxford Handbook of Lobbying and its Regulation*. Oxford University Press.

Strickland, James. 2021. "Nudging Lobbyists to Register with Online Registration and Grace Periods." In Rosemarie Fike, Stefanie Haeffele, and Arielle John (eds.), *Nudging Public Policy: Examining the Benefits and Limitations of Paternalistic Public Policies*. Lanham: Rowman & Littlefield.

Strickland, James and Logan Woods. 2017. "Parties and Interest Groups in Michigan." In John S. Klemanski and David A. Dulio (eds.), *Michigan Government, Politics, and Policy*. Ann Arbor: University of Michigan Press.

Heaney, Michael T. and James Strickland. 2016. "A Networks Approach to Interest Group Politics." In Jennifer N. Victor, Mark N. Lubell, and Alexander H. Montgomery (eds.), *The Oxford Handbook of Political Networks*. New York: Oxford University Press.

WORKING PAPERS

Strickland, James and Ken Kollman. "Constitutional Change and Interest Group Mobilization: Insight from the Progressive Era" (complete draft available).

BOOK REVIEWS

Strickland, James. 2023. "*Stealth Lobbying: Interest Group Influence and Health Care Reform*." By Amy McKay. Cambridge, UK: Cambridge University Press. 2022. 230p. \$99.99 cloth." *Perspectives on Politics* 21(2): 730 - 31.

Strickland, James. 2018/2019. "*Selfish Libertarians and Socialist Conservatives? The Foundations of the Libertarian-Conservative Debate*." By Nathan W. Schlueter and Nikolai G. Wenzel. Stanford, CA: Stanford University Press, 2017. Pp. xii, 215. \$24.95 paperback." *Independent Review* 23(3): 451 - 54.

GRANTS

Application title: "Spoils of Incumbency: Effective Lawmakers as Lobbyists." Submitted to Center for Effective Lawmaking, Sept. 2024: funded (\$2,000).

Application title: "Historic Lobby, PACs, and Campaign Finance Database." Submitted to Institute for Humane Studies, July 2024: funded (\$8,000).

Application title: "Lobbyists as Gatekeepers." Submitted to School of Politics and Global Studies Democracy Lab, Nov. 2023: funded (\$3,000).

AWARDS**External**

William Anderson Prize. American Political Science Assn. 2020.
 Humane Studies Fellow. Institute for Humane Studies, 2013-2019.
 Vincent and Elinor Ostrom Prize. Public Choice Society. 2018.
 Visiting Dissertation Fellowship. George Mason University, 2017-2018.
 Fellowship. James Madison Memorial Foundation. 2012 (declined).

Internal - Arizona State University

Fellowship, Ctr. for Constitutional Design (law school). 2022-2023.
 Michael Mitchell Outstanding Teaching Award. 2021.

Internal - University of Michigan

Gerald R. Ford Fellowship. 2018-2019.
 Matthew K. Smith Award. 2018.
 Samuel Eldersveld Prize, with Jesse Crosson. 2017.
 Roy Pierce Award, with Ken Kollman. 2016.

TEACHING

Arizona State University - in person: 525 total students.

- POS 110: "Introduction to American Gov't;" fall 2020, 2021 (324).
- POS 216: "State and Local Gov't;" fall 2019, 2020; spring 2023 (79).
- POS 333: "Interest Groups;" spring 2022 (50).
- POS 530: "American Politics;" spring 2024, 2025 (12).
- POS 598: "American National Institutions;" fall 2021 (3).
- POS 603: "Polimetrics I;" spring 2020; fall 2022, 2023, 2024 (57).

Arizona State University - online: 1,983 total students.

- POS 110: "Introduction to American Gov't;" fall 2022, 2023, 2024; summer 2021, 2022, 2023, 2024; spring 2023, 2024, 2025 (1,521).
- POS 110: "Power and Politics in U.S. Government" (Universal Learner Course); fall 2024; summer 2024, 2025; spring 2025 (453).
- POS 484: "Internship;" summer 2025 (9).

SPECIAL PROJECT

Lead Content Developer - Universal Learning Course "Power and Politics in U.S. Government" (fall 2022 - spring 2024).

Served as intermediary between Learning Enterprise and team of faculty in academic unit, and as leader of faculty team, to develop a massive open online course (i.e., MOOC) for Study Hall: a collection of online courses designed to broaden access to baccalaureate degree programs at Arizona State University. This role involved vetting open-access resources, determining content of lectures, and designing assessments.

**MENTOR-
SHIP**

Arizona State University - undergraduate
 Co-Director, Robert Armknecht honors thesis; 2022-2023.
 Co-Director, Armando Montero honors thesis; 2022-2023.
 Co-Director, Dheeti Deliwali honors thesis; 2023.
 Member, Cati Iben honors thesis; 2024-2025.
 Member, Amelia Barton honors thesis; 2022-2023.
 Member, Justin Schwager honors thesis; 2022.
 Member, Bryce Jones honors thesis; 2020-2021.
 Mentor, Junior Scholars Program; spring 2020, 2022, 2024; fall 2022.
 Faculty Advisor, Sola Ministries at ASU (Lutheran); 2019-2023.

Arizona State University - graduate
 Director, Michael Ayala M.A. thesis committee; 2024-2025.
 Director, Daniel Resendez M.A. thesis committee; 2024-2025.
 Member, Anastasia Brown Ph.D. dissertation committee; 2023-2025.
 Co-Director, Aleisha Ball M.A. thesis; 2023-2024.
 Member, Brigid Fitzgerald M.A. thesis committee; 2023-2024.
 Member, Jordan Tafoya M.A. thesis committee; 2023-2024.
 Member, Trudy Horsting Ph.D. dissertation committee; 2021-2024.
 Member, Trudy Horsting M.A. in passing committee; 2021.

**CONF.
TALKS**

American Political Science Association: 2016; 2020-2021; 2023-2024.
 Congress and History Conference: 2020.
 Copenhagen Money in Politics Conference: 2024.
 European Consortium for Political Research: 2018.
 Midwest Political Science Association: 2016; 2019; 2022-2023.
 Policy History Conference: 2023-2025.
 Public Choice Society: 2017-2019.
 Society for Empirical Legal Studies: 2014; 2019 (poster).
 Southern Political Science Association: 2016-2023; 2025.
 State Politics and Policy Conference: 2014 (poster); 2022-2024.

**INVITED
TALKS**

Dept. of Political Science; Florida State U.; Nov. 8, 2024.
 Levin Center for Oversight and Democracy; Nov. 10, 2023 (virtual).
 Melikian Center; Arizona State U.; May 3, 2023 (virtual panel participant).
 Center for the Study of Economic Liberty; Arizona State U.; April 21, 2023.
 National Active and Retired Federal Employees Association; Aug. 23, 2022.
 Dept. of Political Science; Trinity U.; Jan. 12, 2022.
 Dept. of Political Science; U. of Pittsburg; March 19, 2021 (virtual).
 Universitas Halu Oleo; Kendari, Indonesia; Sept. 20, 2020 (virtual).
 School of Politics and Global Studies; Arizona State U.; Jan. 8, 2019.
 Dept. of Economics; George Mason U.; Feb. 22, 2018.

**INTERNAL
SERVICE**

Arizona State University - School of Politics and Global Studies
 Hiring Committee for Assistant Teaching Professor, 2024.
 Honors Faculty Advisor, 2023-2025.
 Advisory (personnel) Committee, 2021-2022; 2024-2025.
 American Politics Exam Committee, 2020-2021; 2022-2023.
 Graduate Committee, 2019-2020; 2024-2025.
 Kopf Conference co-organizer, 2022.
 Undergraduate Committee, 2020-2023.
 Colloquium, Speaker and Workshop Committee, 2019-2020.

University of South Carolina
 Classroom Space and Scheduling Committee, 2010-2011.

**EXTERNAL
SERVICE**

American Political Science Association
 Conference Panel Chair, 2021.
 Conference Panel Discussant, 2024.

College Board
 Reader (exam grader), Advanced Placement U.S. Government, 2024.
 Visiting Fellowship (exam reviewer), A.P. U.S. Government, 2023.

Journal of Policy History
 Associate Editor, 2021-present.

Legislative Studies Section, Amer. Poli. Sci. Association
 Emerging Scholar Award Committee, 2023.

Midwestern Political Science Association
 Conference Panel Chair, 2022.
 Conference Panel Discussant, 2022-2023.

Model Constitutional Convention, Arizona State University
 Faculty Mentor, 2024.

Policy History Conference or Workshop
 Conference co-chair, 2025.
 Workshop Discussant, 2024.
 Conference Panel Discussant, 2022.

State Oversight Academy at Wayne State U. Levin Center
 Board Member, 2023-present.

State Politics and Policy Section, Amer. Poli. Sci. Association
State Politics and Policy Quarterly Best Paper Award Comm., 2024.
 Conference Panel Chair, 2023.
 Conference Panel Discussant, 2023.

Southern Political Science Association
 Conference Panel Chair, 2020-2021; 2023.
 Conference Panel Discussant, 2020-2021, 2023.
 Section Chair (Parties and Interest Groups), 2022.

REFeree SERVICE

American Journal of Political Science, 2017; 2018; 2019; 2020; 2021; 2024.
American Political Science Review, 2020; 2025.
American Politics Research, 2021.
British Journal of Political Science, 2021; 2022.
 Cambridge University Press (book proposal), 2022.
European Journal of Political Research, 2023.
Frontiers in Political Science, 2023.
Interest Groups and Advocacy, 2018; 2019; 2020; 2022; 2023 (2); 2024; 2025.
Journal of Policy History, 2021; 2023; 2024 (3).
Journal of Politics, 2024, 2025.
Legislative Studies Quarterly, 2023, 2024 (3).
Milbank Quarterly, 2025.
 Palgrave Macmillan (book proposal) 2021; (book) 2022.
Policy Studies Journal, 2022; 2023.
Political Research Quarterly, 2020.
Political Science Research and Methods, 2022; 2023.
Politics and Gender, 2025.
PS: Political Science and Politics, 2024.
Public Choice, 2021; 2024.
Public Performance and Management Review, 2025.
Regulation and Governance, 2025.
 Sage Publications (two book chapters) 2024.
State Politics and Policy Quarterly, 2017, 2024.

OPINION

Strickland, James and Nathan Tarr. 2023, July 28. “America’s legislatures are getting more diverse, but lobbying groups have been slow to follow.” LSE US Centre.

Strickland, James. 2023, March 29. “Cumulative voting as a means to address disparate racial impact of election laws.” *Constitutional Conversations*, Center for Constitutional Design.

Strickland, James. 2022, June 20. “Term Limits Have Benefits but Other Reforms Should be Explored.” *Arizona Capitol Times*.

Strickland, James. 2020, December 31. “To improve Arizona’s legislature, consider cumulative voting.” *Arizona Capitol Times*.

Strickland, James. 2020, August 2. “Dollars versus voters? Businesses and advocacy groups hire different lobbyists.” *Medium.com*.

Strickland, James. 2019, February 15. “Paradoxically, stricter lobbying laws can actually hurt transparency. Here’s how to improve them.” LSE US Centre.

EXTERNAL PRESS

ABC15 Arizona. 2024, March 13 (interview for television broadcast). “What happens to campaign money when a candidate drops out?”.

U.S. Term Limits. 2023, Aug 9. “How Congressional Term Limits Transform Lobbying Dynamics.” *Termlimits.com*.

Fuchs, Haley. 2022, June 22. “American influence has a new address on State Street.” *Politico.com*.

Cleveland-Stout, Nick and Ben Freeman. 2022, March 28. “Ukraine war puts spotlight on Russia’s paid boosters in Washington.” *Responsible Statecraft*.

Schwarz, D. Hunter. 2021, August 8. “The political battle over the pandemic has come to the classroom.” *Deseret News*.

Brodie, Mark. 2021, January 14. “ASU professor: Cumulative voting could make Arizona’s legislature less polarized.” *The Show*, 91.5 KJZZ.

Cunningham, Meg. 2020, December 18. “Arizona GOP leaders’ quarrel over election results could impact party’s future.” ABC News.

Crawford, Alan. 2020, January 16. Secrets of the ‘Revolving Door.’ *Impact* (newsletter of the Public Affairs Council).

Oosting, Jonathan. 2019, January 23. “Outgoing state officials turn to lobbying under lax Michigan rules.” *Detroit News*.

LETTERS

Richard L. Hall
Professor of Political Science and Public Policy
University of Michigan
RLHall@umich.edu
(734) 763-4390

Kenneth W. Kollman
Frederick G. L. Huetwell Professor of Political Science
Director, Center for Political Studies
University of Michigan
KKollman@umich.edu
(734) 763-1348

Jenna Bednar
Professor of Political Science
University of Michigan
JBednar@umich.edu
(734) 615-5685

Scott Ainsworth
Professor of Political Science
University of Georgia
SAinswor@uga.edu
(706) 542-2057

Last updated: May 22, 2025.

Michael J. Driscoll, Ph.D.

Hillsdale College
Hillsdale, MI 49242
mdriscoll@hillsdale.edu

EDUCATION

Ph.D., Politics, Van Andel Graduate School of Statesmanship, Hillsdale College, December 2022

- Dissertation Committee: Thomas G. West (Chair), John W. Grant, Ronald J. Pestritto
- Dissertation: “*Could They Be Happier: Law, Morality, and Happiness in the Political Thought of John Locke*” (Honors, Ph.D. Dissertation, Fall 2022)

M.A., Politics, Van Andel Graduate School of Statesmanship, Hillsdale College, May 2019

B.A., Humanities & Liberal Studies, Ave Maria University, May 2017, *summa cum laude*

TEACHING APPOINTMENTS & EXPERIENCE

Visiting Assistant Professor in Politics, Hillsdale College, 2023-2025

Lecturer in Politics, Hillsdale College, Spring 2022 & Spring 2023

Teaching Apprenticeships, Hillsdale College, Fall 2019 & Spring 2020

COURSES TAUGHT

US Constitution

- Course summary: The course introduces students to 1) the essential concepts of the American Founding including natural rights, religious liberty, separation of powers, and their views on domestic and foreign policy, and 2) how subsequent movements in the Civil War, Progressive, New Deal, and Post-60s eras altered these concepts.

Modern American Government

Intro to US Foreign Policy

American Presidency

International Politics

COURSES PREPARED TO TEACH

History of Political Philosophy

- Ancient, Medieval, Early Modern, and Late Modern

American Founding

American Political Thought

20th & 21st Century American Politics

Special Topics:

- John Locke
- Thomas Hobbes
- Montesquieu
- American Conservatism

ACADEMIC PUBLICATIONS

- “Suiting the ‘Relish of our Minds’: Locke on Rational Happiness,” *Pietas* 4, no. 2.
(Forthcoming, Fall 2025)
- “Curbing the “Corruption of Manners:” John Locke on Domestic Policy.” (Under review)
- “Natural Law, Consent, and John Locke’s Foreign Policy.” (In preparation)
- “Conservatism and Utopianism in the Political Thought of Orestes Brownson.” (In preparation)
- Review of *The Making of Martin Luther*, by Richard Rex, in *Moreana: Thomas More and Renaissance Studies*, 56 (Number 212) (2), (December 2019) pp. 246–250.

PROFESSIONAL CONFERENCE PAPERS

- “Against the ‘Politics of Wish:’ James Burnham on Western Decline and Conservatism’s Shortcomings,” To be presented at the Ciceronian Society Conference, Harrisonburg, VA, March 13-15, 2025
- “Natural Law, Consent, and John Locke’s Foreign Policy,” American Political Science Association, Philadelphia, PA, September 5, 2024
- “Correcting the ‘Divinity of the Times:’ Locke’s *First Treatise*,” Midwestern Political Science Association, April 4-7, 2024.
- “Conformable to the Law of Nature: John Locke’s Morally Minded State.” Presented at the Ciceronian Society conference, Plano, TX, February 29-March 2, 2024.
- "Suiting the 'Relish of our Minds:' Locke's Account of Human Happiness." Presented at the Van Andel Graduate School of Statesmanship Fall Colloquium, Hillsdale, MI, October 2021.
- "The Complicated Orestes Brownson." Presented virtually at the Midwestern Political Science Association, April 2021.
- “Nine Parts of Ten:” Man’s Malleable Character and the Importance of Good Education." Presented virtually at the Association of Core Texts and Courses, April 2021.
- "The Philosopher's Disguise: A Reflection on the Purpose of Poetry in Plato's Republic." Presented at the Association of Core Texts and Courses, Santa Fe, NM, April 2019.
- “Roper’s Mirror,” Presented at the Center for Thomas More Studies Conference, Irving, TX, November 2017.

RESEARCH INTERESTS

History of Political Philosophy
 Early Modern Political Philosophy
 American Politics and Political Thought
 Catholic Social & Political Thought
 Natural Law Theory
 Government Power and its Proper Scope
 Foreign Policy & International Politics

CLASSICAL & MODERN LANGUAGES (Reading Competency)

Latin
German

ACADEMIC AWARDS & HONORS

General Fellowship, The Philadelphia Society, Spring 2023
Galbraith Graduate Scholarship, Hillsdale College, 2018-2020
Graduate Research Assistantship, Hillsdale College, 2017-2021
Humanities & Liberal Studies Department Award Recipient, Ave Maria University, 2017
Runner-Up, Synod on the Family Essay Contest, Ignatius Press & Catholic World Report, 2015

PROFESSIONAL EXPERIENCE

Online Learning Instructional Fellow, External Affairs, Hillsdale College, 2022-2023
Research Assistant to Dr. Thomas G. West, Paul Ermine Potter and Dawn Tibbetts Potter
Endowed Professorship in Politics and Professor of Politics, Hillsdale College, Fall 2021.
Assistant Staff Writer, Institutional Advancement, Hillsdale College, 2018-Spring 2021.
Assistant Archivist, Archives and Special Collections, Hillsdale College, 2017-2018. Worked on the papers of Sir Martin Gilbert and Dr. Harry V. Jaffa.
Research Assistant to Ambassador Michael Novak (1933-2017), Lewes, DE, & Ave Maria, FL, 2015-2016.

PROFESSIONAL REFERENCES

Dr. Adam Carrington, Associate Professor, Archer Endowed Position in History & Political Science, Ashbrook Center Co-Director
- Contact: acarring@ashland.edu

Dr. John Grant, Associate Professor of Politics, Department Chairman, Hillsdale College
- Contact: jgrant1@hillsdale.edu

Dr. Joseph Postell, Associate Professor of Politics, Hillsdale College
- Contact: jpostell@hillsdale.edu

Dr. Ronald Pestritto, Professor of Politics, Graduate Dean, Charles and Lucia Shipley Chair in the American Constitution, Hillsdale College
- Contact: rpestritto@hillsdale.edu

Dr. Thomas G. West, Professor of Politics, Paul Ermine Potter and Dawn Tibbetts Potter Endowed Professorship in Politics, Hillsdale College
- Contact: twest@hillsdale.edu

**Phillip M. Pinell**

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110 North Hall
1050 Bascom Mall
Madison, WI 53706

ACADEMIC APPOINTMENTS

Lecturer, University of Wisconsin—Madison Fall 2022 - present

EDUCATION

Ph.D. Political Science, University of Wisconsin—Madison Exp: 2025

Fields: Political Theory & American Politics

Dissertation: *The Idea of the Nation in Twentieth-Century Spanish Political Thought*

Committee: Richard Avramenko (chair), Daniel Kapust, Joshua Dienstag, Michelle Schwarze

M.A. Political Science, University of Wisconsin—Madison 2022

B.S. Political Science, B.A. Philosophy, University of Houston | The Honors College 2019

RESEARCH**Peer-Reviewed Articles:**

2025. "Might Makes Rights: A Ciceronian Critique of Pettit's Theory of Liberty," *POLIS: The Journal for Greek and Roman Political Thought* 42(2), 279-304. Link Forthcoming.

2025. "Tocqueville and Democratic Historical Consciousness," *The European Legacy* 30(2), 151-168.

2024. "Nostalgia for Empire? José Ortega y Gasset, Memory, and 'The Spanish Problem,'" *The Political Science Reviewer* 48(2), 57-82.

2024. "How a People Becomes a People: Memory and Identity in Jefferson's *Notes on the State of Virginia*," *American Political Thought* 13(3), 371-394.

2024. "Does Artificial Intelligence Speak Our Language?: A Gadamerian Assessment of Generative Language Models," *Political Research Quarterly* 77(3), 713-728.

2024. "Thinking and Political Considerations: *Gnômê* in the Stoic Political Philosophy of Epictetus," *The Political Science Reviewer* 48(1), 87-112.

Book Reviews:

2024. *A Review of Catherine Craig's Memory and Political Art in Plato's Statesman*, Rowman and Littlefield.

2022. *A Review of Zenon Culverhouse's Plato's Hippias Minor: The Play of Ambiguity*, VoegelinView.

Selected Works in Progress:

(Book manuscript). *Between Empire and Exile: The Idea of the Nation in Twentieth-Century Spanish Political Thought*.

(Under review). "The Nation as a Shared Tomorrow: Ortega y Gasset and the Future of Liberal Nationalism."

(*Under review*). “‘Everything Which Is Not Reserved Is Given’: James Wilson, Popular Sovereignty, and the Federalist Doctrine of Plenary State Legislative Power” (with Kirstin Anderson Birkhaug—Hope College)

(*Under review*). “No Progress for the Wretched: Pascal on the Problem of Modern Temporal Consciousness.”

(*Under review*). “Consider the Whale: Herman Melville on the Promise and Perils of Democratic Politics.”

(*In progress*). “‘An Enthusiasm for Liberty and for the Dignity of the Human Race’: Tocqueville’s Master and Servant Reconsidered.”

(*In progress*). “Artificial Reciprocity: The Democratic Language of A.I. and Its Effects on Human Sociality” (with Utkarsh Ojha—Carnegie Mellon University)

(*In progress*). “Madness as Method: Epistemic Dissent, Democratic Imagination, and the Legacy of Don Quixote” (with Aleisha LaChette—UW-Madison).

(*In progress*). “Civic Disengagement in Democracies: The Moral Psychology of Political Disaffection.”

TEACHING

University of Wisconsin-Madison

Instructor of Record

- Deception and Politics (Spring 2023, Fall 2023)
- Critical Thinking and Expression: Arguments in Political Rhetoric (Spring 2025, Fall 2022)
 - Honored Instructor Award from UW-Madison Housing, Fall 2022

Teaching Assistant

- Modern Political, Economic, and Social Thought II (Spring 2022)
- Introduction to Political Theory (Fall 2021)

SELECTED CONFERENCE PARTICIPATION

Paper presentation. “Miguel de Unamuno and Spain’s Crisis of Identity.” 74th Annual MPSA. April 6, 2024.

Paper presentation. “Tocqueville on Democratic Historical Consciousness.” 74th Annual MPSA. April 5, 2024.

Paper presentation. “Does A.I. Speak Our Language?: A Gadamerian Assessment of Generative Language Models.” APSA Virtual Research Meeting - Artificial Intelligence: Concerns for Politics and for the Profession. February 8, 2024.

Invited panel presentation. “Nostalgia for Empire?: Ortega y Gasset’s Use of Memory during Spain’s Crisis of Identity.” Traditions of Latin American Political Thought and Constitutionalism—a conference within a conference at SPSA, New Orleans, LA. January 13, 2024.

Paper presentation. “Disassembling Dogma: The Intellectual Virtue of *Gnomē* in Epictetus’ Stoic Philosophy.” SPSA Conference, St. Pete’s Beach, FL. January 13, 2023.

Paper presentation. “Does A.I. Speak Our Language?: A Gadamerian Approach to Generative Language Models.” NPSA Conference. Boston, MA. November 2, 2023.

Paper presentation. “Cicero’s History of Roman Legal Rights.” 2022 APSA Conference, Montreal (online). September 16, 2022.

SERVICE

Graduate Fellow, Center for the Study of Liberal Democracy 2021 - present

Assistant Editor, VoegelinView 2022 - 2023

Advisor, Tom Sawyer Society (ISI Chapter) 2022 - 2023

Peer Reviewer

Political Research Quarterly, Journal of Politics, The Political Science Reviewer

Discussant

- Annette Zimmermann (UW-Madison, Philosophy Department), Chapter 6 in *Democratizing AI Deployment*. UW-Madison Political Theory Workshop. March 7, 2025.
- Adriana Alfaro Altamirano (Instituto Tecnológico Autónomo de México), “The Varieties of Judicial Empathy.” UW-Madison Political Theory Workshop. October 20, 2023.
- John Boersma (UW-Madison), “Adam Smith’s Eulogy for Self-Command.” UW-Madison Political Theory Workshop. April 2023.
- Catherine Zuckert (University of Notre Dame), “Personal Integrity v. Political Efficacy: Montaigne’s Response to Machiavelli.” UW-Madison Political Theory Workshop. October 14, 2022.
- Alan Kahan (CU Boulder), “Liberalism - An Incomplete History.” UW-Madison Political Theory Workshop. October 2021.
- Michelle T. Clarke (Dartmouth), “Curing Virtue: Epicureanism and Erotic Fantasy in Machiavelli’s *Mandragola*.” UW-Madison Political Theory Workshop. April 30, 2021.

Undergraduate Student Mentor 2022, 2024 - 2025

FELLOWSHIPS & AWARDS

2025. Center for the Study of Liberal Democracy Summer Research Grant (\$7,000), UW-Madison.

2024. Mildred Potter Hovland Journal Article Prize for “Does Artificial Intelligence Speak Our Language?” (\$750), UW-Madison

2024. Humane Studies Fellowship (\$5,000), Institute for Humane Studies

2024. UW-Madison University Fellowship (\$25,000)

2023. George Washington Statesmanship Fellowship (\$5,000), ISI

2022-2023. Scott A. Harris Graduate Fellowship, UW-Madison

2021-2024. Bradley Foundation Fellowship (\$6,000 per year)

2021. UW Summer Funding Initiative Fellowship (\$1,000)

2020-2021. UW-Madison University Fellowship (\$22,000)

2018-2019. Röpke-Wojtyła Fellowship (\$2,000), The Catholic University of America

2019 - Phi Beta Kappa & Phi Kappa Phi

LANGUAGES

Spanish (advanced), **Ancient Greek** (intermediate), **Latin** (intermediate), **French** (basic)

REFERENCES

Richard Avramenko, Professor & Director of SCETL, Arizona State University,
avramenko@asu.edu

Daniel Kapust, Professor, Political Science & Classical and Ancient Near Eastern Studies, University of Wisconsin-Madison, djkapust@wisc.edu

Joshua Dienstag, Professor, Political Science, University of Wisconsin-Madison, jdienstag@wisc.edu

Michelle Schwarze, Professor, Political Science, University of Wisconsin-Madison,
mschwarze@wisc.edu

RESEARCH INTERESTS

History of Political Thought (Ancient & Modern); National Identity; Historical Consciousness; Liberalism/Illiberalism; American Political, Constitutional, and Civic Thought; A.I. & Democratic Theory

TEACHING INTERESTS

History of Political Thought (Ancient & Modern); American Political, Constitutional, and Civic Thought; Tocqueville; The Idea of the Nation; Politics and Literature; Political Rhetoric; Deception and Politics

Denise Mayo Harle

EDUCATION

Duke University School of Law, J.D., *cum laude*, 2009

Duke Law Merit Scholarship

Executive Editor, Law & Contemporary Problems

Law Student Representative, Duke University Academic Integrity Council

Law School Representative, Duke Graduate & Professional Student Council

Research Assistant, Professors Stuart Benjamin and Barak Richman

Stanford University, M.A., Political Science, 2005 – PhD candidate (ABD)

Stanford Graduate Fellowship; satisfied PhD field requirements in American Politics, Political Organizations

Humanities & Science Representative, Stanford Graduate Student Council

Research Assistant, Hoover Institution, Professors John F. Cogan, Terry Moe, David W. Brady

Florida State University

B.S., *summa cum laude*, Major in Interdisciplinary Social Science | Minor in Philosophy, 2002

B.A., *summa cum laude*, Major in Psychology | Minor in Mathematics, 2002

Phi Beta Kappa; National Merit Scholar Fellowship; Mortar Board; Seminole Torchbearers Leadership Award

Vice-President, Golden Key International Honour Society

Student Member, Dean's Task Force on Ethics

LEGAL EXPERIENCE

Shutts & Bowen LLP, Tallahassee, FL

Partner, Appellate Practice Group and Constitutional Law Section

November 2023 – July 2025

- Ultimate responsibility for case strategy, briefing, and oral argument in administrative and constitutional litigation

Alliance Defending Freedom, Lawrenceville, GA / Tallahassee, FL (remote)

Legal Counsel, Senior Counsel, and Director, Center for Life

October 2017 – October 2023

- Led litigation team defending clients against government infringement on First Amendment rights of free speech, religious freedom, and conscience
- Defended legislation in state and federal courts nationwide against various constitutional claims
- Lead role in case strategy, briefing, oral argument, and public advocacy

Office of the Florida Attorney General, Tallahassee, FL

June 2015 – October 2017

Deputy Solicitor General

- Drafted appellate briefs and presented oral arguments on behalf in a variety of constitutional matters
- Lead role in case strategy, briefing, and argument in high-profile cases in state and federal trial and appellate courts

Greenberg Traurig, LLP, Los Angeles, CA

May 2011 – May 2015

Appellate / Litigation Associate

- Represented clients in state and federal matters including intellectual property, products liability, regulatory, false advertising, class actions, defamation, arbitration, fraud, and contract disputes
- Sole or lead associate on variety of high-stakes cases on appeal, on issues including constitutional questions and questions of statutory interpretation

- Substantial role in performing legal analysis and drafting persuasive appellate briefs

Supreme Court of Florida, Tallahassee, FL

August 2009 – May 2011

Judicial Clerk for the Honorable Justice Ricky L. Polston

- Prepared cases in matters including constitutional challenges, policy-based appeals, and statutory interpretation
- Drafted case analyses, memoranda, recommendations, and judicial opinions for the Court

BAR ADMISSIONS

California	U.S. Court of Appeals for the 9th Circuit
Florida	U.S. Court of Appeals for the 11th Circuit
Georgia	U.S. District Court, M.D. Fla.
U.S. Supreme Court	U.S. District Court, N.D. Fla.
U.S. Court of Appeals for the 2nd Circuit	U.S. District Court, S.D. Fla.
U.S. Court of Appeals for the 3rd Circuit	U.S. District Court, C.D. Cal.
U.S. Court of Appeals for the 5th Circuit	U.S. District Court, N.D. Cal.
U.S. Court of Appeals for the 7th Circuit	U.S. District Court, S.D. Cal.

TEACHING EXPERIENCE

Concordia University, St. Paul, MN

2022–present

Dissertation Faculty

- Advise as dissertation committee member for doctoral students assimilating research on a variety of subjects involving policy, sociology, technology, education, and health sciences.
- Provide critical feedback on writing technique and research methodology.

Duke University School of Law, Durham, NC

2007–2008

Teaching Assistant

Legal Analysis, Research, and Writing

Stanford University, Palo Alto, CA

2003–2005

Teaching Assistant

Introduction to American National Government and Politics

Politics and Public Policy

Justice

Political Power and American Cities

Campaigns, Voting, Media, & Elections

SELECT SPEECHES AND PROFESSIONAL PRESENTATIONS

Florida Federalist Society Young Lawyers Conference, Tampa, FL, *Breaking Bad Precedent: Strategies for Litigating to Overturn Flawed Rulings*, July 2025

Florida State University Institute for Governance & Civics, Tallahassee, FL, *Religious Liberty at the U.S.*

Supreme Court, April 2025

Florida State University Law, The Federalist Society, *Text, History, Tradition, and Constitutional Limits of the Second Amendment*, March 2025

Tallahassee Lawyers Chapter of the Federalist Society, Tallahassee, FL, *Florida Supreme Court Round-Up*, September 2024

Puerto Rico Lawyers Chapter of the Federalist Society, San Juan, P.R., *U.S. Supreme Court Trends and Updates on Religious Freedom*, September 2024

Pontifical Catholic University School of Law, Ponce, P.R., *Recent Developments in Free Exercise and Establishment Clause Jurisprudence*, September 2024

Gadsden County Civic Education Townhall, Quincy, FL, *Legal and Policy Breakdown of Constitutional Amendments on 2024 Florida Ballot*, September 2024

Florida Federalist Society Young Lawyers Conference, Coral Gables, FL, *Florida Supreme Court Round-Up*, July 2024

Liberty University Law School, The Federalist Society, Lynchburg, VA, *The First Amendment and the Commercial Speech Doctrine*, March 2024

PBS NewsHour, remote, *The abortion legal landscape a year after overturn of Roe v. Wade*, June 2023

Texas Review of Law & Politics Symposium, Austin, TX, *Legal Questions After Dobbs*, February 2023

Orange County Federalist Society Lawyers Chapter, Irvine, CA, *Breaking Down the Supreme Court's Dobbs Decision*, October 2022

University of Florida Law, The Federalist Society, Gainesville, FL, *The 14th Amendment After Dobbs*, October 2022

University of Toledo Law, The Federalist Society, Toledo, OH, *After Dobbs: The Future of Abortion Law in America*, September 2022

Ohio Northern University Law, The Federalist Society, Ada, OH, *Overturning Roe: Dobbs and the Future of Abortion*, September 2022

University of Virginia Law, The Federalist Society, remote, *Unpacking Dobbs v. Jackson Women's Health Organization*, July 2022

Senate Judiciary Committee, Washington, D.C., *A Post-Roe America: the Legal Consequences of the Dobbs Decision*, July 2022

Heritage Foundation, Washington, D.C., *Life After Roe Symposium*, July 2022

Americans for Fair Treatment, remote, *Implications of the SCOTUS Leak*, May 2022

Duquesne Law, The Federalist Society, Pittsburgh, PA, *Supreme Court Predictions: Dobbs, Fundamental Rights*,

and the Fourteenth Amendment, February 2022

Florida State University College of Medicine, Medical Students for Life, remote, *Health Care Conscience Rights*, February 2022

Florida Faith-Based and Community-Based Advisory Council Quarterly Meeting, Tallahassee, FL, *Impact of the U.S. Supreme Court on Florida's Laws*

Annual Florida Chapters Conference, The Federalist Society, Orlando, FL, *Dobbs and the Future of Abortion Law*, February 2022

Georgetown Law, The Federalist Society, remote, *Oral Argument Analysis and the Supreme Court's Dobbs Dilemma Over Stare Decisis*, December 2021

Villanova Law, The Federalist Society, Philadelphia, PA, *Stare Decisis and Substantive Due Process on the Docket*, October 2021

Oklahoma City University Law, The Federalist Society, Oklahoma City, OK, *Current Constitutional Disputes in State and Federal Abortion Law*, September 2021

University of Mississippi Law, The Federalist Society, Oxford, MS, *Mississippi Constitutional Blockbuster at the U.S. Supreme Court*, September 2021

Heartbeat International Annual Conference, Columbus, OH, *Speech Regulations and the First Amendment After NIFLA v. Becerra*, April 2021

Indiana University Students for Life, remote, *Breaking Down the Supreme Court's Decision in June Medical Services v. Russo*, October 2020

Georgia State Law, The Federalist Society, remote, *Higher Education: the Free Exchange of Approved Ideas?*, October 2020

Center for Bioethics & Human Dignity, remote, *Medical Conscience Rights and the First Amendment*, April 2020

The Federalist Society, remote, *Courthouse Steps Preview: June Medical Services v. Russo*, March 2020

NPR, remote, *Should Transgender Students Be Allowed To Compete In Women's Athletics?*, March 2020

Louisiana Association of Christian Lawyers, Lafayette, LA, *Current Legal Threats to Religious Liberty*, November 2019

National Institute of Family & Life Advocates Medical & Legal Summit, Virginia Beach, VA, *Medical Conscience Rights in Constitutional and Statutory Law*, May 2019

Florida State University College of Medicine, Medical Students for Life, Tallahassee, FL, *Legal Protections for Health Care Conscience Rights*, March 2019

University of Georgia Law, The Federalist Society, Athens, GA, *Medical Conscience Rights, Exemptions and the First Amendment*, March 2019

Louisiana Association of Christian Lawyers, Lafayette, LA, *U.S. Supreme Court Update on Compelled Speech and Religious Freedom*, November 2018

Wake Forest Law, Journal of Law & Public Policy Symposium, Winston Salem, NC, *Health Care Conscience Rights and Constitutional Conflicts*, October 2018

The Claremont Institute, remote, *Political Gerrymandering and Compelled Speech on the Docket*, April 2018

C-SPAN, Washington, D.C., *California's Reproductive FACT Act at the U.S. Supreme Court*, March 2018

SELECT PUBLICATIONS

Legal Considerations (book chapter), Christina Beaudoin, Professional Developments in Exercise Science, (Routledge 2026)

"The People and Their Elected Lawmakers": An Update on Democracy and Federalism in Post-Dobbs America, 27 Tex. Rev. L. & Pol. 649 (2023)

Abortion Laws in Oklahoma Subject of Fractured Decision at State Supreme Court, The FedSoc Blog, June 2023

Guilford County decides to respect the First Amendment, Greensboro News & Record, Feb. 2022

Virginia's Withdrawal from ERA Ratification Lawsuit Benefits Women, Townhall, Feb. 2022

Virginia Values Act tramples freedom, *Richmond Times-Dispatch*, Oct. 2020

Supreme Court Should Rule for the FDA In COVID-19 Abortion Suit, The Daily Wire, Sept. 2020

NIFLA Decision Affirms First Amendment's Purpose: Protect Minority Viewpoints, Jurist, July 2020

La. Abortion Law At Issue In High Court Case Protects Women, Law360, Mar. 2020

A long-awaited opportunity to close the loophole on third-party standing, SCOTUSblog, Jan. 2020

New York's latest bid to bully the religious, New York Post, Nov. 2019

7 Year Curriculum Vitae

Norton, Douglas Alan

October 04, 2024

General Information

Professional Preparation (Highest Degree Only)

2016 Ph.D., Florida State University, Tallahassee, FL. Major: Economics.

Professional Experience

2023–present Director, Philosophy, Politics, and Economics, Florida State University.

2020–present Teaching Faculty I, Economics, Florida State University.

2018–2020 Postdoctoral Scholar, Hilton Center, Florida State University.

2017 Senior Economist, MobLab.

Honors, Awards, and Prizes

Outstanding Teaching in the Major, Florida State University (2023).

Teaching

Courses Taught

Introduction to Philosophy, Politics, and Economics (IDS2118)

Honors in the Major Research (ECO4934)

Intermediate Microeconomic Theory (ECO3101)

Introduction to Econometrics (ECO4421)

Economics of State and Local Government (ECO4554)

Special Topics in Economics (ECO3933)

Economics of Health (ECP4530)

Religious Pluralism & Pub Ed (ECO4905)

New Course Development

Introduction to Philosophy, Politics, and Economics (2023)

Economics of the Family and Religion (2021)

Bachelor's Committee Chair

Combs, C. J., graduate. (2024). *The Effect of Mandatory Lost and Stolen Firearms Report Laws*.
Miller, K. H., graduate. (2023). *Direct Primary Care in the Southeast United States*. Retrieved
from <https://diginole.lib.fsu.edu/islandora/object/fsu:854932>

Research and Original Creative Work

Publications

Refereed Journal Articles

Boosey, L., Isaac, R. M., Norton, D. A., & Stinn, J. (2020). "Cooperation, Contributor Types, and Control Questions". *Journal of Behavioral and Experimental Economics*, 85. Retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S2214804319300783?via%3Dihub> doi:<https://doi.org/10.1016/j.socec.2019.101489>

Gibson, J., Norton, D. A., & White, R. A. (2019). "The Backward Hustle: An Experimental Investigation of Tax Code Notches and Labor Supply". *Journal of Economic Behavior & Organization*, 166, 432-445. Retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S0167268119302318> doi:<https://doi.org/10.1016/j.jebo.2019.07.011>

Isaac, R. M., Norton, D. A., & Pevnitskaya, S. (2018). "A New Experimental Mechanism to Investigate Polarized Demands for Public Goods". *Experimental Economics*, 22, 585-609. Retrieved from <https://link.springer.com/article/10.1007/s10683-018-9593-0>

Invited Book Chapters

Gunnthorsdottir, A., & Norton, D. A. (2018). The role of culture in experimental economics. In Anna Gunnthorsdottir, & Douglas A. Norton (Eds.), *Research in Experimental Economics Volume 20: Experimental Economics and Culture*. Bingley, UK: Emerald Press.

Refereed Book Chapters

Norton, D. A. (2018). "A note on qualitative methods in experimental economics". In Anna Gunnthorsdottir, & Douglas A. Norton (Eds.), *Research in Experimental Economics Volume 20: Experimental Economics and Culture*. Bingley, UK: Emerald Press. Retrieved from <https://www.amazon.com/Experimental-Economics-Culture-Research->

[Book-ebook/dp/B07GDHJVTC](https://book-ebook.dp/B07GDHJVTC)

Contracts and Grants

Contracts and Grants Funded

Norton, D. A., & Gibson, J. (Feb 2020–2025). *Understanding the Relationship between Notches, Poverty, and the Importance of Dynamic Decision Making*. Funded by Charles Koch Foundation. Total award \$56,000.

Norton, D. A., & White, R. (Dec 2014–2019). *What Creates Poverty Traps? How Can We Escape Them?: An Experimental Analysis*. Funded by Charles Koch Foundation. Total award \$4,500.

Isaac, R. M., Norton, D. A., & Pevnitskaya, S. (Dec 2008–2019). *Political and Economic Institutions Regarding the Siting of Energy Facilities*. Funded by Institute for Energy Systems, Economics, and Sustainability. Total award \$115,556.

Service

Florida State University

FSU University Service

Liberal Studies Curriculum Reviewer, Liberal Studies Curriculum Committee (2021–present).

FSU Institute or Center Service

Assistant Director, Hilton Center (2020–present).

The Profession

Series Editor for Books

Research in Experimental Economics (2010–present).

Guest Reviewer for Refereed Journals

Contemporary Economic Policy (2023–present).

Review of Economics Education (2023–present).

Journal of Economic Psychology (2021–present).

Journal of Urban Economics (2019–present).

Public Finance Review (2019–present).

Faith and Economics (2016–present).

Experimental Economics (2015–present).

Public Choice (2014–present).

Southern Economic Journal (2014–present).

Journal of Economic Behavior and Organization (2012–present).

The Community

Faculty Advisor, Philosophy, Politics, and Economics at Florida State University (2023–present).

Faculty Advisor, College Republicans at FSU (2021–present).

Consultation

General Education Core Courses Faculty Discipline Committee. (2023).

Seminars

Norton, D. A. (2023). *PPE Seminar*. Philosophy, Politics, and Economics.

Norton, D. A. (2021). *Economics Education Seminar, Founder and Organizer*.

Norton, D. A. (2021–2023). *Professors and Practitioners Seminar, Founder and Organizer*.

7 Year Curriculum Vitae

Viola Simone May

Last Revised: July 26, 2025

General Information

University address: Counselor Education
Educational Psychology and Learning Systems
Anne Spencer Daves College of Education, Health, and Human Sciences
Stone Building
Florida State University
Tallahassee 32304-FL

E-mail address: vmay@fsu.edu

Web site: <https://education.fsu.edu/faculty-and-staff/dr-simone-may>

Professional Preparation (Highest Degree Only)

2017 Ph.D., Auburn University. Major: Counselor Education and Supervision.

May, V. S. (2017). *Job Satisfaction and Work-life Balance among Racial Minority Faculty*. Unpublished doctoral dissertation, Auburn University.

Professional Credential(s)

2024–present Licensed Mental Health Counselor #23226.

2014–present National Certified Counselor.

Professional Experience

2024–present Associate Teaching Professor, Educational Psychology & Learning Systems, Florida State University. Responsible for teaching and clinical coordination (90% of AOR).

Honors, Awards, and Prizes

CEHHS Graduate Teaching Award Nomination, CEHHS Faculty Advisory Board (FAB) (2024).

Innovation in Teaching Award Nomination, The University Teaching and Advising Awards Committee (2024).

University Excellence in Teaching Award Nomination, Office of the Provost and Executive Vice President for Academic Affairs (2020).

Fellowship(s)

Postdoctoral Teaching Fellowship (2017–2018).

Current Membership in Professional Organizations

American Association for Multicultural Counseling & Development (AMCD)

American Counseling Association (ACA)

American Mental Health Counselors Association

Association for Counselor Education and Supervision (ACES)

Chi Sigma Iota International Honor Society

Florida Counseling Association

Florida Mental Health Counselors Association

Southern Association for Counselor Education and Supervision (SACES)

Teaching

Courses Taught

Adult Development and Psychopathology (CLP6169)

Family Therapy (MHS5435)

Internship (SDS5820)

Practicum in Counseling and Rehabilitation (MHS5801)

Trauma & Crisis Intervention (MHS6466)

Substance Abuse and Addictions Counseling (MHS6450)

Human Sexuality (SOW5153)

Psychosocial and Multicultural Aspects of Counseling (MHS5060)

Clinical Practice

Morse Therapy Group, Tallahassee, FL; provide individual and group therapy for adults (18+) seeking to process and effectively manage depression, anxiety, trauma and stress related issues, and inter- and intrapersonal conflicts (2024)

Supervision of Clinical Practice

Serve as the Clinical Coordinator & Faculty Supervisor for the Clinical Mental Health Counseling students (20+ students annually). Supervise student clinical practice experience, facilitate group supervision class, conduct site visits, establish community partnerships, mediate site/supervisor and student issues, and collaborate with CE faculty to promote student success while upholding CACREP and program standards (2024)

New Course Development

Ethical, Legal and Professional Issues in Counseling (2023)
Advanced Clinical Practice (DIS) (2020)

Research and Original Creative Work

Publications

Refereed Journal Articles

Appling, B., Tuttle, M., & May, V. S. (2019). The experiences of school counselors who collaborate with clinical mental health counselors. *Professional School Counseling*, 23(1), 1-10. doi:[10.1177/2156759X19882660](https://doi.org/10.1177/2156759X19882660)

Refereed Book Chapters

May, V. S., Fucillo, S., & Murphy, P. (2025). Validating student identities through culturally responsive curriculum. In Rick Rantz, & LeeAnne McNulty (Eds.), *Culturally Responsive Curriculum in Higher Education*. IGI Global Scientific Publishing.

Yoon, E., Morgan, M., & May, V. S. (2022). Preparing LGBTQ+ students for postsecondary transitions through career development. In Erik M. Hines, & Laura Owen (Eds.), *Equity-Based Career Development and Postsecondary Transitions: An American Imperative*. Information Age Publishing, Inc. Retrieved from <https://www.infoagepub.com/products/Equity-Based-Career-Development-and-Postsecondary-Transitions>

May, V., & Fucillo, S. (2018). Trauma sensitive interventions for children and adolescents. In Chandler Cox, & Jennifer Jordan (Eds.), *Clinical Interventions for Counseling Children and Adolescents: A Toolbox for School-Based Therapist & School Counselors*. Columbia, SC: CreateSpace Independent Publishing.

Presentations

Invited Presentations at Conferences

Tuttle, M., Appling, B., & May, S. (presented 2020). *School counselor collaboration with clinical mental health counselors: Experiences, practices, and implications*. Presentation at California Association of School Counselors (CASC) Conference, California Association of School Counselors, Virtual. (State)

Refereed Presentations at Conferences

May, V. S., & Fucillo, S. (presented 2024, March). *The missing link: Substance use intervention for youth offenders*. Presentation at National Youth Advocacy and Resilience, Georgia Southern University Continuing & Professional Education, Savannah, GA. (National)

Murphy, P., & May, V. S. (presented 2023). *Race-based trauma: Its relevance and prevalence in counselor education*. Presentation at Association for Counselor Education and Supervision, Association for Counselor Education and Supervision, Denver, CO. (National)

Fucillo, S., Murphy, P., & May, V. S. (presented 2023). *There are levels to this: Developing and managing an intercollegiate research team in Counselor Education programs*. Presentation at Association for Counselor Education and Supervision, Association for Counselor Education and Supervision, Denver, CO. (National)

Murphy, P., Fucillo, S., & May, S. (presented 2020, July). *Building and maintaining an effective intercollegiate research team*. Presentation at Southern Association for Counselor Education and Supervision, Southern Association for Counselor Education and Supervision. (National)

Fucillo, S., & May, V. (presented 2020, April). *Words that heal: Exploring race-based trauma treatment training methods*. Presentation at American Counseling Association, The American Counseling Association, Virtual. (National)

Carney, J., May, V. S., Veal, K., & Powers, D. (presented 2020, February). *Mentoring beginning faculty and doctoral students in academia: Building supports and strategies*. Presentation at Eastern Educational Research Association, Eastern Educational Research Association, Orlando, FL. (Regional)

Fucillo, S., & May, V. (presented 2018, November). *The missing link: A 15-year content analysis exploring race-based trauma among juvenile delinquents*. Poster presentation at American Counseling Association, International Association of Addictions and Offender Counselors, New Orleans, LA. (National)

Refereed Presentations at Symposia

Morse, T., & May, V. S. (presented 2024, May). Group Therapy Can Save the World: How You Can Help. In Taylor Thompson, PhD (Chair), *Florida Psychological Association*. Presentation at the meeting of Florida Psychological Association, Tallahassee, FL. (State)

Invited Workshops

Fucillo, S., Murphy, P., May, S., & Coyt, H. (2020, July). *Research Team Collaboration with Doctoral and Masters' Students [Webinar]*. Workshop delivered at Southern Association for Counselor Education and Supervision. (Regional) Retrieved from <http://saces.wildapricot.org/news/9070734>

Nonrefereed Workshops

May, V. (2019, June). *Creating Professional Posters and Manuscripts*. Workshop delivered at Counseling Student Research Organization, Tallahassee, FL. (Local)

Contracts and Grants

Contracts and Grants Funded

May, V. S. (Jan 2024–Dec 2024). *That's Genius! Using Simulations to Enhance Counseling Students' Clinical Skills*. Funded by Student Technology Fee Advisory Committee. Total award \$29,500.

Contracts and Grants Denied

Fucillo, S., & May, V. (Aug 2019). *Words that Heal: Exploring Race-based Trauma Training and Treatment Methods*. Submitted to SACES. Unspecified award amount.

Service

Florida State University

FSU University Service

Panelist, FSU Office of Faculty Development and Advancement (2022).

FSU College Service

Program Representative, Harold F. Cottingham Colloquium (2023).

College Marshal, Commencement Spring 2023 (2023).

College Marshal, Commencement Fall 2022 (2022).

FSU Department Service

Committee Member, EPLS Faculty Search Committee (2024–present).

Committee Member / Reviewer, EPLS Curriculum Review Committee (2024–present).

Committee Member / Reviewer, EPLS Annual Evaluation Review Committee (2024–present).

Member, Scholarship Committee (2021–2023).

Panelist, Specialized Faculty Mentoring Session (2023).

Member, Faculty Search Committee (2022).

Member, Foundation Committee (2019–2020).

Member, Faculty Search Committee (2019).

FSU Program Service

Faculty Advisor, Lambda Sigma Mu (2021–present).

NBCC Campus Coordinator, National Board of Certified Counselors (NBCC) (2019–present).

CACREP Liaison, Program Accreditation (2022–2023).

Faculty Advisor, Counseling Student Research Association (CSRA) (2018–2020).

The Profession

Editorial Board Membership(s)

Journal of Intercultural Disciplines (2018–2019).

Guest Reviewer for Refereed Journals

Eurasian Journal of Educational Research (2020).

Professional School Counseling (2019).

Reviewer for Textbooks

Psychology of Black Womanhood in the U.S (2023).

Service to Professional Associations

Guest Speaker, Mental Health in Healthcare, National Society of Black Women in Medicine (FSU Chapter) (2024).

Proposal Reviewer, Florida Counseling Association Conference (2023).

Proposal Reviewer, 3rd Annual FL CSI Florida Statewide Conference, Chi Sigma Iota (CSI) (2022).

Co-chair, International Association of Addictions and Offender Counselors (2020–2021).

The Community

Member, Minority Mental Health Taskforce, Minority Mental Health Taskforce (2023–present).

Director, Guntersville 3-on-3 Basketball Tournament (2015–present).

Volunteer, Holiday Distribution (Monticello), Second Harvest of the Big Bend (2024).

Volunteer, Lott's Community Garden, Second Harvest of the Big Bend (2024).

Podcast Guest, Podcast, Conversations with Nicole (CWN) (2023).

Exhibitor, Black Cheer and Dance Competition, Dynamic Xplosion Cheer, Inc (2023).

Guest Speaker, PULSE Student Academy (2023).

Guest Speaker, Speak Up, Reach Out Program, Jack and Jill of America Inc (2022).

Volunteer, Envision No Hunger Telethon, Second Harvest of the Big Bend & WTXL (2020).

Volunteer, Community Thanksgiving Dinner, Project Annie, Inc (2019).

Volunteer, North Florida Boys Town, Serve Tallahassee (2019).

7 Year Curriculum Vitae

Michael Ralph Hammock

Last Revised: February 10, 2025

General Information

University address: Economics
COLLEGE OF SOCIAL SCIENCES AND PUBLIC POLICY
Bellamy Building 0285
Florida State University
Tallahassee, Florida 32306-2180

E-mail address: mhammock@fsu.edu

Professional Preparation (Highest Degree Only)

2010 PhD, Emory University. Major: Economics.

Professional Experience

2021–present Teaching Faculty II, ECONOMICS, Florida State University.

2016–2021 Teaching Faculty I, ECONOMICS, Florida State University.

Honors, Awards, and Prizes

University Teaching Award for Foundational Course Excellence, Florida State University (2022).
(\$2,000).

Current Membership in Professional Organizations

American Economic Association

Teaching

Courses Taught

Principles of Microeconomics (ECO2023)
Economics and the Law (ECP3451)

Principles of Macroeconomics (ECO2013)
Economics Internship (ECO4941)
Debating Economic Issues (ECO3004)

Bachelor's Committee Member

Bogle, S., student. *How Zimbabwean Women Craft Legislation on Women's Issues.*
Whitney, S. J., student. *SB1070 and Racial Profiling.*

Service

Florida State University

FSU Department Service

Administrative Director, Economics Undergraduate Program (2017–present).

Member, Undergraduate Studies Committee (2017–present).

Advisor, The Economics Club at FSU (2016–present).

Committee member, Policy Committee (2024–2025).

Committee member, Policy Committee (2022–2023).

Committee Member, Annual Evaluation Committee (2021–2022).

Author and Organizer, Revision of Teaching Faculty Promotion Guidelines (2021–2022).

7 Year Curriculum Vitae

Simona Andrei

February 16, 2025

General Information

University address: Economics
Bellamy Building, 113 Collegiate Loop
Florida State University
Tallahassee 32304-FL

E-mail address: sandrei@fsu.edu

Professional Preparation (Highest Degree Only)

2009 Ph.D., University of Maryland, College Park. Major: Economics. Supervisor:
Roger Betancourt.

Simona Andrei. (2009). *To Lohn or Not to Lohn--a Puzzle in Subcontracting
Arrangements: Theory and Evidence*. Unpublished doctoral
dissertation, University of Maryland, College Park.

Nondegree Education and Training

2025 NABE Economic Policy Conference, attendee.

2024 AEA Conference on Teaching and Research in Economic Education
(CTREE), attendee.

2023 AEA Conference on Teaching and Research in Economic Education
(CTREE), attendee.

Professional Experience

2022–present Assistant Teaching Professor, Department of Economics, Florida State
University.

2019–2022 Adjunct Faculty, Department of Economics, Florida State University.

2019–2021 Vice President, Economists Incorporated.

2017–2019 Senior Managing Consultant, Berkeley Research Group LLC.

Current Membership in Professional Organizations

American Economic Association
National Association for Business Economics

Teaching

Courses Taught

Financial Markets, the Banking System, and Monetary Policy (ECO3223)
Applied Microeconomics II (ECO5117)
Labor Economics (ECP3203)
SAS for Economists (ECO5417)
Business Organization and Market Structure (ECP3403)

New Course Development

Programming for Economists (2025)
Special Topics: Python for Economists (2025)

Bachelor's Committee Member

Kukanza, A. M., student. *The Intertemporal Effects of Peer-to-Peer Reimbursement on Fairness and Ownership*.

Service

Florida State University

FSU College Service

Member, Specialized Faculty Committee (2024–present).

Member, Review Committee, Dunaway Family Economics Excellence Scholarships (2024).

FSU Department Service

Assistant Director, Master's in Applied Economics Program (2022–present).

Faculty Advisor, National Association for Business Economics FSU Chapter (2021–present).

7 Year Curriculum Vitae

Shawn Kantor

July 20, 2025

General Information

University address: Economics
 College of Social Sciences & Public Policy
 Bellamy Building 150D
 Florida State University
 Tallahassee, Florida 32306-2180

E-mail address: skantor@fsu.edu

Professional Preparation (Highest Degree Only)

1991 PhD, California Institute of Technology. Major: Social Science. Economics.

Professional Experience

2015–present Director, L. Charles Hilton Jr. Center for the Study of Economics Prosperity and Individual Opportunity, Florida State University.

2015–present L. Charles Hilton Jr. Distinguished Professor, Economics, Florida State University.

1997–present Research Associate, Development of the American Economy, National Bureau of Economic Research.

Current Membership in Professional Organizations

American Economic Association

Teaching

Courses Taught

Economic Development: Theory and Problems (ECS5015)

Government Regulation of Business (ECP4413)

Quant Workshop (ECO6938)

Honors Work (ECO4934)
 Directed Individual Study (ECO5906)
 Free to Choose (ECO3130)
 Principles of Macroeconomics (ECO2013)
 Social Control of Business (ECP5415)

Doctoral Committee Chair

Goldstein, E., graduate. (2022). *Essays in Child Welfare and Long-Run Economic Well-Being*. Retrieved from http://purl.flvc.org/fsu/fd/2022_Goldstein_fsu_0071E_17000

Baron, E. J., graduate. (2020). *Essays in Public Finance and the Economics of Education: Evidence from Wisconsin*. Retrieved from http://purl.flvc.org/fsu/fd/2020_Spring_Baron_fsu_0071E_15764

Wallace, C. T., graduate. (2020). *Essays in Public Economics*. Retrieved from http://purl.flvc.org/fsu/fd/2020_Spring_Wallace_fsu_0071E_15771

Chiu, K., graduate. (2019). *"Impacts of Health Care Capital Controls on Health Outcomes and Regional Competition"*. Retrieved from http://purl.flvc.org/fsu/fd/2019_Summer_Chui_fsu_0071E_15397

Trost, B. A., graduate. (2019). *"Essays in Applied Microeconomics: Topics in Urban and Education Economics"*. Retrieved from http://purl.flvc.org/fsu/fd/2019_Spring_Trost_fsu_0071E_15123

McCloy, S. A., doctoral candidate.

Doctoral Committee Cochair

Pawlowski, S. A., graduate. (2023).

Rooney, T., graduate. (2022). *Essays in Development Economics*. Retrieved from http://purl.flvc.org/fsu/fd/2022_Summer_Rooney_fsu_0071E_17300

Landgraf, S. W., graduate. (2018). *"Three Essays on Competition in Regional Oligopoly"*. Retrieved from http://purl.flvc.org/fsu/fd/2018_Su_Landgraf_fsu_0071E_14719

Doctoral Committee Member

Park, P., graduate. (2025).

Hess, K., graduate. (2022). *Three Essays on Business-State Relations in Authoritarian Regimes*. Retrieved from http://purl.flvc.org/fsu/fd/Hess_fsu_0071E_17313

Maillet, A., graduate. (2022). *Essays on Policy and Women's Health*. Retrieved from http://purl.flvc.org/fsu/fd/2022_Maillet_fsu_0071E_16996

MacDonald, D., graduate. (2020). *Income Inequality and Mass Support for Redistribution*. Retrieved from http://purl.flvc.org/fsu/fd/2020_Spring_Macdonald_fsu_0071E_15804

Bailey, J., doctoral candidate.

Bachelor's Committee Chair

Fitzgerald, J., graduate. (2020). *"Breaking the Rainbow Ceiling: LGBT+ Employment Discrimination Litigation and Labor Impacts"*.

Research and Original Creative Work

Program of Research and/or Focus of Original Creative Work

Economics of innovation; regional/urban economics; U.S. economic history; political economy; and public economics.

Publications

Refereed Journal Articles

Kantor, S., Kitchens, C., & Pawlowski, S. (2020). "Civil Asset Forfeiture, Crime, and Police Incentives: Evidence from the Comprehensive Crime Control Act of 1984". *Economic Inquiry*, 59, 217-242. doi:<https://doi.org/10.1111/ecin.12952>

Kantor, S., & Whalley, A. (2019). "Research Proximity and Productivity: Long-Term Evidence from Agriculture". *Journal of Political Economy*, 127, 819-854. doi:<http://dx.doi.org/10.1086/701035>

Edited Books

Kantor, S., & Kitchens, C. T. (Eds.). (2025). *Research in Economic History, volume 38*. Emerald Publishing.

Invited Book Chapters

Baron, E. J., Kantor, S., & Whalley, A. (2018). "Extending the Reach of Research Universities: A Proposal for Productivity Growth in Lagging Communities". In Jay Shambaugh, & Ryan Nunn (Eds.), *Place-Based Policies for Shared Economic Growth* (pp. 157-184). Washington, DC: Brookings Institution.

Presentations

Invited Papers at Conferences

Kantor, S. (presented 2024, September). *"Moonshot: Public R&D and Economic Growth"*. Paper presented at Symposium on the Macroeconomics of Space, National Aeronautics and Space Administration (NASA), Office of Technology, Policy, and Strategy, Washington, DC. (National)

Kantor, S. (presented 2024, April). *"The Economic Legacy of the Space Race in the United States"*. Paper presented at The Business of Space Conference: Economics, Commerce, and Sustainability of New Space, University of Alabama, Huntsville, Huntsville, AL. (International)

Kantor, S. (presented 2023, April). *"Outside Options, Wages, and Innovation: Evidence from Draft Dodging"*. Paper presented at Caltech Conference in Honor of Philip T. Hoffman, California Institute of Technology, Pasadena, CA. (International)

Kantor, S. (presented 2019, September). *"Space Race: Automation Innovation and Labor's Share"*. Paper presented at the meeting of Economic History Association, Atlanta, GA. (International)

Kantor, S. (presented 2018, October). *"Space Race Technology and the Impact on Jobs in U.S. Cities"*. Paper presented at the meeting of Urban Economics Association, New York, NY. (International)

Kantor, S. (presented 2018, September). *"The Role of Education in Strengthening Regions"*. Paper presented at Forum on "Place-Based Policies for Shared Economic Growth", Brookings Institution, Washington, DC. (National)

Invited Keynote and Plenary Presentations at Conferences

Kantor, S. (presented 2022, October). *"The Geography of Knowledge Spillovers and Economic Growth"*. Keynote presentation at Florida Workshop in Applied and Theoretical Economics, University of South Florida, Tampa, FL. (State)

Invited Presentations at Conferences

Kantor, S. (presented 2022, July). *Comments on "From Public Labs to Private Firms: Magnitude and Channels of R&D Spillovers" by Antonin Bergeaud, Arthur Guillouzouic, Emeric Henry, and Clement Malgouyres*. Presentation at Science of Science Funding Summer Institute, National Bureau of Economic Research, Cambridge, MA. (International)

Invited Workshops

Kantor, S. (2023, May). *"Outside Options, Wages, and Innovation: Evidence from Draft Dodging"*. Workshop delivered at Harvard Business School, Entrepreneurial Management Unit, Cambridge, MA. (Local)

Kantor, S. (2022, October). *"Place Based Policies and Innovation"*. Workshop delivered at National Bureau of Economic Research & National Science Foundation Workshop on Regional Innovation Engines, Arlington, VA. (National)

Kantor, S. (2019, April). *"Space Race: Automation Innovation and Labor's Share"*. Workshop delivered at Dept of Economics, University of Colorado, Boulder, CO. (Local)

Kantor, S. (2019, March). *"Space Race: Automation Innovation and Labor's Share"*. Workshop delivered at National Bureau of Economic Research, Cambridge, MA. (Local)

Digital Projects

Nonrefereed Digital Projects

Fishback, P. V., & Kantor, S. (Author). (2018). *New Deal Studies* [Digital Collection]. Inter-university Consortium of Political and Social Research. Retrieved from <http://doi.org/10.3886/E101199V1>

Fishback, P. V., & Kantor, S. (Author). (2018). *Origins of Workers' Compensation* [Digital Collection]. Inter-university Consortium of Political and Social Research. Retrieved from <http://doi.org/10.3886/E107361V1>

Contracts and Grants

Contracts and Grants Funded

Kantor, Shawn (PI). (Apr 2016–Feb 2024). *L. Charles Hilton Jr. Center for Study of Economic Prosperity & Individual Opportunity*. Funded by Charles Koch Foundation. (F08246). Total award \$2,540,200.

Postdoctoral Supervision

Norton, D. A. (Jan 2018–May 2020).

Additional Research or Original Creative Work Not Reported Elsewhere

Kantor, S., Novaes de Amorim, Arthur, & Whalley, A. (2024). *"Researchers, Ideas, and*

Economic Growth: Evidence from Vietnam War Draft Avoidance" (submitted to the Quarterly Journal of Economics).

Dittmann, A., Goldstein, E., Kantor, S., & Whalley, A. (2024). *"Social Class Backgrounds and Labor Market Outcomes of American Scientists in the 1960s" (work in progress).*

Cockriel, W., Kantor, S., & Whalley, A. (2024). *"The Cultural Foundations of Innovative Productivity" (work in progress).*

Service

Florida State University

FSU University Service

Member, Ad hoc Committee to Review Tenure-upon-Appointment Process (2024).

Member, University Promotion & Tenure Committee (2023–2024).

Member, University Promotion & Tenure Committee (2017–2018).

FSU College Service

Member, College Executive Committee (2016–present).

Member, College Promotion and Tenure Committee (2023–2025).

Member, College Strategic Directions Committee (2018–2019).

Member, College Promotion and Tenure Committee (2016–2018).

FSU Department Service

Chair, Annual Evaluation Committee (2024–2025).

Member, Department & Center for Demography and Population Health Faculty Search Committee (2024–2025).

Chair, Department & Institute for Governance and Civics Faculty Search Committee (2024–2025).

Member, Graduate Committee (2023–2025).

Co-Chair, Department Faculty Search Committee (2023–2024).

Member, Annual Evaluation Committee (2022–2023).

Chair, Department Faculty Search Committee (2022–2023).

Member, Department Faculty Search Committee (2019–2020).

Member, Department Executive Committee (2015–2018).

FSU Institute or Center Service

Director, L. Charles Hilton Jr. Center for the Study of Economic Prosperity and Individual Opportunity (2015–present).

The Profession

Editor for Refereed Journals

Co-editor, *Research in Economic History* (2021–present).

Editorial Board Membership(s)

Journal of Economic Perspectives (2021–2023).

Guest Reviewer for Refereed Journals

Journal of Development Economics (Jul 2025).

Economic Journal (Nov 2024).

Review of Economic Studies (Nov 2024).

Journal of Development Economics (Oct 2024).

Journal of Political Economy (Aug 2024).

Proceedings of the National Academy of Sciences (Mar 2024).

Review of Economics & Statistics (Mar 2024).

Journal of Political Economy (Sep 2023).

Journal of Urban Economics (Apr 2023).

Journal of Political Economy (Feb 2023).

Quarterly Journal of Economics (Jun 2022).

University of Chicago Press, Markets and Governments in Economic History series (Jun 2022).

Economics Letters (Mar 2022).

Review of Economics and Statistics (Mar 2022).

Qualitative Criminology (Feb 2022).

Reviewer for Textbooks

The Oxford Handbook on the "New" Space Economy (2024).

Reviewer or Panelist for Grant Applications

Canada Social Science and Humanities Research Council (2025).

National Science Foundation, EPSCoR Research Fellows Program (2022).

National Science Foundation, Economics (2022).

National Science Foundation, Graduate Research Fellowship Program Review Panel (2019–2021).

National Science Foundation, Economics Program Review Panel (2018–2020).

Service to Professional Associations

Committee member, Review of the Small Business Innovation Research and Small Business Technology Transfer Programs at NASA, National Academies of Sciences, Engineering, and Medicine (2023–present).

Research Mentor, Serve as a research mentor to two CBE Research Fellows, Center for Black Entrepreneurship (CBE) (2025).

Paper Selection Committee and Local Arrangements Committee, Cliometrics Society (2018).

Nominating Committee Member, Economic History Association (2018).

Service to Other Universities

Promotion to Full Professor Review, *University at Albany, SUNY* (2025).

Promotion to Full Professor Review, *Auburn University* (2024).

Academic Program Review of the Department of Economics, *Auburn University* (2022).

Tenure Review, *University of Colorado, Boulder* (2020).

The Community

Ad hoc presenter, Gave a lecture on personal finance to new permanent U.S. government employees that focused on retirement saving, Sawtooth Interagency Hotshot Crew, U.S. Forest Service (2023).

Consultation

Hourigan, Kluger & Quinn. Expert for the plaintiff in a legal case related to the defendant's status as an independent contractor or employee (2025–present).

Durio, McGoffin, Stagg & Guidry. Served as an expert for the plaintiffs in a set of legal cases alleging violations of the Fair Labor Standards Act (2022–2023).

7 Year Curriculum Vitae

Martin T Kavka

April 11, 2025

General Information

University address: Religion
College of Arts and Sciences
Dodd Hall 0115
Florida State University
Tallahassee, Florida 32306-1520
Phone: 850-559-4412

E-mail address: mkavka@fsu.edu

Web site: <http://religion.fsu.edu/person/martin-kavka>

Professional Preparation (Highest Degree Only)

2000 Ph.D., Rice University, Houston TX. Major: Religion. Supervisor: Edith Wyschogrod.

Martin Kavka. (2000). *Being and Nonbeing: The Appropriation of the Greek Concept of "to mē on" in Jewish Thought*. Unpublished doctoral dissertation, Rice University, Houston TX.

Professional Experience

2015–present Professor, Florida State University.

2015–present Director, Program in Interdisciplinary Humanities, Florida State University.

Honors, Awards, and Prizes

Nominee, FSU Distinguished Teaching Professor (2022).

Current Membership in Professional Organizations

American Academy of Religion
Association for Jewish Studies

Levinas Research Seminar
Society for Continental Philosophy in a Jewish Context
Society for Jewish Ethics
Society for Phenomenology and Existential Philosophy

Teaching

Courses Taught

Responses to the Holocaust (IDS3197)
Phenomenology (RLG5906)
Departmental Colloquium (RLG5921)
Directed Individual Study (REL4905)
Jewish Ethics (REL3623)
Readings for Examination (RLG6904)
What Is Religion? What Is Religious Studies? (REL4044)
Professional Development (RLG5937)
Honors Work (REL4932)
Jewish Ethics (REL3171)
Critics of Religion (REL3431)
Introduction to World Religions (REL1300)
The Jewish Tradition (REL3607)
Seminar: Introduction to the Study of Religion (RLG5035)
American Judaism (REL4304)
Exodus (REL4290)
Kant and Hegel (RLG5906)

Doctoral Committee Chair

Carpenter, J., graduate. (2024).
Gordon, R., doctoral candidate.
Livingston, W. R., doctoral candidate.
Lovestone, L. R., doctoral candidate.

Doctoral Committee Member

Greene, T. H., graduate. (2023).
Waters, J. W., graduate. (2023).
Carrico, T. J., graduate. (2022).
Harry, R. E., graduate. (2022).
Cole, J. E., graduate. (2021).
Arredondo, L. G., graduate. (2020).

Aldridge, C. J., doctoral candidate.
 Davis, S. M., doctoral candidate.
 Woodward, T. L., doctoral candidate.

Doctoral Committee University Representative

Dupree, M. L., graduate. (2024).
 Cooper, G. D., graduate. (2023).
 Killeen, D. C., graduate. (2023).
 Wild, J. R., graduate. (2023).
 Grinbergs, I., graduate. (2023).
 Christman, A. P., graduate. (2023).
 Bierson, M. T., graduate. (2022).
 Banini, J. S., graduate. (2022).
 Reed, T., graduate. (2022).
 Rutledge, K. E., graduate. (2021).
 Caruso, F. A., graduate. (2021).
 Linge, Z. A., graduate. (2021).
 Carter, M. L., graduate. (2020).
 Ringleb, J., graduate. (2020).
 Butler, L. F., graduate. (2019).
 Jones, E., doctoral candidate.
 Liu, Q., doctoral candidate.
 Smith, Z. S., doctoral candidate.
 Summers, M., doctoral candidate.

Master's Committee Chair

Boucher, S. L., graduate. (2024).

Master's Committee Member

Walker, B. Z., graduate. (2024).
 McLoughlin, S., graduate. (2023).
 Herbst, Z. P., graduate. (2021).
 Lootens, K. L., graduate. (2018).

Bachelor's Committee Chair

Sharff, J., graduate. (2019). *Finding Authentic Jewish Foremothers.*

Research and Original Creative Work

Program of Research and/or Focus of Original Creative Work

I study the philosophical defense of various theological positions found in Jewish thinkers, primarily those who wrote from the eighteenth century to the present.

Publications

Invited Journal Articles

Kavka, M. T. (2023). Fearful and Faint-Hearted: On Affect and the Just War Tradition. *Journal of Religious Ethics*, 51.2, 262-79.

Kavka, M. T. (2021). Can Political Action Be Redemptive? *Political Theology*, 22(8), 738–43.

Kavka, M. T. (2020). What Makes A Classic?: On Mara Benjamin's _The Obligated Self_. *Journal of Jewish Ethics*, 6(2), 267-81.

Kavka, M. (2019). Annulling Theocentrism. *Bamidbar*, 4.2, 83–96.

Kavka, M. (2018). The Unevenness of Political Theology. *Political Theology*, 19.8, 698-703.

Refereed Journal Articles

Kavka, M. (2024). Rosenzweig's Account of _Bildung_. *Rosenzweig Jahrbuch*, 10, 47–67.

Kavka, M. T. (2021). Judaism and Christianity in Jewish Ethics of the 1950s. *Journal of Jewish Ethics*, 7(1), 63–81.

Kavka, M. (2020). A Mystic Approach To History: The Negative Political Theology of Jacob Taubes. *Modern Theology*, 36.1, 13–28.

Kavka, M. T. (2020). Enemies, For My Sake. *Journal of Religious Ethics*, 48.2, 308–15.

Kavka, M. (2020). For It Is God's Way To Sweeten Bitter With Bitter: Prayer in Levinas and R. Hayyim of Volozhin. *Levinas Studies*, 13, 43–67.

Kavka, M. (2018). Is Critique Jewish? *Jewish Quarterly Review*, 108.2, 253-67.

Kavka, M. (2018). What Does A Prophet Know? *Journal of Religious Ethics*, 46.1, 181-89.

Edited Books

Kavka, M. T., Levy, L., & Dailey, A. C. (Eds.). (2023). *Unsettling Jewish Knowledge: Text, Contingency, Desire*. Philadelphia: University of Pennsylvania Press.

Invited Book Chapters

Kavka, M. T. (2024). Elliot Wolfson's Philosophical Theology: A Hypothesis. In Glenn Dynner, Susannah Heschel, & Shaul Magid (Eds.), *New Paths in Jewish and Religious Studies: Essays in Honor of Professor Elliot R. Wolfson* (pp. 17-30). West Lafayette, IN: Purdue University Press.

Kavka, M. (2024). From Prison To Home. In Paul E. Nahme, & Yaniv Feller (Eds.), *Covenantal Thinking: Essays on the Philosophy and Theology of David Novak* (pp. 15–26). Toronto: University of Toronto Press.

Kavka, M. T. (2024). In The Best Scenario... In R. McCutcheon (Ed.), *Religion Studies Beyond the Discipline: On The Future of a Humanities Ph.D* (pp. 76–82). London: Equinox.

Kavka, M. (2020). A Political Theology of Tzimtzum. In A. Bielik-Robson, & D. Weiss (Eds.), *Tzimtzum and Modernity* (pp. 262–82). Berlin: de Gruyter.

Kavka, M. (2019). Inauthentic Theology and Phenomenological Method. In M. Burch, J. Marsh, & I. McMullin (Eds.), *Normativity, Meaning, and the Promise of Phenomenology* (pp. 80–98). New York: Routledge.

Kavka, M. (2019). Levinas's Accounts of Messianism. In M. Morgan (Ed.), *The Oxford Handbook to Emmanuel Levinas* (pp. 361–81). Oxford: Oxford University Press.
Retrieved from <http://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780190455934.001.0001/oxfordhb-9780190455934-e-11>

Kavka, M. (2018). Rational Neopragmatist Rabbis. In A. Hughes, & H. Tirosh-Samuelson (Eds.), *The Future of Jewish Philosophy* (pp. 151–69). Leiden: Brill.

Refereed Book Chapters

Kavka, M. T. (2021). Let's Talk About Reading: A Reply to Ann Taves. In A. W. Hughes, & R. T. McCutcheon (Eds.), *What Is Religion?: Debating The Academic Study of Religion* (pp. 243–53). Oxford: Oxford University Press.

Kavka, M. T. (2021). On Truth and Lie in a Religious-Studies Sense: A Response to Kurtis Schaeffer. In A. W. Hughes, & R. T. McCutcheon (Eds.), *What Is Religion?: Debating*

The Academic Study of Religion (pp. 58–63). Oxford: Oxford University Press.

Kavka, M. T. (2021). Strategies of Jewish Hegelianism: Emil Fackenheim and Samuel Hirsch. In K.H. Green, & M. Yaffe (Eds.), *Emil Fackenheim's Jewish Thought: Tracing Its Philosophical Genealogy* (pp. 148–66). Toronto: University of Toronto Press.

Kavka, M. T. (2021). The "Religion Is..." Statements. In A. W. Hughes, & R. T. McCutcheon (Eds.), *What Is Religion?* (pp. 7–8, 49). Oxford: Oxford University Press.

Invited Encyclopedia Entries

Kavka, M. T. (2024). Modern Judaism: Omniscience, Omnipresence, Omnipotence. In Constance M. Furey, Peter Gemeinhardt, Joel Marcus LeMon, Thomas Römer, Jens Schröter, Barry Dov Walfish, & Eric Ziolkowski (Eds.), *Encyclopedia of the Bible and Its Reception* (Vol. 22, p. 278–80). Berlin: de Gruyter.

Kavka, M. T. (2021). Jewish Philosophy. In S. Goetz, & C. Taliaferro (Eds.), *Encyclopedia of Philosophy of Religion* (p. 3:1309–18). Hoboken, NJ: Wiley.

Invited Reviews

Kavka, M. T. (2025). Let Me Tell All The Things I Hate. In *Loving Our Own Bones*. Syndicate (an online journal). Retrieved from <http://syndicate.network/symposia/theology/loving-our-own-bones>

Kavka, M. T. (2023). Book Talk: Charles Lesch, *Solidarity in a Secular Age: From Political Theology to Jewish Theology*. *Interdisciplinary Journal of Research On Religion*, 19.3, NA. Retrieved from <https://www.religjournal.com/pdf/ijrr19004.pdf>

Kavka, M. T. (2022). Review of Clemence Boulouque, *Another Modernity*. *AJS Review*, 46:1, 191-93.

Kavka, M. T. (2021). Review of Daniel M. Herskowitz, *Heidegger and His Jewish Reception*. *Journal of the American Academy of Religion*, 89(4), 1498–1500.

Kavka, M. T. (2021). Review of Paul Mendes-Flohr, *Martin Buber: A Life of Faith and Dissent*. *AJS Review*, 45(1), 205–07.

Kavka, M. T. (2020). Review of K. Healan Gaston's *Imagining Judeo-Christian America*. *H-Judaic*. Retrieved from <https://www.hnet.org/reviews/showpdf.php?id=54822>

Kavka, M. (2019). Review of Elliot Wolfson, *The Duplicity of Heidegger's Shadow*. *H-Judaic*, 3. Retrieved from <http://www.h-net.org/reviews/showrev.php?id=53307>

Kavka, M. (2019). Review of Molly Farneth's *Hegel's Social Ethics*. *Modern Theology*, 35.4, 808–09.

Kavka, M. T. (2019). The Ego's Good. *Journal of Scriptural Reasoning*, 18.1. Retrieved from <https://jsr.shanti.virginia.edu/back-issues/7127670-2/the-egos-good>

Kavka, M. (2018). Gershom Scholem: When The Mythmaker Becomes The Myth. *Tikkun*. Retrieved from <https://www.tikkun.org/nextgen/gershom-scholem-when-the-mythmaker-becomes-the-myth2018>

Kavka, M. (2018). Review of Nancy Levene's *Powers of Distinction*. *Journal of the American Academy of Religion*.

Kavka, M. (2018). Review of S. Slabodsky, *Decolonial Judaism*. *Journal of Jewish Ethics*, 4.1, 98–100.

Invited Newsletter Articles

Kavka, M. (2018). Twelve Theses on the Patriarchy Issue. *AJS Perspectives*, 2.

Presentations

Invited Papers at Conferences

Kavka, M. T. (presented 2023, October). *Rosenstock's Humanism and Jewish-Christian Difference*. Paper presented at Transfinite Life: A Symposium in Honor of Bruce Rosenstock, University of Illinois, Urbana IL. (International)

Kavka, M. T. (presented 2023, May). *Anarchic Profanation: Hermann Cohen's Messianic Action*. Paper presented at Spiritual Investment in the World, University of Nottingham, Nottingham UK. (International)

Kavka, M. T. (presented 2022, December). *Elliot Wolfson's Philosophical Theology: A Hypothesis*. Paper presented at Annual Meeting, Association for Jewish Studies, Boston MA. (International)

Kavka, M. T. (presented 2022, November). *Paper on Furey/Hammerschlag/Hollywood, Devotions*. Paper presented at Annual Meeting, American Academy of Religion. (National)

Kavka, M. T. (presented 2022, November). *Respondent, "American Jewish Thought at Midcentury"*. Paper presented at Annual Meeting, American Academy of Religion.

(National)

Kavka, M. T. (presented 2022, June). *Spinoza's Christian Enemies*. Paper presented at _Political Theology_ in Jewish and Christian Contexts, Katholische Akademie Berlin. (International)

Kavka, M. T. (presented 2022, June). *The Problem of Ideal Theory: Levinas and Rawls on Race*. Paper presented at Levinas and the Real, University of Flensburg. (International)

Kavka, M. T. (presented 2022, May). *The Meaning of History According to the Covenant*. Paper presented at The Covenant: Biblical, Historical, and Theological Perspectives, University of Geneva, Virtual. (International)

Kavka, M. T. (presented 2022, January). *Panelist on roundtable on Miguel Vatter, _Living Letters of the Law_*. Paper presented at Roundtable on Vatter, _Living Letters of the Law_, Katz Center for Advanced Judaic Studies/Universidad Adolfo Ibañez, Virtual. (International)

Kavka, M. T. (presented 2021, June). *Can Political Action Be Redemptive?* Paper presented at Rosenzweig and the Contemporary Moment, University of Denver/University of Colorado Boulder, virtual. (International)

Invited Papers at Symposia

Kavka, M. T. (presented 2024, September). *Spinoza's Christian Enemies*. In Eva Mroczek (Chair), *Jewish Thought in the Face of Disasters*. Symposium conducted at the meeting of Dalhousie University, Halifax, NS. (International)

Kavka, M. T. (presented 2024, May). *The Mezuzah Outside My Office*. In Ken Koltun-Fromm (Chair), *Uneasy Objects*. Symposium conducted at the meeting of Haverford College, Haverford, PA. (National)

Refereed Papers at Conferences

Kavka, M. T. (presented 2022, January). *Fearful and Faint-Hearted: On Affect and the Just-War Tradition*". Paper presented at Society of Jewish Ethics annual meeting, Society of Jewish Ethics, virtual. (International)

Kavka, M. T. (presented 2021, November). *Panelist, roundtable on Alda Balthrop-Lewis's _Thoreau's Religion_*. Paper presented at American Academy of Religion annual meeting, American Academy of Religion, San Antonio, TX. (National)

Kavka, M. T. (presented 2021, November). *Panelist, roundtable on Laura Levitt's _The Objects That Remain_*. Paper presented at American Academy of Religion annual meeting,

American Academy of Religion, San Antonio, TX. (National)

Kavka, M. T. (presented 2019, November). *Panelist, roundtable on Christopher Driscoll and Monica Miller's _Method as Identity_*. Paper presented at American Academy of Religion annual meeting, American Academy of Religion, San Diego CA. (National)

Kavka, M. T. (presented 2019, November). *Panelist, roundtable on the relationship between Jewish studies and religious studies*. Paper presented at American Academy of Religion annual meeting, American Academy of Religion, San Diego CA. (National)

Kavka, M. (presented 2018, November). *Affirmation, Resentment: On David Kangas's _Errant Affirmations_*. Paper presented at American Academy of Religion annual meeting, American Academy of Religion, Denver CO. (International)

Kavka, M. (presented 2018, November). *Panelist, roundtable on Daniel Boyarin's _Judaism: The Genealogy of a Modern Notion_*. Paper presented at American Academy of Religion annual meeting, American Academy of Religion, Denver CO. (International)

Kavka, M. (presented 2018, November). *Panelist, roundtable on Jason A. Springs's _Healthy Conflict in Contemporary American Society_*. Paper presented at American Academy of Religion annual meeting, American Academy of Religion, Denver CO. (International)

Invited Workshops

Kavka, M. T. (2024, November). *Making Jewish Heritage in the Present: A Tribute to Dr. Chava Weissler, Lehigh University, Emerita*. Workshop delivered at Lehigh University, Bethlehem, PA. (National)

Kavka, M. (2018, October). *Princeton University Jewish Philosophy Workshop*. Workshop delivered at Princeton University, Princeton NJ. (National)

Invited Lectures and Readings of Original Work

Kavka, M. T. (2022, January). *Panelist, roundtable on Miguel Vatter's _Living Law: Jewish Political Theology from Hermann Cohen to Hannah Arendt_*. Delivered at Katz Center for Advanced Judaic Studies/Universidad Adolfo Ibañez, virtual. (International)

Kavka, M. T. (2021, October). *Identity Politics and Suffering: Post-Holocaust Judaism and the Contemporary Moment*. Delivered at College of William & Mary, Williamsburg, VA. (Local)

Kavka, M. T. (2019, October). *What Skills Does The Study of Jewish Philosophy Provide?* Delivered at University of Pittsburgh, Pittsburgh, PA. (Local)

Kavka, M. (2018, November). *Fackenheim's Arguments for the 614th Commandment*. Delivered at University of Toronto, Toronto ON. (Local)

Kavka, M. (2018, April). *Five Theses on Jewish & Christian Messianism*. Delivered at University of Denver, Denver, CO. (Local)

blog post

Kavka, M. T. (2025). *Mentoring (Grad Students)*. Religion Toolbox.

Blog posts

Kavka, M. T. (2020). *Epistemology of the Close, Epistemology of the Far*. Contending Modernities.

blog posts

Kavka, M. T. (2020). *Contributor to "Pandemic and Plague"*. Blog of _Jewish Quarterly Review_.

Service

Florida State University

FSU University Service

Chair, GPC review committee, Dept of Modern Languages & Linguistics (2020).

Chair, GPC review committee, Dept of Modern Languages & Linguistics (2020).

Member, GPC program-review subcommittee, Industrial and Manufacturing Engineering (2019).

FSU College Service

Director, Program in Interdisciplinary Humanities (2016–present).

FSU Department Service

Chair, Department of Religion (2021–present).

Chair, Ad Hoc Antiracism Committee (2020–2021).

Member, Promotion & Tenure Committee (2018–2021).

Chair, Postdoctoral Fellow Search Committee (2021).

Member, Undergraduate Committee (2000–2020).

Assistant, Department Chair (2004–2019).

Chair, Website Committee (2016–2018).

The Profession

Editor for Refereed Journals

Book Discussion Co-Editor, *Journal of Religious Ethics* (2021–present).

Journal of Religious Ethics (2011–2021).

Editorial Board Membership(s)

Jewish Quarterly Review (2023–present).

Journal of Jewish Ethics (2014–present).

Journal of Jewish Thought and Philosophy (2010–2021).

Guest Reviewer for Refereed Journals

Political Theology (2019–24).

Jewish Quarterly Review (2010–24).

Association of Jewish Studies Review (2019–23).

Journal of Religious Ethics (2001–23).

Journal of Jewish Thought & Philosophy (2011–22).

Journal of the American Academy of Religion (2008–21).

Shofar (2007–21).

American Jewish History (2020).

Journal of Jewish Ethics (2020).

Open Theology (2020).

Religion & American Culture (2017–19).

Journal of Religion (2005–18).

Reviewer for Textbooks

University of Chicago Press (2006–2023).

Indiana University Press (2009–2022).

Springer (2021).

Bloomsbury Publishers (2017–2021).

Oxford University Press (2008–2021).

Fortress Press (2020).

Princeton University Press (2020).

Brill (2011–2020).

Fordham University Press (2010–2020).

Academic Studies Press (2019).

Cambridge University Press (2006–2018).

Reviewer or Panelist for Grant Applications

Henry Luce Foundation (2017–2021).

Service to Professional Associations

Member, Board of Directors, Association for Jewish Studies (2018–2021).

Member, Status of LGBTIQ Persons in the Profession Committee, American Academy of Religion (2018–2019).

Consultation

Unnamed Institution. Tenure review (2022–present).

Unnamed Institution. Tenure review (2022–present).

Unnamed Institution. Tenure/promotion review (2024).

McMaster University. External reviewer for Department of Religion (2023).

Unnamed Institution. Tenure/promotion review (2022).

Unnamed Institution. Tenure/promotion review (2022).

Unnamed institution. Tenure/promotion review (2021).

Unnamed Institution. Tenure/promotion review (2021).

Unnamed Institution. Tenure/promotion review (2021).

Unnamed Institution. Tenure/promotion review (2020).

University of Toronto. External Examiner, dissertation (2019).

Unnamed Institution. tenure/promotion review (2019).

Unnamed Institution. tenure/promotion review (2019).

Unnamed Institution. tenure/promotion review (2019).

Unnamed Institution. tenure/promotion review (2019).

Unnamed Institution. tenure/promotion review (2019).

Unnamed institution. tenure/promotion review (2018).

Unnamed institution. tenure/promotion review (2018).

Additional Service Not Reported Elsewhere

Kavka, M. T. (2021). *Treasurer*. Religious Ethics, Inc.

John E. Cole
4148 Rampart Drive
Tallahassee, FL 32317
Email: jecole@fsu.edu

FORMAL EDUCATION

Ph.D., Florida State University, Religion, 2021

Honors: Excellence in Teaching, 2019-20
Bristol Fellowship, 2018-21

Dissertation: “Narratives of Resistance in the Pastorates of Henry Highland Garnet and Christian Führer: a Comparative Religious Inquiry”

D.Min., Columbia Theological Seminary, 2005

Dissertation: “Narrative and the Proclamation of a Wilderness Church”

M.Div., Columbia Theological Seminary, 1998

Honors: Wilds Book Prize
Virginia Harrison Award
Columbia Scholarship

J.D., Florida State University, 1993.

Honors: Order of the Coif.
High Honors.
Journal of Land Use and Environmental Law.

M.A., University of Virginia (Modern European history), 1988.

Thesis: “Ignaz von Döllinger, Otto von Bismarck and Papal Infallibility”

B.A., Rhodes College, 1986

Honors: John Henry Davis Award
Cum laude.

CONTINUING EDUCATION/PUBLICATIONS

“Last Dance: Clarence Thomas, Substantive Due Process, and the Radbruch Formula,” *Oxford Connections*, Gender Justice Issue, Oxford University Press, March 2026.

“Reform or Revolution? Protest Narratives of Henry Highland Garnet and Christian Führer,” *Journal of Religious Ethics*, May 2026.

Resistance! The Abolitionist Narrative of Henry Highland Garnet, Book Proposal currently with Bloomsbury Press.

Coordinator, William R. Jones Archive Symposium, January 2023.

Moderator, Religion and Law Roundtable, FSU Graduate Student Symposium, February 2022.
Moderator, “A Pedagogy for Existence: Religion, Oppression, and Well-Being in the Work of William R. Jones (1933-2012),” Plenary Roundtable, AAR-Southeast Annual Conference, Tallahassee, FL, March 2021.

Hosanna Preaching Seminar, sponsored by Israel/Palestine Mission Network of PCUSA, Fall 2015. Awarded second prize for sermon preached on January 17, 2016.

Two Essays for *Feasting on the Gospels: A Feasting on the Word Commentary, Mark, Volume 2*, Cynthia A. Jarvis and Elizabeth Johnson, eds.

Three Essays for *Feasting on the Word: Preaching the Revised Common Lectionary, Year A, Volume 4*, David L. Bartlett and Barbara Brown Taylor, eds.

Interim Ministry Training: Week One, Austin Theological Seminary, March 2011; Week Two at Union Theological Seminary (Richmond, VA), November 2011.

Visiting Scholar, Columbia Theological Seminary, April-May 2010. Completed book manuscript entitled, *Lest We Forget: the Power of Story for Congregations*.

Guthrie Scholar, Fall 2009, Columbia Theological Seminary.

Pastor-Theologian Program, Center of Theological Inquiry, Princeton, NJ, 2004-2007.

CONFERENCE PRESENTATIONS

“Last Dance: Clarence Thomas, Substantive Due Process, and the Radbruch Formula,”
Political Theology Network Conference, Nashville, TN, October 2025

“Resistance! Protest Narratives of Violence and Non-Violence”
AAR Annual Conference, San Diego, CA, November 2024

“Christoph Wonneberger and the Leipzig Protests: A Comparative Narrative Inquiry,”
AAR-Southeast Annual Conference, Tallahassee, FL, March 2021.

“Frederick Douglass, Henry Highland Garnet, and the Struggle for Black Space in

American Jurisprudence,” Fordham University Conference, “Vengeance is Mine”: Christianity, Violence, and Peace, New York, April 2020

“Reclaiming and Articulating Jewish Narratives for Post-Holocaust Judaism”
SECSOR Annual Conference, Athens, GA, February 2020

WORK EXPERIENCE

Teaching Faculty, Florida State University, Department of Religion, 2022-present

Courses, ***Multicultural Dimensions of Film and 20th Century Culture***

Religious Ethics and Moral Problems

Religion and Law*

Gender, Law, and Religion*

Race, Law, and Religion*

Human Rights Law and Literature*

Disability Law and Ethics*

Law and Film*

Holocaust and the Memory of Evil*

****Created and Designed these courses***

Provost’s Award for Outstanding Teaching in Major, Florida State University, March 2024

Intern/Research Assistant, Archive of William R. Jones, Florida State University, February 2021-present.

Instructor, Florida State University, 2018-present.

Multicultural Dimensions of Film and 20th Century Culture, 2018

Religious Ethics and Moral Problems, 2019-20

Religion and Law, 2021

Holocaust and the Memory of Evil, 2021

Pastor, Presbyterian Church (USA), March 1998-present (ordained in Charlotte Presbytery)

Attorney, Cobb, Cole & Bell, Daytona Beach, FL, June 1993-June 1995 (FL Bar, 1993-present)

7 Year Curriculum Vitae

Michael Joseph Bukoski

July 30, 2024

General Information

University address: Philosophy
College of Arts and Sciences
Dodd Hall 0151
Florida State University
Tallahassee, Florida 32306-1500

E-mail address: mbukoski@fsu.edu

Web site: michaelbukoski.com

Professional Preparation (Highest Degree Only)

2016 Ph.D., University of Arizona, Tucson, AZ. Major: Philosophy. Supervisor:
Connie Rosati, Mark Timmons.

Professional Experience

2018–present Assistant Professor, Philosophy, Florida State University.

2017–2018 Postdoctoral Scholar, Philosophy, Florida State University.

Teaching

Courses Taught

Ethical Theory (PHI3670)
Ethics (PHI6607)
Directed Individual Study (PHI5908)
Seminar for Majors (PHI4938)
Ethical Issues and Life Choices (PHI2630)
Directed Individual Study (PHI4905)
Proseminar in Value Theory (PHI6935)
Ethics: Ignor., Uncert., & Rsk (PHI5934)
Introduction to Political Philosophy (PHM2300)
Honors Work (PHI4912)

Introduction to Philosophy (PHI2010)

Doctoral Committee Member

Christmann, J. A., graduate. (2022).
 Cannon, N. D., doctoral candidate.
 Kennelly, N., doctoral candidate.
 Koval, J. R., doctoral candidate.
 Jernberg, M. A., doctoral candidate.
 Masotti, J. V., doctoral student.

Master's Committee Member

Karabiyik, C., graduate. (2024).
 Kost, B., graduate. (2024).
 Masotti, J. V., graduate. (2024).
 Gershon, M. E., graduate. (2019).
 Kaufman, M. L., graduate. (2019).
 Nims, D. M., student.

Research and Original Creative Work**Publications****Refereed Journal Articles**

- Bukoski, M. (2021). Expressivism, Moral Fallibility, and the Approved Change Strategy. *The Journal of Ethics*, 26(1), 115-129. doi:[10.1007/s10892-021-09377-z](https://doi.org/10.1007/s10892-021-09377-z)
- Bukoski, M. (2021). Moral Uncertainty and Distributive Sufficiency. *Ethical Theory and Moral Practice*. doi:[10.1007/s10677-021-10236-x](https://doi.org/10.1007/s10677-021-10236-x)
- Bukoski, M. (2018). Korsgaard's Arguments for the Value of Humanity. *The Philosophical Review*, 127(2), 197-224. doi:[10.1215/00318108-4326604](https://doi.org/10.1215/00318108-4326604)
- Bukoski, M. (2017). Self-validation and internalism in Velleman's constitutivism. *Philosophical Studies*, 174(11), 2667-2686. doi:[10.1007/s11098-016-0804-2](https://doi.org/10.1007/s11098-016-0804-2)

Refereed Book Chapters

- Bukoski, M. (2023). A Contractualist Approach to Moral Uncertainty. In Mark Timmons (Ed.),

Oxford Studies in Normative Ethics, Volume 13 (pp. 126-148). New York: Oxford University Press.

Invited Reviews

Bukoski, M. (2019). Colin Marshall, *Compassionate Moral Realism* (Oxford: Oxford University Press, 2018), pp. ix - 265. *Utilitas*, 31(03), 350-353. doi:[10.1017/s0953820819000207](https://doi.org/10.1017/s0953820819000207)

Presentations

Invited Papers at Conferences

Bukoski, M. (presented 2021, February). *Constitutivism and Normativity*. Paper presented at Central Division Meeting, American Philosophical Association. (National)

Refereed Papers at Conferences

Bukoski, M. (presented 2024, August). *Objective Consequentialism and Obscure Actions*. Paper presented at Seventeenth Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder. (National)

Bukoski, M. (presented 2022, January). *A Contractualist Approach to Moral Uncertainty*. Paper presented at Arizona Workshop in Normative Ethics, University of Arizona. (National)

Bukoski, M. (presented 2021, August). *A Kantian Duty of Moral Caution*. Paper presented at Fourteenth Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder. (National)

Bukoski, M. (presented 2021, April). *A Contractualist Approach to Moral Uncertainty*. Paper presented at Pacific Division Meeting, American Philosophical Association. (National)

Bukoski, M. (presented 2019, August). *Expressivism and 'I Might Be Right'*. Paper presented at Twelfth Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder. (National)

Bukoski, M. (presented 2018, February). *Moral Uncertainty and Moral Demandingness*. Paper presented at Central Division Meeting, American Philosophical Association. (National)

Bukoski, M. (presented 2017, August). *Moral Uncertainty, Demandingness, and Duties to Aid*. Paper presented at Tenth Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder. (National)

Invited Presentations at Conferences

Bukoski, M. (presented 2023, August). *Comments on Brian Berkey, "When is it Permissible to Impose and Offset Risks? A Response to Barry and Cullity."*. Presentation at Sixteenth Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder, Boulder, Colorado. (National)

Bukoski, M. (presented 2018, August). *Comments on Anne Jeffrey, "Moral Reasons Hylomorphism: How to Get Metaphysical About Moral Reasons Without Losing Your Mind Dependence."*. Presentation at Eleventh Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder, Boulder, Colorado. (National)

Refereed Presentations at Conferences

Bukoski, M. (presented 2023, August). *A Defense of 'Local' Approaches to Dealing with Moral Uncertainty*. Poster presentation at Sixteenth Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder, Boulder, Colorado. (National)

Bukoski, M. (presented 2022, December). *A Defense of 'Local' Approaches to Dealing with Moral Uncertainty*. Presentation at Uncertain Oughts Workshop, University of Helsinki, Helsinki, Finland. (International)

Bukoski, M. (presented 2018, August). *Moral Uncertainty and Intertheoretic Moral Value Comparisons*. Poster presentation at Eleventh Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder, Boulder, Colorado. (National)

Invited Lectures and Readings of Original Work

Bukoski, M. (2019, November). *Avoiding the Regress Problem for Moral Uncertainty Principles*. Delivered at University of Florida, Gainesville, Florida. (Local)

Service

Florida State University

FSU University Service

Course Reviewer for "Ethics" Designation, Liberal Studies (now CoreFSU) (2020–present).

Faculty Senator, Faculty Senate (2020–2024).

Faculty Senator Alternate, Faculty Senate (2019–2020).

FSU Department Service

Teaching Mentor for Post-Doctoral Fellow, Teaching Mentor (2024–present).

Organizer, Intra-departmental Lunchtime Talk Series (2020–present).

Manager, Department Website and Calendar (2019–2024).

The Profession

Guest Reviewer for Refereed Journals

Social Theory and Practice (2016–24).

Analysis (2023).

Philosophy (2023).

Journal of Ethics and Social Philosophy (2022–23).

Philosophy and Phenomenological Research (2021–23).

Acta Analytica (2022).

Journal of the American Philosophical Association (2022).

Philosophers' Imprint (2022).

Ergo (2021–22).

Australasian Journal of Philosophy (2017–22).

Canadian Journal of Philosophy (2021).

Philosophy, Politics, and Economics (2021).

Ethical Theory and Moral Practice (2019–21).

Journal of Value Inquiry (2018–21).

Philosophical Quarterly (2016–20).

Philosophical Studies (2016–20).

Philosophy Compass (2019).

Journal of Philosophical Research (2015–19).

Journal of Moral Philosophy (2017).

Social Philosophy and Policy (2017).

7 Year Curriculum Vitae

Joseph P Calhoun

Last Revised: November 11, 2024

General Information

University address: Economics
 College of Social Sciences and Public Policy
 250 South Woodward Avenue
 Florida State University
 Tallahassee, Florida 32306-2180
 Phone: 850/644-7723

E-mail address: jcalhoun@fsu.edu

Professional Preparation (Highest Degree Only)

2003 Ph. D., University of Georgia. Major: Economics.

Nondegree Education and Training

2021–present Certified Educator in Personal Finance.

Professional Experience

2023–present Advisor, Economic Fundamentals Initiative. Design and lead teacher training programs in Czechia, Armenia, Georgia, and Azerbaijan.

2017–present Teaching Faculty III, Economics, Florida State University.

2016–present Director, Gus A. Stavros Center for Economic Education, Florida State University, Tallahassee, FL.

2024 Judge, International Economics Olympiad. In Ancient Olympia, Greece, grade written and oral questions by students from 17 countries.

2021–2024 Chair, Department of Economics, Florida State University.

2020–2021 Interim Chair, Department of Economics, Florida State University.

Honors, Awards, and Prizes

Undergraduate Teaching Award, Florida State University (2022).

Undergraduate Teaching Award, College of Social Sciences and Public Policy, Florida State University (2021).

Current Membership in Professional Organizations

Association of Private Enterprise Education

Higher Education Financial Wellness Alliance

Teaching

Courses Taught

Introduction to Economics (ECO 2000)

Personal Finance (ECO 3041)

Principles of Macroeconomics (ECO 2013)

Principles of Microeconomics (ECO 2023)

Growth of the American Economy (ECO 3622)

Free to Choose (ECO 3130)

Debating Economic Issues (ECO 3004)

Curriculum Development

Activities, assignments, videos, and test bank questions for ECO 3041 Personal Finance (2017)

Honors Theses

Dominique Hoffman. (2020). *The Jewish Civilization Samuel P. Huntington Forgot About*.

Jack Fitzgerald. (2020). *Breaking the Rainbow Ceiling*.

Omar Pimentel. (2019). *End of Year Spending: The Use-It or Lose-It Dilemma*.

Nicholas Pierce. (2018). *An Analysis of the Works Progress Administration in Florida*.

International Programs at FSU

Calhoun, J. (2019). *Taught ECO 2013 and 2023*. International Programs at FSU.

Research and Original Creative Work

Publications

Nonrefereed Books

Calhoun, J., Gwartney, J. D., Stroup, J. S., Lee, D. R., & Ferrarini, T. H. (2024). *Common Sense Economics, What Everyone Should Know About Wealth and Prosperity, 4th edition*. New York: St. Martin's Press.

Nonrefereed Tests, Instruments, or Assessment Measures

Calhoun, J. (2017). *Test Bank, to accompany Economics, Private and Public Choice, 16th edition by Gwartney, Stroup, Sobel, and Macpherson*. Cengage.

Presentations

Invited Presentations at Conferences

Calhoun, J. (presented 2024, October). *Introduction to LIFE: Lessons in Financial Efficiency*. Presentation at 21st Annual Economics Teaching Workshop, University of North Carolina-Wilmington, Wilmington, NC. (Regional)

Calhoun, J. (presented 2024, April). *Common Sense Economics 4.0*. Presentation at 48th Annual Meeting, Association of Private Enterprise Education, Las Vegas, NV. (International)

Calhoun, J. (presented 2022, April). *New Assignments for Personal Finance*. Presentation at Annual Conference, Association of Private Enterprise Education, Las Vegas, NV. (International)

Calhoun, J. (presented 2022, April). *Storyboards and Calculators from the Personal Economic Model*. Presentation at Annual Conference on Financial Education, Institute for Financial Literacy, Virtual. (International)

Calhoun, J. (presented 2019, April). *Innovations in Economics Education*. Presentation at Annual Conference, Association of Private Enterprise Education, Nassau, Bahamas. (International)

Calhoun, J. (presented 2017, November). *Economics Activities in a Virtual World*. Presentation at Annual Conference, National Economics Teaching Association, Indianapolis, IN. (National)

Service

Florida State University

FSU University Service

Member, Academic Integrity Select Committee (2022–present).

Senator, Faculty Senate (2021–present).

Member, Lecture Capture Committee (2019).

Chair, Constitution Review Committee (2018–2019).

FSU College Service

Member, Interdisciplinary Social Sciences Advisory Committee (2021–present).

Member, Dunaway Economics Excellence Scholarship Committee (2024).

Member, Dunaway Celebrating Excellence Scholarship Committee (2024).

Member, Specialized Faculty Advisory Committee (2022–2024).

Member, Specialized Faculty Promotion Committee (2022).

Interim Chair, Department of Economics (2020–2021).

Member, Strategic Direction Committee (2018–2019).

DEGREE/CERTIFICATE PROGRAM PROPOSAL APPENDIX FOR DOCUMENTING SELECTED OUTCOMES AND THEIR ASSESSMENT PLANS

PART I. GUIDELINES AND INSTRUCTIONS:

As part of your proposal for a new degree or certificate program, you are asked to describe your plan for assessing student learning outcomes and program outcomes, as required by our [institutional accreditor](#) and university policy (in progress). The present document has multiple parts; the last part is a fillable template that should be used to document your program-level outcomes, assessment plans, and numeric targets. Reach out to Director of Institutional Performance and Assessment Galiya Tabulda (gtabulda@fsu.edu) with any questions and requests to review proposal drafts.

Step 1: Organize for Assessment

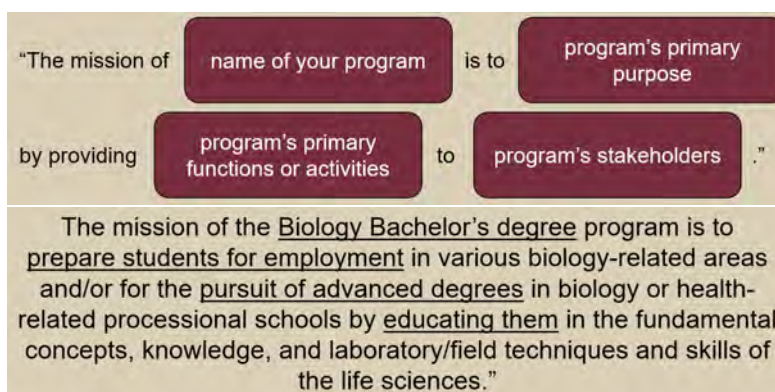
Assessment of outcomes is a shared responsibility between the program faculty, the program director(s), department chair(s), and the (associate/assistant) dean(s). Assessment and subsequent improvement of outcomes should be carried out in close coordination with curriculum committees. Generally, Department Chairs have the responsibility to ensure that program outcomes and student learning outcomes are regularly (annually) assessed, improved upon, and reported. Typically, there is one designated individual who coordinates the annual assessment and reporting process for a given degree or certificate program (e.g., program director).



Consider who the individuals are in each of the four areas in the visual; select the best representatives for each quadrant; you will eventually need to inform this group that their involvement in outcomes assessment will be needed.

Step 2: Define Program Mission

Every program should have an active and current mission, which is a broad statement of what the program is, what it does, and for whom it does it. The mission statement should provide a clear description of the purpose of the program and, in specific terms, reflect how the program contributes to the education and careers of students graduating from the program.



Meet with program faculty to discuss and jointly decide on the mission of your program; after that, it should become easier to engage in the next step of the process (selection of outcomes).

Step 3: Explore and Select Student Learning Outcomes

Student Learning Outcomes (SLOs) refer to knowledge, skills, and values/attitudes that students are expected to attain throughout their studies in a program and/or in specific courses. SLOs encapsulate what students will be able to know, do, and care about as a result of their learning experiences by the time they complete the program. Every bachelor's program needs to have at least 5 SLOs and every other program (graduate-level and certificates) needs to have at least 2 SLOs.

Because most learning goals are standard, you are encouraged to select appropriate ones from the lists below and adjust them to fit the specifics of your degree/certificate program. Please include the contribution of other faculty members and stakeholders (employers, students) in the process of identifying and/or selecting SLOs.

UNDERGRADUATE	Content / Discipline Knowledge and Skills	SLO 1: Knowledge Base (Models and Theories)	• Students will identify and describe key concepts, principles and themes of the discipline
		SLO 2: Disciplinary Methods	• Students will characterize the research methods and investigative approaches used in the discipline
		SLO 3: Disciplinary Applications	• Students will characterize investigative methods & articulate the application of research and theory to real-world problems
	Critical Thinking Skills	SLO 4: Analysis & Use of Evidence	• Students will apply scientific reasoning to interpret phenomena investigated in the discipline
		SLO 5: Selection, Evaluation and Synthesis of Information	• Students will design, conduct, and interpret basic disciplinary research
	Communication Skills	SLO 6: Written Communication	• Students will compose clear, well-constructed, error-free prose for a target audience
		SLO 7: Oral Communication / Presentation Skills	• Students will generate spoken communication that is formal, clearly organized, adapted to target audience and effectively presented
	Values and Attitudes	SLO 8: Disciplinary Ethical Standards and/or Academic Integrity	• Students will articulate and demonstrate adherence to ethical standards of the discipline
		SLO 9: Interpersonal and Team Work	• Students will demonstrate the ability to lead, negotiate, collaborate and create a product in group situations
	GRADUATE	SLO 1: Theory and Content	• Students will demonstrate depth and breadth of disciplinary knowledge
		SLO 2: Methods & Applications	• Students will characterize various research methodologies and apply them to specific research problems
		SLO 3: Analysis & Synthesis	• Students will critically analyze and effectively integrate theoretical concepts/models and empirical research
		SLO 4: Original Research (Research Path)	• Students will propose original research question and execute independent laboratory research
		SLO 4: Professional Performance (Professional Path)	• Students will apply knowledge base and scientific thinking skills in professional settings
		SLO 5: Communication	• Students will organize and defend research, both orally and in writing

Step 4: Design Assessment Plans

Your assessment plan for each SLO should identify the exact points in program curriculum when students have the best opportunity to demonstrate to you that they have indeed acquired the target knowledge, skills, and values/attitudes. A strong assessment plan identifies the course(s) and learning experience(s) where an SLO will be assessed and the assessment instrument that will be used (e.g., a standardized or instructor-constructed quiz/test/exam, select items on a quiz/test/exam, a lab assignment, capstone project, juried performance, research paper, portfolio of work, thesis/dissertation and their defenses). For SLOs whose assessment is tied to large-scale culminating projects (capstone, paper, prelim/qualifying exam, prospectus, thesis/dissertation and their defense), it is best to [design a rubric](#). [Final course grades](#) are not suitable for SLO assessment because they are overall measures of student performance and do not allow for evaluation of specific skills or knowledge sets.

Align intended SLOs with program curriculum and assignments in a [curriculum map](#), which will visually represent what is taught to students, where and how, and when evidence of learning is collected for evaluation of program effectiveness.

	Introductory Theory Course XXX2000	Research Methods Course XXX3000	Lab/ Practicum XXX3500	Advanced Content Course XXX4000	Capstone Course XXX4999
SLO #1: Models & Theories	I, R, M* * Assessed using two sections on final exam	R			M
SLO #2: Disciplinary Methods	I	I, R, M* * Assessed using final paper	R		M
SLO #3: Analysis & Use of Evidence		I		R, M* *Assessed using 15 out of 50 questions on final exam	
SLO #4: Oral Comm. & Presentation	I		R	R	M* *Assessed using capstone project with a rubric
SLO #5: Teamwork			I	R	M* *Assessed using capstone project with a rubric

I = Knowledge/Skill/Value is Introduced,

R = Knowledge/Skill/Value is Reinforced and Practiced,

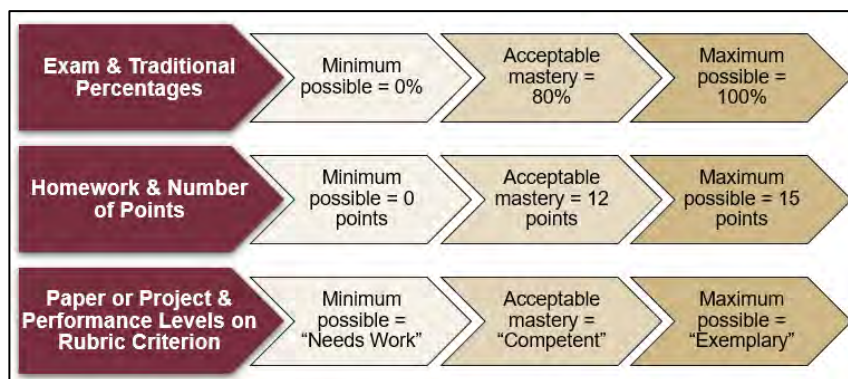
M = Knowledge/Skill/Value is Mastered,

* = Knowledge/Skill/Value is Assessed for Program Effectiveness

Step 5: Establish Learning Target(s)

Each SLO needs a measurable standard that defines success in attainment of the learning goal at the program level. This standard must include the level of sought mastery, which is a minimally acceptable level of student performance on a measure of learning (e.g., minimum number of correct answers on a test, accumulated points on an exam, rating on a rubric criterion, etc.) and the threshold of acceptability, defined as the minimum percentage of students who must attain the mastery level on a measure of learning in order for the outcome to be considered successfully achieved by the students in the program (e.g., at least 80% of students will..., at least 90% of majors will...).

When setting an SLO's numeric target, answer the question "In order for you and your faculty to deem your educational program effective in helping students achieve the learning goal, how many of them need to demonstrate performance at what level?"



Step 6: Choose Program Outcome(s)

In addition to learning goals, each educational program at FSU is required to develop, track, and improve at least one Program Outcome (PO). As opposed to SLOs, which focus on the knowledge and skills that students should learn, POs are non-curricular goals of the academic unit (e.g., enrollment, retention, graduation, post-graduation outcomes). When choosing a PO, please select one from the [recommended list](#). You may adapt it as is or adjust any part of the PO plan to meet your specific program's needs. You may also choose a PO outside of the recommended list as long as it reflects a priority for your program and is assessed in a reliable and valid manner.

PART II. EXAMPLES OF SLOs, ASSESSMENT PLANS, TARGETS:

Undergraduate-Level Program:

SLO Name: *SLO – Application and Interpretation of Statistical Tests.*

SLO Statement: *Upon completion of Research Methods in Psychology (PSY 3213C), the students will choose the appropriate statistical analysis for a particular research design and interpret the results of common statistical tests.*

SLO Assessment Plan: *We will assess this outcome by testing students in all sections of PSY 3213C (Research Methods in Psychology) offered during the academic year (Fall and Spring). This is the core research methodology course for students who major in Psychology. To assess this learning outcome, we will use a final exam that was written and is curated by our program faculty. The entire final exam consists of 50 multiple-choice questions. 15 of these questions will be used to assess student's 'Application and Interpretation of Statistical Tests' for this outcome.*

SLO Numeric Target: *By the end of the Research Methods in Psychology course (PSY 3213C), at least 75% of students majoring in Psychology will achieve mastery on the SLO by correctly answering at least 10 out of the 15 (67%) final exam questions testing this learning outcome.*

Advanced Undergraduate/Early Graduate-Level Program:

SLO Name: *SLO – Critical Thinking.*

SLO Statement: *Upon completion of the program, students will objectively analyze and evaluate an issue and form a judgment supported by evidence.*

SLO Assessment Plan: At the end of their program, master's students either write and defend a thesis (thesis-track) or prepare for and take a comprehensive exam (non-thesis track).

For the thesis-track students, a committee of three faculty members evaluate student's critical thinking skills using a rubric. The rubric has 3 criteria, each corresponding to a separate SLO: SLO #1 Knowledge of Theory and Content, SLO #2 Methods and Applications, and SLO #3 Critical Thinking Skills. All criteria/SLOs are evaluated based on a 4-point scale: 1-Emerging, 2-Developing, 3-Proficient, 4-Advanced. At the end of each defense, committee members fill out the PDF rubric electronically and email it to the Graduate Program Director. The Director aggregates the results and shares them at the faculty meeting in August. Faculty members discuss the results and decide on any necessary changes to how the critical thinking skills are taught and assessed. The rubric is attached.

	1-Emerging	2-Developing	3-Proficient	4-Advanced	Your Evaluation
SLO #1: Knowledge of Theory and Content	Demonstrates limited understanding of key concepts and theories.	Demonstrates basic understanding of key concepts and theories but may have some misconceptions.	Demonstrates good understanding of key concepts and theories, with few misconceptions.	Demonstrates excellent understanding of key concepts and theories, with no misconceptions.	
SLO #2: Methods and Applications	Demonstrates limited ability to apply methods and techniques to solve problems.	Demonstrates basic ability to apply methods and techniques to solve problems but may struggle with more complex problems.	Demonstrates good ability to apply methods and techniques to solve problems, including more complex problems.	Demonstrates excellent ability to apply methods and techniques to solve problems, including the most complex problems.	
SLO #3: Critical Thinking Skills	Demonstrates limited ability to analyze and evaluate information and form judgments.	Demonstrates basic ability to analyze and evaluate information, and form judgments, but may struggle with more complex issues.	Demonstrates good ability to analyze and evaluate information, and form judgments, including on more complex issues.	Demonstrates excellent ability to analyze and evaluate information, and form judgments, including on the most complex issues.	
				TOTAL:	

For the non-thesis-track students, departmental faculty designed a comprehensive exam that has 10 questions in the long-answer format. SLO #1 Knowledge of Theory and Content is assessed using questions 1-4, SLO #2 Methods and Applications is assessed using questions 5-7, and SLO #3 Critical Thinking Skills is assessed using questions 8-10. Each question is worth 10 points. The Director of Graduate Studies aggregates the results and shares them at the faculty meeting in August. Faculty members discuss the results and decide on any necessary changes to how the critical thinking skills are taught and assessed.

SLO Numeric Target: For the thesis-track group, at least 80% of students will achieve level of 3-Proficient or 4-Advanced on the Critical Thinking rubric criterion from all committee members. For the non-thesis-track group, at least 80% of students will score 20 points or higher (out of possible 30 points) on comprehensive exam questions 8, 9 and 10 (66%).

Advanced Graduate-Level Program:

SLO Name: *SLO – Oral and Written Communication.*

SLO Statement: *Upon completion of the program, the students will effectively and clearly communicate their ideas and arguments through both oral and written forms of communication.*

SLO Assessment Plan: *Doctoral students produce and defend a dissertation. A committee of four professors and one external member evaluate student's oral and written communication skills according to a rubric. The rubric has 6 criteria that are used to assess 3 different SLOs: SLO #1 Review and Synthesis of Literature, SLO #2 Application of Research Methods and Interpretation of Findings, and SLO #3 Oral and Written Communication. SLO #3 is evaluated using the last two criteria in the rubric: "Student orally presents and defends problem, objectives, approach, and conclusions of dissertation" and "Student's writing is clear, organized and of professional quality". Both criteria are evaluated based on a 4-point scale: High Pass (3 Points), Pass (2 Points), Low Pass (1 Point), Fail (0 Points).*

Shortly after each dissertation defense, committee members will receive a link to the dissertation evaluation form and will be asked to complete it. The link to the form:

<https://forms.office.com/r/dCTyr5X0Q?origin=IprLink>. At the end of each academic year (Summer, Fall, Spring), the Graduate Program Director will aggregate the assessment data and will present the report at the Graduate Committee meeting in August for further analysis and consideration of appropriate changes to support student learning.

SLO Numeric Target: *At least 80% of students will achieve level of 'High Pass' (3 points) or 'Pass' (2 points) on both rubric criteria under the Communication SLO from most committee members.*

PART III: ADDITIONAL SUPPORTING RESOURCES:

One-on-one consultations: Email Dr. Galiya Tabulda (Director of the Institutional Performance and Assessment Office) at gtabulda@fsu.edu to schedule an introductory session for your program proposal.

Assessment Handbook: Contains detailed information about all steps listed above and provides guidelines for annual assessment and reporting of student learning and program outcomes.

Institutional Effectiveness (IE) Portal User Guide: Contains step-by-step instructions to perform common tasks in the platform; is recommended for first-time users. Contact ipa@fsu.edu for access.

Curriculum Maps Info and Templates: Provides an overview of curriculum maps, their purpose, and how to use them; downloadable, fillable templates in excel are available for each degree level.

Assessment Seminars and IE Portal Training: Lists dates and times for the university-wide outcomes assessment seminars and IE Portal training sessions for FSU faculty and staff; registration links are also provided.

Assessment Calendar: The recommended calendar for engaging in and completing various components of the annual IE/assessment cycle are publicly available. Each FSU College chooses their preferred assessment and reporting timeline.

PART IV: OUTCOMES, ASSESSMENT PLANS, NUMERIC TARGETS:

Please complete this template by filling in the text fields, selecting options from the drop-down menus, and checking applicable boxes. All programs are required to select at least 1 Program Outcome and at least 2 Student Learning Outcomes. Bachelor's programs are required to select at least 1 Program Outcome and at least 5 Student Learning Outcomes.	
Educational program name: Civics and Liberty Studies	
Program type: Bachelors Degree	
College: College of Social Science and Public Policy	
Department: n/a	
Location(s): ☒ Tallahassee, FL ☐ Panama City, FL ☐ Republic of Panama ☐ Distance/Online	
Modality: 100% in-person	
Start term: Fall 2026	
Responsible individual(s): Ryan Owens, Ph.D., Institute for Governance and Civics Director	
Program Outcome	
PO Name	<i>PO – Degree Program Enrollment</i>
PO Statement	<i>The number of students enrolled in the Bachelor's program will increase.</i>
Description of Assessment Plan	<i>For this Program Outcome, we will track our unduplicated student enrollment in the fall of each academic year. Enrollment data will be gathered from the student enrollment dashboard available at the Office of Institutional Research website at: https://ir.fsu.edu/enrollment.aspx. Only degree-seeking students majoring in Civics and Liberty Studies will be included in the degree program enrollment count. The Undergraduate Program Director will report the enrollment data and will be responsible for arranging the department discussion every August/September.</i>
Numeric Target	<i>Over the next 5 years, increase enrollment as outlined below:</i> • Year 1 (Fall 2026) = at least 20 students, • Year 2 (Fall 2027) = at least 30 students, • Year 3 (Fall 2028) = at least 40 students, • Year 4 (Fall 2029) = at least 50 students • Year 5 (Fall 2030) = at least 60 students.
Student Learning Outcome #1	
SLO Name	<i>SLO – Design, conduct, and interpret basic disciplinary research.</i>

SLO Statement	<i>Upon completion of American Civics Research Seminar (AMS4XXX), the students will be able to design, conduct, and interpret basic disciplinary research.</i>
Description of Assessment Plan	<i>We will assess this outcome by testing students in all sections of AMS 4XXX (American Civics Research Seminar) offered during the academic year (Fall and Spring). To assess this learning outcome, each student will submit a clear and focused research question.</i>
Numeric Target	<i>By the end of the American Civics Research Seminar (AMS4XXX), at least 75% of students majoring in Civics and Liberty Studies will achieve mastery of the SLO by scoring 80 points or higher on the research question assignment.</i>
Student Learning Outcome #2	
SLO Name	<i>SLO - Key concepts, principles, and themes of the discipline.</i>
SLO Statement	<i>Upon completion of American Civics Research Seminar (AMS4XXX), the students will be able to identify and describe key concepts, principles and themes of the discipline.</i>
Description of Assessment Plan	<i>We will assess this outcome by testing students in all sections of AMS 4XXX (American Civics Research Seminar) offered during the academic year (Fall and Spring). To assess this learning outcome, we will use scores on a literature review.</i>
Numeric Target	<i>By the end of the American Civics Research Seminar (AMS4XXX), at least 75% of students majoring in Civics and Liberty Studies will achieve mastery of the SLO by scoring 80 points or higher on the literature review assignment.</i>
Student Learning Outcome #3	
SLO Name	<i>SLO - Investigative methods and application of research and theory.</i>
SLO Statement	<i>Upon completion of American Civics Research Seminar (AMS4XXX), the students will be able to characterize investigative methods and articulate the application of disciplinary research and theory to real-world problems.</i>
Description of Assessment Plan	<i>We will assess this outcome by testing students in all sections of AMS 4XXX (American Civics Research Seminar) offered during the academic year (Fall and Spring). To assess this learning outcome, each student will write a research paper that targets an interesting topic and a real-world problem.</i>
Numeric Target	<i>By the end of the American Civics Research Seminar (AMS4XXX), at least 75% of students majoring in Civics and Liberty Studies will achieve mastery of the SLO by scoring 75 points or higher on the "Application of Methods to Theory" criterion on the rubric that will be used to evaluate the Final Paper assignment.</i>
Student Learning Outcome #4	
SLO Name	<i>SLO - Statistical analysis, research design and interpretation of common statistical tests.</i>
SLO Statement	<i>Upon completion of American Civics Research Seminar (AMS4XXX), the students will be able to choose the appropriate statistical analysis for a particular research design and interpret the results of common statistical tests.</i>

Description of Assessment Plan	<i>We will assess this outcome by testing students in all sections of AMS 4XXX (American Civics Research Seminar) offered during the academic year (Fall and Spring). To assess this learning outcome, the students will prepare a final paper that demonstrates the ability to choose the appropriate statistical analysis for a particular research project.</i>
Numeric Target	<i>By the end of the American Civics Research Seminar (AMS4XXX), at least 75% of students majoring in Civics and Liberty Studies will achieve mastery of the SLO by scoring 80 points or higher on the "Statistical Analysis" criterion on the rubric that will be used to evaluate the Final Paper assignment</i>
Student Learning Outcome #5	
SLO Name	<i>SLO – Written Communication Skills</i>
SLO Statement	<i>Upon completion of American Civics Research Seminar (AMS4XXX), the students will be able to compose clear, well-constructed, error-free prose for a target audience.</i>
Description of Assessment Plan	<i>We will assess this outcome by testing students in all sections of AMS 4XXX (American Civics Research Seminar) offered during the academic year (Fall and Spring). To assess this learning outcome, the students will prepare a final paper with clear, well-constructed, error-free prose for a target audience</i>
Numeric Target	<i>By the end of the American Civics Research Seminar (AMS4XXX), at least 75% of students majoring in Civics and Liberty Studies will achieve mastery of the SLO by scoring 80 points or higher on the "Written Communication Skills" criterion on the rubric that will be used to evaluate the overall Final Paper assignment</i>
Student Learning Outcome #6	
SLO Name	<i>SLO – Civil Discourse</i>
SLO Statement	<i>Upon completion of American Civics Research Seminar (AMS4XXX), the students will demonstrate the ability to engage in respectful and constructive civil discourse.</i>
Description of Assessment Plan	<i>We will assess this outcome by testing students in all sections of AMS 4XXX (American Civics Research Seminar) offered during the academic year (Fall and Spring). To assess this learning outcome, the students will be graded on their demonstrated ability to take the perspective of others into account and listen intently as well as make claims based on principle and reason during class participation.</i>
Numeric Target	<i>By the end of the American Civics Research Seminar (AMS4XXX), at least 75% of students majoring in Civics and Liberty Studies will achieve mastery of the SLO by scoring 75 points or higher on the Civil Discourse part of the course.</i>



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEMS B & C



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM IV

February 24, 2026

SUBJECT: Proposal to Implement Hospitality Management MS Degree

PROPOSED COMMITTEE ACTION

Request to approve the Hospitality Management MS Request to Offer a New Degree Program

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governors Regulation 8.011

BACKGROUND INFORMATION

The proposed master's degree will be offered by the Dedman College of Hospitality. The purpose of the degree in Hospitality Management is to expand access and deliver advanced education leading to a variety of career opportunities in the hospitality industry, addressing the increasing demand for skilled professionals in the region and state. The degree will be the only one of its kind in Northwest Florida, offering valuable opportunities for local students and attracting new talent to the university from across the state and country.

The comprehensive and forward-thinking curriculum integrates research, collaboration with industry, and emerging trends in the field. Graduates of the degree program will fill workforce needs and support the ongoing growth of the hospitality industry.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Florida BOG Request Form to Offer a New Degree Program – Hospitality Management MS

Submitted by: Office of Faculty Development and Advancement



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM V

February 24, 2026

SUBJECT: Proposal to Implement Hospitality Management PhD Degree

PROPOSED COMMITTEE ACTION

Request to approve the Hospitality Management PhD Request to Offer a New Degree Program

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governors Regulation 8.011

BACKGROUND INFORMATION

The proposed research doctorate will be offered by the Dedman College of Hospitality. The mission of the degree is to cultivate the next generation of leading scholars and educators in the field of Hospitality Management while addressing the domestic and global need for highly qualified research faculty.

Graduates of the degree will contribute to the global reputation of the college and university through impactful research and knowledge dissemination. Furthermore, the curriculum will focus on the knowledge and skills for generating industry-relevant insights and preparing highly educated professionals to lead innovation and adapt to the changing dynamics of the hospitality industry.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Florida BOG Request Form to Offer a New Degree Program – Hospitality Management PhD

Submitted by: Office of Faculty Development and Advancement



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 2027

Proposed Implementation Term

Dedman College of Hospitality

Name of College(s) or School(s)

Name of Department(s)/Division(s)

Hospitality

Academic Specialty or Field

Hospitality Management

Complete Name of Degree

52.0901

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



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

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**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 the PhD in Hospitality Management at FSU is to cultivate the next generation of leading scholars and educators in the field while addressing the pressing need for qualified faculty in hospitality education. By tackling the shortage of doctoral trained professionals, the program serves as a vital pipeline for supplying skilled academics to universities both in the U.S. and worldwide. Graduates will contribute to the College's and University's global reputation through impactful research and knowledge dissemination. Furthermore, the program focuses on generating industry-relevant insights and preparing highly educated professionals to lead innovation and adapt to the dynamic changes in the hospitality industry. The purpose of the MS in Hospitality Management at FSU is to deliver advanced education and training for a variety of career opportunities in the hospitality industry, addressing the increasing demand for skilled professionals in Florida and beyond. With its comprehensive and forward-thinking curriculum, the program expands access to graduate-level hospitality education for students in North Florida. As the only program of its kind in the region, it offers valuable opportunities for local students, attracts new talent to FSU from across the country and worldwide, meets workforce needs, and supports the ongoing growth of the hospitality industry. Additionally, the program seeks to advance knowledge and best practices in the field through research, collaboration with industry, and a focus on emerging trends.
Degree Level(s):	Master's (MS), Research Doctorate (PhD)
Majors, Concentrations, Tracks, or Specializations	Hospitality Management
Total Number of Credit Hours	MS – 30 credit hours PhD – 72 credit hours

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	From the previous forms: copy here.

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

☒ Not Applicable

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 SUS prioritizes providing high-quality education and research to meet the needs of diverse state and global societies. The proposed Hospitality Management programs at FSU will directly support the SUS strategic plan by offering advanced education and specialized training to students seeking to further their knowledge and skills in Hospitality Management. By expanding access to graduate education, strengthening Florida's workforce, and promoting research and innovation within the crucial hospitality industry, these programs will directly support the State University System's Strategic Plan. These programs will produce highly skilled graduates ready to excel in diverse careers, contribute to economic development, and address key challenges facing the industry, ultimately benefiting both Florida and the global community. Furthermore, the emphasis on collaboration and program quality aligns with the SUS commitment to excellence and accountability within higher education.

2. The institution's strategic plan and goals the program will directly advance.

The FSU Strategic Plan aims to expand research and academic excellence (Goal 1) and to enhance our brand to reflect institutional excellence (Goal 5). The proposed PhD and MS programs will at FSU will enable students to contribute to knowledge creation through academic research and, as professors and leaders in the industry, disseminate this knowledge. These programs will aim to foster research and innovation in the hospitality industry (Goal 1), addressing challenges, exploring trends, and generating new knowledge. Graduates of these programs can contribute to economic development, cultural enrichment, and sustainability in the hospitality industry, benefiting communities locally and globally (Goal 5).

3. The university's mission.

The proposed PhD and MS in Hospitality Management programs support FSU's mission by advancing knowledge through innovative research, high-quality education, and industry engagement. These programs will address critical needs in the hospitality industry while fostering leadership, ethical decision-making, and interdisciplinary collaboration. Offering these programs advances the university's mission of nurturing skilled professionals and educators. By preparing skilled professionals and educators, the programs uphold FSU's commitment to excellence in teaching, research, and service.

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

The proposed PhD and MS in Hospitality Management programs will provide numerous benefits to the university, the local community, and the state. For the university, these programs will enhance FSU's research productivity, academic reputation, and research profile, attracting top talent and fostering impactful collaborations that elevate its academic standing.

Locally, the new graduate programs will create opportunities for students and professionals to gain advanced training and contribute to the region's economic vitality. Furthermore, these programs will drive workforce development and community growth by preparing scholars to address challenges like sustainable tourism and service innovation.

Statewide, the programs will help sustain Florida's competitive edge in hospitality by supplying a pipeline of highly skilled professionals and thought leaders who can navigate emerging industry trends and challenges, advance industry knowledge, and fuel innovation, ensuring the hospitality industry's continued growth and global competitiveness.

Graduates of the proposed PhD and MS in Hospitality Management will share knowledge widely, representing FSU, thereby elevating both the national and international standing of the Dedman College of Hospitality and FSU.

- 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.

September 11, 2024

No concerns were expressed.

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.

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

Labor Market Demand, CIP Code 52.0901

Occupations	Percent Change in Job Openings		Annual Average Job Openings		Total # of New Jobs		Education Level Needed for Entry
	FL 2024-32	U.S. 2023-33	FL 2024-32	U.S. 2023-33	FL 2024-32	U.S. 2023-33	
Business Teachers, Postsecondary	8.6%	6.9%	329	8,700	291	6,900	Doctoral or professional degree
General and Operations Managers	10.0%	4.2%	21,029	296,300	20,323	147,300	Bachelor's degree
Administrative Services Managers	-	5.6	-	21,100	-	14,000	Bachelor's degree
Facilities Managers	-	4.6%	-	10,300	-	5,800	Bachelor's degree
Entertainment and Recreation Managers, Except Gambling	-	8.3%	-	3,100	-	2,300	Bachelor's degree
Managers, All Other	6.1%	3.3%	5,217	94,400	3,593	41,000	Bachelor's degree

- 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 (XX-XXXX)	Occupation Title	Source / Reason for Inclusion
13-1199	Business Operations Specialists, All Other	Graduates of MS in Hospitality Management can be employed as business operation specialists in hotels, restaurants, travel agencies, financial institutions, technology companies, retail companies, etc.
13-1111	Management Analysts	Graduates of MS in Hospitality Management can be employed as management analysts in hotels, restaurants, travel agencies, financial institutions, technology companies, retail companies, etc.
13-1071	Human Resources Managers	Graduates of MS in Hospitality Management can be employed as human resources managers in hotels, restaurants, travel agencies, financial institutions, technology companies, retail companies, etc.
11-2022	Sales Managers	Graduates of MS in Hospitality Management can be employed as sales managers in hotels, restaurants, travel agencies, financial institutions, technology companies, retail companies, etc.
25-1011	Business and Innovation/Entrepreneurship Teacher Education.	Graduates of PhD in Hospitality Management can be employed in jobs related to Business and Innovation/Entrepreneurship Teacher Education in higher education institutions.

25-1011	Business Administration and Management, General.	Graduates of PhD in Hospitality Management can be employed in jobs related to Business Administration and Management, General in hospitality and tourism industry and related fields.
25-1011	Business Administration, Management and Operations, Other.	Graduates of PhD in Hospitality Management can be employed in jobs related to Business Administration, Management and Operations, Other in hospitality and tourism industry and related fields.
25-1011	Small Business Administration/Management.	Graduates of PhD in Hospitality Management can be employed in jobs related to Small Business Administration/Management in hospitality and tourism industry and related fields.

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.

Projected headcount for MS Program

Years	Headcount
Year 1	10
Year 2	20
Year 3	20
Year 4	20
Year 5	20

Projected headcount for PhD Program

Years	Headcount
Year 1	4
Year 2	8
Year 3	12
Year 4	16
Year 5	16

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

In collaboration with the FSU Jim Moran College of Entrepreneurship, the Dedman College of Hospitality offers an online Hospitality Entrepreneurship major within the Master's of Science Entrepreneurship degree. The program has quickly attracted significant interest from both FSU students and those attending other institutions, highlighting the widespread demand for graduate-level studies in Hospitality Management offered at FSU.

A recent poll of FSU undergraduate hospitality students found 65% expressed interest in pursuing an in-person graduate degree from FSU. Recognizing this unmet demand, FSU is poised to introduce a Master of Science in Hospitality Management program, aimed at attracting top-tier students from diverse backgrounds and institutions. In addition to the high degree of interest from current FSU students we expect to attract students with varied backgrounds and preferences from across the United States and globally, bolstering student retention, and enhancing academic reputation.

Similar programs at other institutions have seen increased demand, with the number of MS in Hospitality Management degrees awarded within the SUS rising by 21% over the past five years. Despite this upward trajectory, existing programs within the SUS are predominantly concentrated in central and south Florida, potentially limiting accessibility for students with diverse backgrounds, aspirations, and geographical preferences. FSU is well-positioned to address this gap, with its distinguished faculty, innovative curriculum, and strong industry connections. Moreover, FSU's reputation, location, and academic environment make it an attractive choice for students seeking comprehensive graduate education in Hospitality Management. This initiative affirms FSU's commitment to academic excellence and its leadership in shaping the future of hospitality education.

The aim of the PhD in Hospitality Management is to address the demand from both the hospitality industry and educational institutions for highly-skilled academics with expertise in Hospitality Management. Despite economic downturns and global events, the hospitality industry has shown long-term resilience, driving demand for graduates from hospitality programs and necessitating additional educational offerings. The widespread availability of undergraduate programs in Hospitality Management at major universities highlights the need for well-trained scholars and educators holding a PhD in Hospitality Management.

The lack of current PhD programs in Hospitality Management in Florida is exemplified by the singular offering at UCF. With about four degrees awarded annually in the last 5 years, the scarcity underscores the need for a new doctoral program to address demand. The limited supply of new doctoral graduates in the marketplace is echoed by department heads of hospitality programs during meetings and academic conferences held throughout the year (national and international) in the field. The limited availability of qualified graduates is also due to the makeup of doctoral programs, which often

include a large proportion of international students who leave the country after completing their studies. This, combined with the small number of PhD programs and graduates overall, leads to intense competition for talent. According to Studyportals (<https://www.phdportal.com/>), which is a comprehensive platform providing degree availability information, there are 8 PhD in Hospitality Management programs in the US. Across the US, there are consistently numerous faculty vacancies, as reported by The Chronicle of Higher Education, published weekly at <https://globalhospitalityeducators.com/>. Specifically, there were 43 faculty positions in hospitality management and related areas posted in 2024. As of March 4th, there are currently 19 faculty positions in hospitality management and related areas posted in 2025.

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.

UCF, USF, and FIU offer MS in Hospitality Management programs, yet FSU would offer the only program in North Florida, making education more accessible. Offering this program enhances the university's competitiveness and appeals to those favoring FSU's location. Furthermore, the MS in Hospitality Management promotes a research-driven approach, fostering innovative projects that tackle current industry challenges such as sustainability, consumer behavior, and emerging technologies. The program integrates advanced technology into hospitality operations, with courses in data analytics, revenue management, and digital marketing and provides opportunities for international study. These elements aim to differentiate the MS in Hospitality Management at FSU.

The only SUS institution currently offering a PhD in Hospitality Management is UCF. There are similarities in the core courses, but the FSU proposal is distinct for its requirement of an interdisciplinary specialization. Students are encouraged to specialize in areas such as marketing, finance, sports management, and entrepreneurship to complement their hospitality education. This interdisciplinary doctoral curriculum prepares graduates to tackle challenges in the hospitality industry and beyond.

FSU is committed to ongoing collaboration with universities that offer similar degrees to foster a mutually beneficial relationship and advance the field of Hospitality Management in Florida. In fact, the Deans of the various Hospitality Management programs within the state recently formed a Hospitality Alliance, meeting regularly throughout the year to discuss issues and create initiatives to further support the field of hospitality. In this context, numerous research and education collaboration opportunities with UCF, USF, and FIU exist. Faculty and students can work together on grants, research projects, seminars, and workshops to foster knowledge, innovation, and industry engagement, benefiting all stakeholders involved.

Dean, Dr. Don Farr and Director of Graduate Programs, Dr. Tarik Dogru of Dedman College of Hospitality at FSU discussed the potential impact and the opportunities for collaboration for the proposed MS and PhD in Hospitality Management program with Dr. Wei Wei (Master's Programs Coordinator), Dr. Murat Hancer (PhD Program Coordinator), Dr. Cynthia Mejia (Dean) at UCF. The discussions highlighted a clear and increasing need for hospitality professionals with advanced degrees within Florida and globally. Consequently, there were no major concerns about FSU's new programs. The meeting further explored collaborative opportunities, such as joint workshops and

seminars. These initiatives aim to unite faculty, students, industry leaders, and researchers to stimulate innovation, share knowledge, and enhance industry engagement, ultimately benefiting all stakeholders in the hospitality field.

Similar discussions took place with the Deans of USF, Dr. Cihan Cobanoglu and FIU, Dr. Michael Cheng about the potential impact and the collaboration opportunities for the proposed MS in Hospitality Management program at FSU. There were no significant concerns raised regarding the establishment of the proposed program at FSU. We further explored the possibility of sharing faculty expertise by inviting professors as guest lecturers or mentors across institutions; co-hosting workshops and seminars on hospitality-related subjects providing platforms for networking, knowledge sharing, and industry engagement for faculty, students, and industry professionals.

Overall, our discussions with the department chairs, program coordinators, and deans in these institutions highlighted a robust and increasing need for hospitality professionals with advanced degrees, within Florida, nationally, and internationally. This demand suggests that multiple programs can coexist and thrive, serving distinct geographical regions and student populations.

Furthermore, our enrollment projections show a manageable impact, if any, on existing programs, with FSU primarily attracting international students and students from North Florida and other states in the US. Due to limited capacity at these institution for both MS and PhD in Hospitality Management in the state of Florida, many students apply to programs in different states. FSU's proposed programs aims to target these students and hence we expect little or no impact to the existing programs within Florida's SUS.

Overall, the MS and PhD in Hospitality Management at FSU are justified based on a compelling need, program differentiation particularly through interdisciplinary curriculum, manageable impact, and a commitment to collaboration. FSU's proactive engagement with these institutions ensures that the program contributes to the overall advancement of hospitality education in Florida, while minimizing any potential duplication concerns.

- 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.

The proposed program is not offered at the Florida Agricultural and Mechanical 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.

☒ Not Applicable

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

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

MS in Hospitality Management Admission Criteria:

Admission decisions are made by the College's Graduate Admissions Committee and are based on a combination of factors, including prior academic record from accepted universities. Specifically, a bachelor's degree from a regionally accredited U.S. institution, or a comparable degree from an international institution, with a minimum 3.0 (on a 4.0 scale) grade point average (GPA) in all coursework attempted while registered as an upper-division undergraduate student working towards a bachelor's degree. Or a graduate degree from a regionally accredited U.S. institution, or a comparable degree from an international institution. Applicants must submit transcripts from each college and/or university attended.

Letters of recommendation (2) and experience and record of accomplishments (Current Resume) are required.

An English proficiency exam score (TOEFL/IELTS/PTE) must be submitted for international applicants whose native language is not English or who have not received a college degree from an institution where the instruction is primarily in English. Applicants must meet the minimum scores required for admission to the University. Further information regarding admission criteria to FSU Graduate School can be found here: <https://gradschool.fsu.edu/prospective-students/graduate-admissions>.

MS in Hospitality Management Graduation Requirements:

The MS in Hospitality Management is three-semester of residential study following the completion of an undergraduate or graduate degree in Hospitality Management or related fields. The MS program requires 30 graduate credit hours of coursework. Students may choose either a professional (nonthesis) or academic (thesis) track.

Students choosing to enroll in the thesis track must complete 30 credit hours of required and elective courses, including 9 credit hours of thesis and prepare and successfully defend a thesis.

Students choosing the professional track are required to complete 30 credit hours of required and elective courses, along with a minimum of 9 credit hours of internship.

PhD in Hospitality Management Admission Criteria:

The admission requirements align with the general policies of The Graduate School as well as regional and national accreditation standards. Admission to the PhD program is determined on a case-by-case basis by the College's Doctoral Admissions Committee and are based on a combination of factors specified below.

- An English proficiency exam score (TOEFL/IELTS/PTE) must be submitted for international applicants whose native language is not English or who have not received a college degree from an institution where the instruction is primarily in English. Applicants must meet the minimum scores required for admission to the University. Further information regarding admission criteria to FSU Graduate School can be found here: <https://gradschool.fsu.edu/prospective-students/graduate-admissions>.
- A bachelor's degree from a regionally accredited U.S. institution, or a comparable degree from an international institution, with a minimum 3.0 (on a 4.0 scale) grade point average (GPA) in all coursework attempted while registered as an upper-division undergraduate student working towards a bachelor's degree. Or a graduate degree from a regionally accredited U.S. institution, or a comparable degree from an international institution. Applicants must submit transcripts from each college and/or university attended.
- Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) scores taken within the past five years.
- Three (3) letters of recommendation.
- A record of experience and accomplishments (Current Resume).
- Personal statement detailing career goals, research interests, and aspirations.
- Students must secure a faculty member from the college willing to serve as their dissertation committee chair. As a result, even highly qualified applicants may not be admitted if no faculty member agrees to take on this role.

PhD in Hospitality Management Graduation Requirements:

The PhD in Hospitality Management is based on a four-year period of residential study following the completion of a master's degree with an undergraduate or graduate degree in Hospitality Management or related fields. The PhD program requires 72 credit hours including 27 dissertation credit hours. To complete the PhD program, a student must successfully complete a qualifying exam, preliminary exam, propose and complete a dissertation study, and successfully pass a final examination on the dissertation administered by the advisory committee.

- 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.

Curricular framework for the proposed MS program

Course Prefix & Number	Course Title	Required or Elective	Credit Hours	Course Description
HMG 5XXX	Applied Research in Hospitality	Required	3	The goal of this course is to examine the research process, research design, survey research, measurement, sampling, data collection techniques, and statistical techniques in Hospitality Management.
EDF 5464	Qualitative Research and Evaluation Methods	Required	3	This course explores the foundations and basic methodological approaches to qualitative research in education (and, more broadly, the social sciences).
HMG 5XXX	Machine Learning, Data-Driven	Required	3	This course explores the transformative role of machine learning,

	Decision Making and Visualization in Hospitality			big data, and business analytics in the hospitality industry. Students will learn how to leverage data-driven insights to enhance decision-making, optimize operations, and improve the guest experience.
HMG 5XXX	The Psychology of the Consumer Experience	Required	3	This course explores the psychological factors influencing consumer behavior, including cognitive, emotional, and social elements that shape purchasing decisions. Students will learn how businesses leverage these psychological insights to develop effective marketing strategies and cultivate positive customer experiences
HMG 6XXX	Multivariate Statistics in Hospitality Research	Required	3	This course equips students with advanced statistical techniques for analyzing complex datasets in hospitality research, focusing on multivariate methods like ANOVA, regression, factor analysis, and cluster analysis. Students will learn to apply these techniques using statistical software to address research questions related to consumer behavior, market segmentation, and operational performance within the hospitality industry.

HMG 5465	Hospitality Financial Management	Elective	3	This course will provide a comprehensive overview of the fundamental principles and theoretical framework that form the foundation of corporate financial management decisions in the hospitality industry.
HMG 5229	Management Ethics	Elective	3	This course develops skills needed for the analysis and development of interpersonal management skills, focusing on: leadership, ethics, employee and guest relations, and team building.
HMG 5258	Innovative Practices in Lodging Management	Elective	3	This course presents lodging operations and management from an integrated viewpoint with a focus on entrepreneurship. The course integrates operations, marketing, strategy, consumer behavior, and human resources.
HMG 5501	Hospitality Marketing Strategy	Elective	3	This course provides students with an advanced understanding of both theoretical and practical issues within the domain of marketing strategy.
HMG 5655	Franchising & Management Agreements	Elective	3	This course provides an overview of franchising agreements and management agreements focusing

				on the ownership structure in the hospitality industry. The course covers the principles of franchise and management agreements and introduces franchising opportunities in the hotel and restaurant industries.
HMG 5XXX	Real Estate Development and Feasibility Analysis in Hospitality	Elective for thesis track Required for non-thesis track	3	This course examines various factors influencing hospitality development decisions, including market conditions, financing options, regulatory requirements, and brand considerations. Students will develop and present a feasibility study for a proposed hospitality development project, including financial projections, risk assessments, and recommendations.
HMG 5XXX	Applied Revenue Management Techniques in Hospitality	Elective for thesis track Required for non-thesis track	3	This course explores the fundamental principles and concepts of revenue management along with practical applications and techniques involved in pricing and discounting strategies, overbooking practices, customer segmentation, competitive analysis, demand and revenue forecasting, and performance analysis within the hospitality

				industry.
HMG 5XXX	Directed Individual Study in Hospitality Management	Elective	3	The goal of this course is to provide advanced students the opportunity to engage in in-depth, independent research on a chosen topic in Hospitality Management. Under faculty supervision, students will produce a significant research paper, a professional presentation, or a creative project.
HMG 6XXX	Thesis	Required for thesis track	9	The goal of the thesis is to conduct original research in a specific area of Hospitality Management, culminating in a formal written thesis. Under faculty guidance, students will develop a research proposal, collect, and analyze data, and present their findings in a scholarly manner, contributing to the body of knowledge in the field.
HMG 6XXX	Thesis Defense	Required for thesis track	0	This course represents the final stage of the research and writing process for the master's thesis, where students will present and defend their work.
HMG 5XXX	Graduate Internship	Required for non-thesis track	9	This course's purpose is to offer students an opportunity for on-the-job management experience under the direction of an approved industry professional and a faculty coordinator.

Curricular framework for the proposed PhD program

Course Prefix & Number	Course Title	Required or Elective	Credit Hours	Course Description
HMG 5XXX	Applied Research in Hospitality	Required	3	The goal of this course is to examine research process, research design, survey research, measurement, sampling, data collection techniques, and statistical techniques in Hospitality Management.
EDF 5464	Qualitative Research and Evaluation Methods	Required	3	This course explores the foundations and basic methodological approaches to qualitative research in education (and, more broadly, the social sciences).
HMG 5XXX	Machine Learning, Data-Driven Decision Making and Visualization in Hospitality	Required	3	This course explores the transformative role of machine learning, big data, and business analytics in the hospitality industry. Students will learn how to leverage data-driven insights to enhance decision-making, optimize operations, and improve the guest experience.
HMG 5XXX	The Psychology of the Consumer Experience	Required	3	This course explores the psychological factors influencing consumer behavior, including cognitive, emotional, and social elements that shape purchasing decisions. Students will learn how businesses leverage

				these psychological insights to develop effective marketing strategies and cultivate positive customer experiences
HMG 6XXX	Multivariate Statistics in Hospitality Research	Required	3	This course equips students with advanced statistical techniques for analyzing complex datasets in hospitality research, focusing on multivariate methods like ANOVA, regression, factor analysis, and cluster analysis. Students will learn to apply these techniques using statistical software to address research questions related to consumer behavior, market segmentation, and operational performance within the hospitality industry.
HMG 5465	Hospitality Financial Management	Elective	3	This course will provide a comprehensive overview of the fundamental principles and theoretical framework that form the foundation of corporate financial management decisions in the hospitality industry.
HMG 5229	Management Ethics	Elective	3	This course develops skills needed for the analysis and development of interpersonal management skills, focusing on leadership, ethics, employee and

				guest relations, and team building.
HMG 5258	Innovative Practices in Lodging Management	Elective	3	This course presents lodging operations and management from an integrated viewpoint with a focus on entrepreneurship. The course integrates operations, marketing, strategy, consumer behavior, and human resources.
HMG 5501	Hospitality Marketing Strategy	Elective	3	This course provides students with an advanced understanding of both theoretical and practical issues within the domain of marketing strategy.
HMG 5655	Franchising & Management Agreements	Elective	3	This course provides an overview of franchising agreements and management agreements focusing on the ownership structure in the hospitality industry. The course covers the principles of franchise and management agreements and introduces franchising opportunities in the hotel and restaurant industries.
HMG 5XXX	Real Estate Development and Feasibility Analysis in Hospitality	Elective	3	This course examines various factors influencing hospitality development decisions, including market conditions, financing options, regulatory requirements, and brand considerations.

				Students will develop and present a feasibility study for a proposed hospitality development project, including financial projections, risk assessments, and recommendations.
HMG 5XXX	Applied Revenue Management Techniques in Hospitality	Elective	3	This course explores the fundamental principles and concepts of revenue management along with practical applications and techniques involved in pricing and discounting strategies, overbooking practices, customer segmentation, competitive analysis, demand and revenue forecasting, and performance analysis within the hospitality industry.
HMG 5XXX	Directed Individual Study in Hospitality Management	Elective	3	The goal of this course is to provide advanced students the opportunity to engage in in-depth, independent research on a chosen topic in Hospitality Management. Under faculty supervision, students will produce a significant research paper, a professional presentation, or a creative project.
HMG 6XXX	Qualifying Exam	Required	0	The qualifying exam is designed to assess the student's suitability for pursuit of the Doctor of Philosophy degree in

				Hospitality Management and to facilitate counseling in the development of the student's program of study.
HMG 6XXX	Scientific Foundations of Hospitality	Required	3	The goal of this seminar course is to examine philosophical foundations, schools of thought, and the contributions from social and behavioral sciences that heavily influence Hospitality Management.
HMG 6XXX	Supervised Teaching and New Faculty Development	Required	3	The goal of this course is to examine pedagogical practices and develop necessary teaching skills as college professors.
HMG 6XXX	Advanced Research Seminar in Hospitality Management	Required	3	The goal of this seminar course is to examine current research practices, theories, and methodologies in Hospitality Management.
HMG 6XXX	PhD Graduate Seminar and Grantsmanship	Required	3	The goal of this seminar course is to examine grant writing components and grant funding opportunities and develop grant ideas and proposals in Hospitality Management.
EDF 5406	Multivariate Analysis Applications	Required	3	This course examines design and analysis of research studies with multiple independent and dependent variables including path analysis, confirmatory factor

				analysis, and exploratory factor analysis.
EDF 5409	Structural Equation Modeling	Required	3	This course considers rationale, mathematical theory, and application of structural equation modeling (SEM). Techniques include SEM with non-normal and categorical data, structural regression models, multiple-sample SEM, equivalent models, and longitudinal growth curve models.
6XXX	Cognates	Required	9	Students must select a supporting area which emphasizes course work offered outside of the Dedman College of Hospitality. Students will take 9 credit hours of graduate-level courses offered by other academic units within the FSU. This is intended to encourage interdisciplinary synergy between the College and other academic units at FSU and will enhance the concentration area of the program.
HMG 6XXX	Preliminary Exam	Required	0	Upon completing all required course work students must register for preliminary exam, which is designed to determine whether students are prepared to begin to work on a PhD dissertation.
HMG 6XXX	Dissertation Prospectus	Required	0	This course represents the beginning stage of

	Defense			the research and writing process for the doctoral dissertation, where students will present and defend their dissertation proposal. After being admitted to candidacy, students are required to prepare a dissertation prospectus that will enable the committee to determine if the project is acceptable.
HMG 6XXX	Dissertation	Required	27	The goal of the dissertation is to conduct original, in-depth research that significantly contributes to the field of Hospitality Management, culminating in a formal dissertation. Under the guidance of a faculty committee, students will develop a rigorous research agenda, execute advanced research methodologies, and defend their findings in a scholarly manner, demonstrating expertise and contributing new knowledge to the discipline.
HMG 6XXX	Dissertation Defense	Required	0	This course represents the final stage of the research and writing process for the doctoral dissertation, where students will present and defend their work.

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.

The Dedman College of Hospitality has a 16-member Dean's Council, representing a variety of segments within the hospitality industry. During its bi-annual meetings, this council provided critical input on curriculum development, student assessment, and academic workforce alignment for the proposed MS and PhD programs in Hospitality Management, directly supporting their creation. The Council's input was essential in designing curricula that address the evolving needs of the industry, implementing robust methods for student assessment, and aligning the programs with academic workforce requirements. By providing expert guidance, the Council ensured that these programs will not only produce highly skilled professionals but also foster research and innovation in the hospitality field. They view the programs as vital for advancing hospitality education, developing future faculty, and cultivating thought leaders to drive the industry forward.

- E. 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?

The competencies for the MS and PhD in Hospitality Management programs were identified through extensive collaboration with industry partners, the Dean's Council, and faculty focusing on both current and future workforce demands. These discussions emphasized critical skills such as data analytics, technology, revenue management, financial management, leadership, and other essential areas for success in the evolving hospitality industry. These competencies were carefully embedded into the curriculum through specialized courses, case studies, research projects, and hands-on experiential learning opportunities such as graduate internships, as well as direct engagement with industry professionals via guest lectures, workshops, and mentorship programs.

To ensure the curriculum remains responsive to industry trends, a continuous improvement framework is proposed. This strategy involves gathering regular feedback from key stakeholders, including students, alumni, faculty, and industry leaders. Workforce data, including emerging skills and job market trends, will also be closely monitored to guide necessary updates to the curriculum. Program and student learning outcomes have been established for both the MS and PhD. Program and student learning outcomes will be rigorously assessed using a variety of methods, such as real-world projects, presentations, case analyses, and research-based assignments, ensuring graduates develop the practical and analytical expertise required in the field and preparing graduates to excel as leaders, innovators, and experts in Hospitality Management.

Furthermore, the Dedman College of Hospitality faculty proposed a cyclical review process to ensure the MS and PhD curriculum aligned with evolving competencies and workforce requirements. This process includes a continuous evaluation of learning outcomes and student performance data, along with monitoring of trends in the academic job market and emerging research priorities within the hospitality sector. By enabling timely curriculum updates, this ongoing review ensures that the program remains relevant, equipping graduates with the skills and knowledge needed to excel in academic careers.

- 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.

- 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.

There is no potential impact related to general education or common prerequisites because the proposed degrees are graduate level. The proposed graduate programs in Hospitality Management are designed to be interdisciplinary, recognizing the interconnectedness of hospitality with other fields. This approach not only enriches the student experience but also fosters collaboration across different academic units within FSU. Specifically, the proposed PhD program requires students to take elective courses outside the Dedman College of Hospitality, broadening their perspectives and research capabilities. To facilitate this, the Dedman College has proactively engaged with other colleges and established formal agreements to ensure seamless access to relevant coursework. MOUs have been signed with the College of Social Sciences and Public Policy, the College of Education, Health, and Human Sciences, the College of Arts and Sciences, and the College of Business. See Appendix B for MOUs with each of these Colleges.

- 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 internships are not a requirement for graduation, the MS students will have the option to complete an internship for academic credit. We expect many of them to take advantage of the robust network of industry contacts available through the college. Each fall and spring semester, the Dedman College of Hospitality hosts an in-person networking event called the Career & Internship Expo. This event draws approximately 50 companies per semester to recruit Dedman students for jobs and internships. While the companies attending this event will vary, students can expect to meet with industry leaders such as Marriott International, Hyatt Hotels & Resorts, St. Joe Club & Resorts, J. Alexander's Restaurants, Republic National Distributing Company, etc. In addition to the Career & Internship Expo, the Dedman College employs a full-time staff member to coordinate career events and assist students with finding jobs and 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 proposed graduate programs will only be offered face to face on the Main Tallahassee campus.

- 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.

In Fall 2021, the Dedman College of Hospitality participated in the Quality Enhancement Review (QER) process, a requirement of the Office of the Provost and Academic Affairs. During this process, the Dean of the Conrad N. Hilton College of Global Hospitality Leadership, Dr. Dennis Reynolds, visited Florida State University, met with stakeholders, including, students, faculty and alumni, and reported findings. His report focused on the undergraduate degrees offered within the Dedman College as well as the Master of Science in Hospitality Entrepreneurship (MSE) that the college currently offers in partnership with the Jim Moran College of Entrepreneurship.

In evaluation of the Master of Science in Hospitality Entrepreneurship, Dr. Reynolds commented that the curriculum was adequately robust. This comment is relevant to the proposed Master of Science in Hospitality Management, as students would take some of the same courses since we can expect some overlap in interest areas. One improvement, though, would be the increased focus on research in the proposed program and the ability for students to complete a thesis track graduate degree.

Interestingly, one of his most substantial findings of the QER was that the Dedman College of Hospitality needed to create a PhD program. To quote Dr. Reynolds, "Leading hospitality-management programs remain leaders because they are contributing to the academy with doctoral students. The Dedman College will simply not be able to attract leading scholars without a doctoral program." As part of this recommendation, he suggested hiring two new tenure-track faculty members, along with one full time specialized faculty member. The Dedman College has recently filled all three of these new faculty positions in anticipation of this new program.

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 for each identified faculty member.

Faculty Code*	Faculty Name or "New Hire" Highest Degree Held Academic Discipline	Rank	Contract Status	Initial Date for Participation in Program
A	Tarik Dogru, PhD Hospitality Management	Associate Professor	Tenure	Fall 2024
A	Woody Kim, PhD Hospitality Management	Professor	Tenure	Fall 2027
A	Nathan Line, PhD Hospitality Management	Professor	Tenure	Fall 2027
A	Lydia Hanks, PhD Hospitality Management	Professor	Tenure	Fall 2027
A	Sean McGinley, PhD Hospitality Management	Associate Professor	Tenure	Fall 2027
A	Bingjie "Becky" Liu-Lastres, PhD Hospitality Management	Associate Professor	Tenure Track	Fall 2027
A	Abhi Sharma, PhD Hospitality Management	Assistant Professor	Tenure Track	Fall 2027
A	Hyekyung "Danielle" Park, PhD Hospitality Management	Assistant Professor	Tenure Track	Fall 2027
A	Milly Njeri, PhD Hospitality Management	Assistant Professor	Tenure Track	Fall 2027

B	New faculty to be hired on a vacant line, PhD Hospitality Management	Associate or Assistant Professor	Tenure or Tenure Track	Fall 2027

*Faculty Code	Code Description	Source of Funding
A	Existing faculty on a regular line	Current Education & General Revenue
B	New faculty to be hired on a vacant line	Current Education & General Revenue
C	New faculty to be hired on a new line	New Education & 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, 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 faculty members at the Dedman College of Hospitality have demonstrated significant productivity in teaching. Each faculty member has taught a wide range of courses, showcasing their expertise and commitment to student learning, including courses on lodging management, leadership, ethics, organizational behavior, sustainability in service organizations, marketing strategy, integrated marketing for hospitality, managing service organizations, business strategy for the hospitality industry, hospitality revenue management, financial management, and accounting. Beyond teaching existing courses, faculty members have also developed new courses. For example, Sean McGinley created a course addressing human resource issues in the hospitality industry, while Nathaniel Line developed a course on marketing strategy. The typical teaching load for the research faculty within the Dedman College has been two classes per semester, with enrollments as small as 42 students. As the college has grown, the faculty have successfully offered more sections of some courses while increasing the size of others, ensuring that quality does not falter. There are currently 600 total undergraduate students within the college and 34 students enrolled in the Master of Science in Hospitality Entrepreneurship program.

Furthermore, the faculty at the Dedman College of Hospitality have established an impressive record of scholarly productivity with about 400 hundred scholarly publications collectively averaging more than 20 publications a year. Their work has been published in numerous high-impact journals, including *Journal of Hospitality and Tourism Research*, *International Journal of Contemporary Hospitality Management*, *International Journal of Hospitality Management*, *Cornell Hospitality Quarterly*, *Tourism Management*, *Journal of Sustainable Tourism*, *Annals of Tourism Research*, *Journal of Travel Research*, and *Tourism Economics* highlighting their contributions to the field. In addition to their journal publications, faculty members have actively presented their research at national and international academic conferences, including International Council on Hotel, Restaurant, and Institutional Education, Travel and Tourism Research Association, European Council on Hotel, Restaurant, and Institutional Education, CHRIE, Asia Pacific Council on Hotel, Restaurant, and Institutional Education, and so on. Also, the faculty's academic work has been further recognized by awards they have received. Collectively, the faculty at the Dedman College of Hospitality holds more than 20 teaching and research awards, including the "Lifetime Achievement Award", which is the most prestigious award earned in the hospitality field, awarded to Dr. Woody Kim.

The faculty have also excelled in service activities, contributing to the university, college, and department through committee work and other initiatives. Their involvement at multiple levels underscores their dedication to institutional success. For

example, Alishia Piotrowski has served on Florida State University's Committee for Assessment of Student Learning (CASL) and the Council of Associate and Assistant Deans (CAAD). Nathaniel Line has represented the college on the ASPIRE Committee and the Business of Health Care Summit Planning Committee. Woody Kim's service includes roles on the University Graduate Policy Committee and the University Promotion & Tenure Committee. Beyond committee work, the faculty have engaged in additional service activities by serving on the editorial boards of most prestigious hospitality journals as editors, associate editors, co-editors, guest editors and reviewers.

In summary, the faculty members of the Dedman College of Hospitality have demonstrated exceptional productivity in teaching, research, and service. They have taught a diverse array of courses, developed new curricula, published in esteemed journals, presented at notable international, national, and regional conferences, and actively contributed to the university through committee service and community engagement. Their collective efforts highlight their commitment to academic excellence and professional development.

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
\$479.32/Credit Hour	\$1,110.72/Credit Hour

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.

- Provide funding sources for Years 1 and 5 of program operation.
- Provide headcount (HC) estimates of student enrollment for Years 1 through 5.

Implementation Timeframe	HC	E&G Funds	Contract & Grants Funds	Auxiliary/Philanthropy Funds	Total Cost
Year 1	10M, 4D	\$515,468.87	-	-	\$515,468.87
Year 2	20M, 8D				
Year 3	20M, 12D				
Year 4	20M, 16D				
Year 5	20M, 16D	\$658,723.70	-	\$512,433.64	\$1,171,157.34

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

☒ Yes

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

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.

The Dedman College of Hospitality does not need any additional equipment or space to implement and/or sustain the proposed programs.

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 Dedman College of Hospitality plans to award assistantships to each of the enrolled PhD students. These assistantships will be \$25,000 per academic year, plus benefits at a total cost of approximately \$32,500 per student per year. In year one, this should equate to approximately \$130,000 per year. In year 5, this cost is expected to be approximately \$520,000.

The College is fortunate to have a robust scholarship allocation each year, provided by successful alumni and distributed through the FSU Foundation. In the 2024/2025 academic year, the college awarded approximately \$220,000 in privately funded scholarships. Most of these funds went to undergraduate students, as the college currently only has just over 30 master's level students. However, many of the scholarship funds are open to both graduate and undergraduate students. Some of the funds that the college expects to use for MS and PhD scholarships are the Dedman Endowment in Hospitality, the Dedman College 75th Anniversary Scholarship, the Chris J. Kalfas Memorial Scholarship, the Davis H.A. Student Scholarship, and the Jane and George Morgan Student Travel Fund in Hospitality. In 2024-2025, these funds disbursed a collective \$45,000 in scholarships, all of which the new MS and PhD students would be eligible to apply. This private funding, in conjunction with PhD assistantships, should support student need at both the MS and PhD levels.

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		Yes
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		No
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
FSU A	PO an SLOs - MS	This appendix presents program outcomes, student learning outcomes, numeric targets, and assessment plans for the proposed MS program.
FSU B	PO an SLOs - PhD	This appendix presents program outcomes, student learning outcomes, numeric targets, and assessment plans for the proposed PhD program.

Instructions:

According to Board of Governors Regulation 8.011, Academic Degree Program Coordination and Approval, all institutions requesting Board of Governors' approval for a new doctoral-level program are required to submit a formal written review of the proposal by a qualified external academic consultant or for newly emergent fields where there are limited qualified experts, a cross-section of visiting experts. Institutions must submit a copy of the written review and a summary document describing how feedback was incorporated into the proposal or why feedback was not addressed. The consultant's report and institutional response format shall be determined by the individual institution submitting the proposal; however, both the review and the institutional response must be present and clearly identified.

Name of Consultant:	<u>Nancy Gard McGehee</u>
Affiliation:	<u>Pamplin College of Business Virginia Tech</u>
Qualification/Area of Expertise:	<u>R.B. Pamplin Professor of Hospitality and Tourism Management</u>
Date of Review:	<u>March 10 2025</u>

In the space provided below, please list the recommendations provided by the external consultant and explain how those recommendations were or were not incorporated into the proposal. For recommendations that were not included, provide an explanation.

External Review of a Proposal by Florida State University for the establishment of a graduate degree program in Hospitality Management

**Nancy Gard McGehee
R.B. Pamplin Professor of Hospitality and Tourism Management
Pamplin College of Business
Howard Feiertag Department of Hospitality and Tourism Management
Virginia Tech
Blacksburg VA**

The following is a review of Florida State Universities proposal to offer a PhD program in Hospitality Management beginning Fall 2026. This review was conducted to judge compliance with the Florida Board of Governors New Degree Criteria.

This is an excellent proposal that is timely and well written which addresses all the Board of Governors' criteria. Exhaustive evidence and materials are provided that demonstrate that the proposal meets all the criteria. The proposal to have this program housed in the Dedman College of Hospitality is the proper choice given the current extensive ongoing research in that college that is hospitality related. The FSU Hospitality Management program has an international reputation for producing cutting edge and innovative research, so it comes as no surprise that their PhD program proposal reflects the same. This will significantly enhance FSUs already well-respected reputation in the Hospitality Management sector.

I believe it is important to note that this is far from a spur of the moment proposal. The FSU Dedman College faculty have been purposefully selected and nurtured in a way to create an environment of research excellence. They each come from highly regarded programs. As Co-Editor-In-Chief of an elite journal in their field, I can speak firsthand to the level and quality of research that is produced in the college. Since its inception, the Dedman College has been strategically developed with the goal of the addition of a PhD program. Leveraging the already outstanding research and education in the Dedman College also translates to the minor cost of the new proposed graduate degree program in Hospitality.

I was pleased to see that the primary goal of the program is to supply skilled academics for universities while also generating industry-relevant insights. This balance of academic excellence with practical implications is a hallmark of the College as well as tantamount to the success of the future PhD program. Imparting this skill set to future graduates will position them for top positions at prestigious programs.

It comes as no surprise that the Board of Governors is always concerned about potential duplication of programs in the state. This is not an issue in this case. As pointed out in the proposal, the Hospitality program at FSU will complement, rather than compete with, the other

programs in the state and advance the expertise available to stakeholders in the hospitality and tourism field. It is laudable that the FSU team deliberately and transparently engaged in discussions with the major programs throughout the state as part of the proposal development process. Further, it is important to recognize that in Florida, the hospitality and tourism industry is an essential component of the State's economy, valued at \$127.7 billion in 2023 and increasing an average of 5% per year. Given its value, the need for the Hospitality Management graduate degree program is clearly justified. The level of activity in the State of Florida within the hospitality sector makes adding an additional graduate degree program in at FSU the proper and timely thing to do.

I believe this is an excellent proposal that the Board of Governors should feel highly confident in approving. Feel free to reach out to me at nmcgehee@vt.edu or 540 357 2921 (cell) if you would like additional input.

Sincerely,

A handwritten signature in dark ink, appearing to read "Nancy S McGehee", written in a cursive style.

Nancy Gard McGehee
R.B. Pamplin Professor of Hospitality and Tourism Management
Howard Feiertag Department of Hospitality and Tourism Management
Pamplin College of Business
Virginia Tech
Blacksburg VA

Response to reviewer's recommendation

Dr. Nancy McGehee kindly served as an external academic consultant to review the proposal for Ph.D. in Hospitality Management program in the Dedman College of Hospitality at Florida State University. Dr. McGehee strongly supports the creation of the doctoral program in hospitality management. We did not observe any criticisms in is her review and feedback. Therefore, we do not have any further modifications for our proposal based on her review.

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the **Dedman College of Hospitality** and the **College of Arts and Sciences** to facilitate the enrollment of PhD students in Hospitality Management in various graduate-level courses offered by the College of Arts and Sciences.

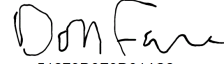
PhD students enrolled in the Hospitality Management program at the Dedman College of Hospitality are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to two 3-credit hour graduate level courses in the College of Arts and Sciences throughout their PhD study. Students must meet the prerequisites and other requirements set forth by the College of Arts and Sciences or the instructors of the courses. The potential courses include, but are not limited to the following:

PSY 5916 Modern Psychometrics
PSY 6919r Research Analysis and Design I (ANOVA)
PSY 6919r Research Analysis and Design II (Regression)
PSY 5916 Meta-analysis
PSY 5916 Multilevel Modeling
PSY 5916 Structural Equation Modeling
STA 5207 Applied Regression Methods
STA 5238 Applied Logistic Regression
STA 5707 Applied Multivariate Analysis

Also, PhD students enrolled in the Hospitality Management program at Dedman College of Hospitality may request the College of Arts and Sciences to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Arts and Sciences.

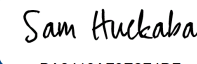
This MOU may be amended from time to time by mutual written agreement of the Dean of the Dedman College of Hospitality and the Dean of the College of Arts and Sciences. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

51279D0F0D014C2...
Don Farr

Dean, Dedman College of Hospitality

Date: 2/18/2025 | 3:26 PM EST

DocuSigned by:

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Sam Huckaba

Dean, College of Arts and Sciences

Date: 3/6/2025 | 2:17 PM EST

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the **Dedman College of Hospitality** and the **College of Business** to facilitate the enrollment of PhD students in Hospitality Management in various graduate-level courses offered by the College of Business.

PhD students enrolled in the Hospitality Management program at the Dedman College of Hospitality are required to complete 9 credits, outside of the college, in a secondary concentration. To fulfill this requirement, students may need to be enrolled in up to three 3-credit hours graduate level courses in the College of Business throughout their PhD study. Students must meet the prerequisites and other requirements set forth by the College of Business or the instructors of the courses. The potential concentrations include, but are not limited to the following:

Finance (choose 3 of the following):

FIN 6449 Doctoral Seminar in Corporate Finance
FIN 6527 Doctoral Seminar in Investments - Finance and Investments
FIN 6804 Asset Pricing Theory (*currently FIN 6804 Foundations of Financial Theory I*)
FIN 6XXX Corporate Finance Theory (*currently FIN 5935 Foundations of Financial Theory II*)

Marketing (choose 3 of the following):

MAR 6XXX Inductive Reasoning and Sociocultural Theory in Marketing
MAR 6665 Seminar in Marketing Models
MAR 6575 Seminar in Marketing: Topics in Consumer Behavior
MAR 6828 Seminar in Marketing: Elements and Integration of Marketing Strategy
MAR 6506 Seminar in Consumer Behavior Methods
MAR 6636 Quantitative Methods I: Theory Building from Data

Management/Organizational Behavior (choose 3 of the following):

MAN 6235 Seminar in Organizational Theory
MAN 6932 Strategic Management: Literature Overview
MAN 6931 Strategy Microfoundations
MAN 6795 Strategy II (focus on entrepreneurship)
MAN 6686 Strategy International Business
MAN 6275 Organizational Behavior I
MAN 6306 Seminar in Human Resource Management
MAN 6933 Seminar in Leadership

Also, PhD students enrolled in the Hospitality Management program at the Dedman College of Hospitality may request the College of Business faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Business faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Dedman College of Hospitality and the Dean of the College of Business. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

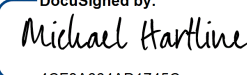
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Don Farr

Dean, Dedman College of Hospitality

Date: 3/20/2025 | 10:27 AM EDT

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Michael D. Hartline

Dean, College of Business

Date: 3/21/2025 | 9:46 AM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the **Dedman College of Hospitality** and the **College of Education, Health, and Human Sciences** to facilitate the enrollment of PhD students in Hospitality Management in various graduate-level courses offered by the College of Education, Health, and Human Sciences.

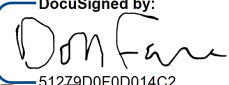
MS students enrolled in the Hospitality Management program at Dedman College of Hospitality are required to complete 3 credits of a qualitative methods course outside of the college. Also, PhD students enrolled in the Hospitality Management program at the Dedman College of Hospitality are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to three 3-credit hours graduate level courses in the College of Education, Health, and Human Sciences throughout their PhD study. Students must meet the prerequisites and other requirements set forth by the College of Education, Health, and Human Sciences or the instructors of the courses. The potential courses include, but are not limited to the following:

EDF 5402 Advanced Topics in ANOVA (3 hrs)
EDF 5406 Multivariate Analysis Applications (3 hrs)
EDF 5409 Structural Equation Modeling (3 hrs)
EDF 5464 Qualitative Methods (3 hrs)
EDF 6482 Experimental/Quasi Experimental Design (3 hrs)
EDF 6937 Advanced Structural Equation Modeling (3 hrs)
EDF 6937 Longitudinal Data Analysis (3 hrs)
EDF 6937 Mediation and Moderation (3 hrs)

Also, PhD students enrolled in the Hospitality Management program at the Dedman College of Hospitality may request the College of Education, Health, and Human Sciences faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Education, Health, and Human Sciences faculty.

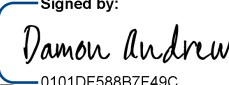
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Signatures:

DocuSigned by:

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Don Farr

Dean, Dedman College of Hospitality

Signed by:

0101DF588B7F49C...

Damon Andrew

Dean, College of Education, Health, and
Human Sciences

Date: 2/18/2025 | 3:19 PM EST

Date: 2/18/2025 | 3:34 PM EST

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the **Dedman College of Hospitality** and the **College of Social Sciences and Public Policy** to facilitate the enrollment of PhD students in Hospitality Management in various graduate-level courses offered by the College of Social Sciences and Public Policy.

PhD students enrolled in the Hospitality Management program at the Dedman College of Hospitality are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to two 3-credit hour graduate level courses in the College of Social Sciences and Public Policy throughout their PhD study. Students must meet the prerequisites and other requirements set forth by the College of Social Sciences and Public Policy or the instructors of the courses. The potential courses include, but are not limited to the following:

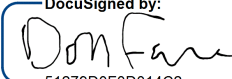
ECO 5115 Product Markets and the Theory of the Firm
ECO 5116 Imperfect Competition, Factor Markets, and Income Distribution
ECO 5416 Econometrics I
ECO 5454 Empirical Methods in Applied Economics
ECO 5423 Econometrics II
ECO 5424 Econometric Methods for Panel Data
ECO 5453 Experimental Economics
ECO 6176 Behavioral Economics
SYA 5315 Introduction to Qualitative Research Methods
SYA 5407/6314 Advanced Qualitative Methods

Also, PhD students enrolled in the Hospitality Management program at Dedman College of Hospitality may request the College of Social Sciences and Public Policy faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Social Sciences and Public Policy faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Dedman College of Hospitality and the Dean of the College of Social Sciences and Public Policy. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

Don Farr

DocuSigned by:

51279D0F0D014C2...

Dean, Dedman College of Hospitality

Tim Chapin

DocuSigned by:

72E7277DB3D6423...

Dean, College of Social Sciences and
Public Policy

Date: 3/17/2025 | 4:56 PM EDT

Date: 3/17/2025 | 4:58 PM EDT

Curriculum Vitae

Tarik Dogru

March 06, 2025

General Information

University address: Hospitality Administration
Dedman College of Hospitality
University Center Building B4100
Florida State University
Tallahassee, Florida 32306-2541

E-mail address: tdogru@fsu.edu
tdogru@dedman.fsu.edu

Professional Preparation

2016 Ph.D., University of South Carolina. Major: Hospitality Management.
Corporate Finance, Tourism Economics. Supervisor: Ercan Sirakaya-Turk.

Tarik Dogru. (2016). *Theory of Under- and Overinvestment: An Empirical Examination of Value Creation and Destruction in Hospitality Firms*.
Unpublished doctoral dissertation, University of South Carolina.

2010 Master of Science, Zonguldak Karaelmas University, Turkey. Major: Business Administration.

2008 Bachelor of Science, Zonguldak Karaelmas University, Turkey. Major: Business Administration.

Professional Credential(s)

2015–present Certified Hospitality Educator (CHE).

2015–present Preparing Future Faculty Certificate.

2015–present Certification in Hotel Industry Analytics (CHIA).

Professional Experience

2023–present	Director of Graduate Programs, Dedman College of Hospitality, Florida State University.
2022–present	Associate Professor, Dedman College of Hospitality, Florida State University.
2018–2022	Assistant Professor, Dedman College of Hospitality, Florida State University.
2016–2018	Assistant Professor of Hospitality Finance and Accounting, School of Hospitality Administration, Boston University.
2012–2016	Instructor, College of Hospitality, Retail and Sport Management, University of South Carolina.
2009–2012	Research Assistant, Business Administration, Ahi Evran University.

Honors, Awards, and Prizes

Best Paper Award, Asia Pacific Council of Hotel, Restaurant, and Institutional Education (2024).
 Best Paper Award, International Council of Hotel, Restaurant, and Institutional Education Association (2018).
 Award for Best Graduate Student Research Paper, International Association of Hospitality Financial Management Education (2016).
 Anatolia Silver Research Paper Award, World Conference for Graduate Research in Tourism (2014).

Current Membership in Professional Organizations

Hospitality Financial and Technology Professionals
 International Association of Hospitality Financial Management Education
 International Council of Hotel, Restaurant, and Institutional Education Association

Teaching

Courses Taught

Accounting and Finance for Entrepreneurs (ENT5417)
 Hospitality Managerial Accounting (HFT3431)
 Franchising and Management Agreements (HMG5655)
 International Food and Culture (HFT2890)
 European Food & Culture (HFT4930)

Franchising and Management Agreements (HMG 5908)
Accounting and Finance for Entrepreneurs (ENT 5930)
Hospitality Managerial Accounting (HFT3431)
Hospitality Financial Management (HF 711)
Managerial Accounting for the Hospitality Industry (HF 310)
Financial Accounting (RETL 261)
Social Science Foundations of Tourism (HRTM J280)
Tourism Economics (HRTM 483)

New Course Development

Franchising and Management Agreements (2021)
Accounting and Finance for Entrepreneurs (2020)

Research and Original Creative Work

Publications

Invited Journal Articles

Dogru, T., Line, N., Hanks, L., Acikgoz, F., Abbott, J., Bakir, S., Berbekova, A., Bilgihan, A., Iskender, A., Kizildag, M., Minwoo, L., Woojin Lee, Sean McGinley, Mody, M., Irem Onder, Ozgur Ozdemir, & Courtney Suess. (2024). The implications of generative artificial intelligence in academic research and higher education in tourism and hospitality. *Tourism Economics*, 30(5), 1083-1094. doi:<https://doi.org/10.1177/13548166231204065>

Dogru, T., Bulut, U., & Sirakaya-Turk, E. (2021). Modeling Tourism Demand: Theoretical and Empirical Considerations for Future Research. *Tourism Economics*, 27(4), 874-889.

Agbola, F. W., Dogru, T., & Gunter, U. (2020). Tourism demand: Emerging theoretical and empirical issues. *Tourism Economics*, 26(8), 1307-1310.

Refereed Journal Articles

Dogru, T., Hanks, L., Line, N., Mody, M., & Suess, C. (submitted). From Service to Virtue: How Organizations Can Harness Hospitality to Foster Transformative Social Change. *International Journal of Contemporary Hospitality Management*. Manuscript submitted for publication.

Li, X., Dogru, T., Liang, C., & Li, H. (submitted). Governments' environmental attention and

- tourism development. *Journal of Travel Research*. Manuscript submitted for publication.
- Erol, I., Dogru, T., Oztel, A., Bilgihan, A., Peker, I., & Onder, I. (submitted). Identifying and Analyzing Resilience Indicators for the Tourism Industry: Theory and Evidence from a Mixed Method Approach. *Tourism Management*. Manuscript submitted for publication.
- Ongan, S., Gocer, I., Isik, C., & Dogru, T. (submitted). Measurement and Assessment of Uncertainties in Tourism: Introducing the Tourism Uncertainty Index. *Tourism Management*. Manuscript submitted for publication.
- Dogru, T., Assaf, A., & Scuderi, R. (submitted). Using Generative AI in Academic Research: Sparking (and hopefully settling) the Debate. *Tourism Economics*. Manuscript submitted for publication.
- Hanks, L., Line, N., Dogru, T., & Lu, L. (submitted). Where, what, and why: New insights into EWOM posting behavior. *International Journal of Hospitality Management*. Manuscript submitted for publication.
- Qi, R., Mou, X., Lui, H., Dogru, T., & So, K. (submitted). Analyzing and Mapping Vulnerability and Resilience of the Hospitality Industry: An Evolutionary Approach. *International Journal of Hospitality Management*. Manuscript submitted for publication.
- Sharma, A., McGinley, S., Dogru, T., & Nicolau, J. L. (submitted). Effect of Job Alternatives on Tourism Performance. *International Journal of Hospitality Management*. Manuscript submitted for publication.
- Baydeniz, E., Dogru, T., Wei, W., & Mody, M. (submitted). Organizational characteristics, ethical leadership, and employee job performance: An investigation from the lenses of appraisal responses to behavioral outcomes model. *International Journal of Hospitality Management*. Manuscript submitted for publication.
- Um, T., Lee, M., Back, K., & Dogru, T. (submitted). Professionalization and performance of multi-unit Airbnb hosts: The effect of geographical distance and geographical diversification. *International Journal of Hospitality Management*. Manuscript submitted for publication.
- Dogru, T., Lee, M., So, K., & Wu, L. (submitted). The dark side of social media: Critical reflection and future research. *International Journal of Contemporary Hospitality Management*. Manuscript submitted for publication.
- Suess, C., Hanks, L., Dogru, T., & Mody, M. (submitted). The effect of third-party social support on healing, coping and loneliness: An examination of accommodation guests undergoing medical procedure. *International Journal of Contemporary Hospitality Management*. Manuscript submitted for publication.

- Bakir, S., Dogru, T., Bilgihan, A., & Ayoun, B. (2025). AI awareness and employee-related outcomes: A systematic review of the hospitality literature and a framework. *International Journal of Hospitality Management*, 124. doi:<https://doi.org/10.1016/j.ijhm.2024.103973>
- Dogru, T., Line, N., Mody, M., Hanks, L., Abbott, J., Acikgoz, F., Albert, A., Bakir, S., Berbekova, A., Bilgihan, A., Dalton, A., Erkmén, E., Geranasso, M., Gomez, D., Graves, S., Iskender, A., Ivanov, S., Kizildag, M., Minwoo, L., & Lockett, J. (2025). Generative Artificial Intelligence in the Hospitality and Tourism Industry: Developing a Framework for Future Research. *Journal of Hospitality & Tourism Research*, 49(2), 235-253. doi:<https://doi.org/10.1177/10963480231188663>
- Sengoz, A., Dogru, T., Mody, M., & Isik, C. (2025). Guiding the path to sustainable tourism development: Investigating the role of tour guides. *Tourism Management*.
- Line, N., Hanks, L., Dogru, T., & Lu, L. (2024). Assigning credit and blame: How delivery services affect restaurant EWOM. *International Journal of Hospitality Management*, 117. doi:<https://doi.org/10.1016/j.ijhm.2023.103644>
- Yang, Y., Dogru, T., Liang, C., Wang, J., & Xu, P. (2024). Developing and testing the efficacy of a novel forecasting methodology: Theory and evidence from China. *Tourism Economics*, 30(8), 2043-2069. doi:<https://doi.org/10.1177/13548166241248866>
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Dogru, T., Mody, M., & Leonardi, C. (2018). Blockchain technology and its implications for the hospitality industry. *Boston Hospitality Review*.

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Dogru, T., & Pekin, O. (2017). What do guests value most in Airbnb accommodations? An application of the hedonic pricing approach. *Boston Hospitality Review*.

Presentations

Refereed Papers at Conferences

Dogru, T., Mody, M., & Gyodi, K. (submitted). *Examining the impact of STR regulation in the United States: Impacts on housing supply and affordability and hotel industry performance*. Paper submitted for presentation.

Dogru, T., Hanks, L., Line, N., & Sirakaya-Turk, E. (accepted). *Job Creation: Does the hospitality and tourism industry have a competitive edge?* Paper to be presented at The 6th Conference on Managing Tourism Across Continents – Tourism for a better World (MTCON'25), MTCON, Istanbul, Turkey. (International)

Bakir, S., Dogru, T., Njeri, M., & Ayoun, B. (presented 2025). *Exploring the Dynamics of Hotel Employee Job Insecurity in the Era of AI and Robotics: Can Managers Really Improve Retention?* Paper presented at 30th Annual Graduate Education and Graduate Student Research Conference in Hospitality & Tourism, University of Houston, Houston, Texas, USA. (International)

Bakir, S., Dogru, T., Njeri, M., & Ayoun, B. (presented 2024). *Hotel Employees' Intention to Quit: An Examination of AI-confident vs. Job-insecure Employees*. Paper presented at Travel and Tourism Research Association Asia Pacific Annual Chapter Conference, TTRA, Bangkok, Thailand. (International)

Um, T., Calderon, A. H., Dogru, T., Lee, M., & Back, K. (presented 2024). *The degree of professionalism and listing performance of multi-unit Airbnb hosts: The effect of geographical distance and diversification*. Paper presented at 29th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, University of Houston, Miami, Florida, USA. (International)

Bakir, S., Dogru, T., Iskender, A., & Ayoun, B. (presented 2024). *The impact of AI-triggered job replacement threats on the well-being of hospitality employees: A systematic review of the literature*. Paper presented at 29th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, University of Houston, Miami, Florida, USA. (International)

Park, E., Dogru, T., & Lee, M. (presented 2024). *Who's better? Competitive positioning of hotel mobile application through an integrated method of business intelligence and impact asymmetry competitor analysis*. Paper presented at Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Montreal, Canada. (International)

Park, E., Park, H., Dogru, T., & Lee, M. (presented 2024). *Winning the race for competitive advantages through asymmetric dynamics of service quality: Introducing theory-driven asymmetric impact competitor analysis*. Paper presented at Council on Hotel, Restaurant, and Institutional Education Asia Pacific Annual Chapter Conference, CHRIE, Seoul, South Korea. (International)

- Dogru, T., Kizildag, M., Ozdemir, O., Bakir, S., & Erkmen, E. (presented 2023). *Artificial Intelligence: Challenges and Opportunities for the Tourism and Hospitality Industry*. Paper presented at 4th Conference on Managing Tourism Across Continents (MTCON23), MTCON, Istanbul, Turkey. (International)
- Dogru, T., Suess, C., Bulut, U., Sirakaya-Turk, E., & Isik, C. (presented 2023). *Climate Change Vulnerability and Sustainable Tourism Development*. Paper presented at 4th Conference on Managing Tourism Across Continents (MTCON23), MTCON, Istanbul, Turkey. (International)
- Park, H., & Dogru, T. (presented 2023). *Exploring the dynamic roles of hotel mobile application attributes in customer experience: An integrated method of big data analytics and asymmetric impact competitor analysis*. Paper presented at Travel and Tourism Research Association Asia Pacific Annual Chapter Conference, TTRA, Seoul, South Korea. (International)
- Suess, C., Hanks, L., Dogru, T., Mody, M., & Youssef, O. (presented 2023). *Understanding the influence of third-party social support in accommodations on loneliness and perceived healing of guests undergoing medical procedures*. Paper presented at Annual Euro Council on Hotel, Restaurant, and Institutional Education Conference, CHRIE, Vienna, Austria. (International)
- Dogru, T., Mody, M., Hanks, L., Line, N., & Suess, C. (presented 2022). *The Implications of the COVID-19 Pandemic for the US Accommodation Sector*. Paper presented at 2022 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Washington D.C., USA. (International)
- Suess, C., Youssef, O., Dogru, T., & Mody, M. (presented 2022). *Understanding the influence of accommodations and 3rd-party social support on medical travelers' loneliness, and perceived healing*. Paper presented at 2022 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Washington D.C., USA. (International)
- Dogru, T. (presented 2020). *The economic implications of Airbnb*. Paper presented at 5th Annual ICHRIE-SECSA Federation Conference in Hospitality and Tourism, ICHRIE-SECSA, Auburn, AL, USA. (International)
- Dogru, T., Wachuka, L., Suess, C., & Robinson, A. (presented 2020). *Using self-transcendence and self-enhancement theory to examine the mediating effects of diversified rural tourism activity participation on travel spending behavior*. Paper presented at 24th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, University of Nevada, Las Vegas, Las Vegas, Nevada, USA. (International)
- Dogru, T., Mody, M., Suess, C., McGinley, S., & Line, N. (presented 2019). *Airbnb and*

employment in the hospitality sector. Paper presented at 2019 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, International Council on Hotel, Restaurant, and Institutional Education, New Orleans, LA, USA. (International)

Erul, E., Suess, C., Dogru, T., & Mody, M. (presented 2019). *Applying the integration information theory to determine residents' support for Airbnb*. Paper presented at 2019 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, International Council on Hotel, Restaurant, and Institutional Education, New Orleans, LA, USA. (International)

Mody, M., Hanks, L., & Dogru, T. (presented 2018). *Parallel pathways to brand loyalty: Mapping the consequences of authentic consumption experiences for hotels and Airbnb*. Paper presented at 2018 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Palm Springs, CA, USA. (International)

Dogru, T., Mody, M., & Suess, C. (presented 2018). *The effects of Airbnb on hotels: A tale of ten cities*. Palm Springs, CA, USA. Paper presented at 2018 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE. (International)

Suess, C., Mody, M., & Dogru, T. (presented 2018). *There's no place like home! The Impact of Accommodations Homescape on Traveler Well-being*. Paper presented at Travel and Tourism Research Association 49th Annual International Conference, TTRA, Miami/ Coral Gables, FL, USA. (International)

Dogru, T. (presented 2017). *Agency problems in hotel firms: The roles of corporate governance and growth opportunities*. Paper presented at 2nd New England Research Symposium, Boston University, Boston, MA, USA. (National)

Dogru, T., & Sirakaya-Turk, E. (presented 2017). *Corporate governance and value Creation: Theory and evidence from the hotel industry*. Paper presented at 2017 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Baltimore, MD, USA. (International)

Dogru, T., & Szende, P. (presented 2017). *Growth and volatility of employee salaries and wages: Hospitality vs. other industries*. Paper presented at 2017 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Baltimore, MD, USA. (International)

Dogru, T. (presented 2017). *Investment and firm value: Do restaurants firms overinvest?* Paper presented at 34th annual iAHFME Research Symposium, iAHFME, New York, USA. (International)

Dogru, T. (presented 2017). *Marginal value of investments in publicly traded hotel firms*. Paper

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Dogru, T., & Sirakaya-Turk, E. (presented 2017). *Tourism industry's vulnerability to climate change: Is tourism more vulnerable?* Paper presented at International Congress on Coastal and Marine Tourism, CMT, Gothenburg, Sweden. (International)

Dogru, T., & Upneja, A. (presented 2017). *Underinvestment vs. Overinvestment in restaurant firms: The role of franchising. javascript: __doPostBack('btnSave|PreRefPaperConf|NEW', '')*. Paper presented at 2017 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Baltimore, MD, USA. (International)

Dogru, T., Sirakaya-Turk, E., & Baloglu, S. (presented 2016). *Efficacy of shift-share regression analysis in measuring tourism industry's performance*. Paper presented at 2016 Annual Euro Council on Hotel, Restaurant, and Institutional Education Conference, Euro CHRIE, Budapest, Hungary. (International)

Dogru, T., & Sirakaya-Turk, E. (presented 2016). *Investment and firm value: Is there an optimal investment level in hotel firms?* Paper presented at 33rd annual iAHFME Research Symposium, iAHFME, New York, USA. (International)

Dogru, T., & Upneja, A. (presented 2016). *Sensitivity of investments to internal capital in restaurant firms: Franchising vs. Non-franchising restaurant firms*. Paper presented at 33rd annual iAHFME Research Symposium, iAHFME, New York, USA. (International)

Dogru, T., Kirimhan, D., & Sirakaya-Turk, E. (presented 2016). *Tourism Industry's Growth Prospect and Volatility*. Paper presented at Travel and Tourism Research Association 47th Annual International Conference, TTRA, Vail, CO, USA. (International)

Dogru, T., & Sirakaya-Turk, E. (presented 2016). *What is a Dollar Worth in Hotel Firms? The Effect of Franchising, Financial Constraints, Corporate Governance*. Paper presented at 2016 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Dallas, Texas USA. (International)

Dogru, T., & Sirakaya-Turk, E. (presented 2015). *Do stock market investors appreciate sustainable investments? An examination of LEED certified hotel openings*. Paper presented at 20th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, University of South Florida, Tampa, FL, USA. (International)

Dogru, T., Sirakaya-Turk, E., & Kirimhan, D. (presented 2015). *How resilient is coastal tourism demand to climate change?* Paper presented at The International Congress on Coastal and Marine Tourism, Kailua-Kona, Hawai'i, USA, Coastal and Marine Tourism. (International)

- Dogru, T., & Yang, L. T. (presented 2014). *Assessing financial efficiency and cost effectiveness of a LEED certified hotel*. Paper presented at 19th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, University of Houston, Houston, TX, USA. (International)
- Dogru, T., Sirakaya-Turk, E., & Uysal, M. (presented 2014). *Modeling international tourism demand for Turkey using dynamic panel data*. Paper presented at The 2014 Annual Euro Council on Hotel, Restaurant, and Institutional Education Conference, Euro Council on Hotel, Restaurant, and Institutional Education Conference, Dubai, United Arab Emirates. (International)
- Dogru, T., Sirakaya-Turk, E., & Uysal, M. (presented 2014). *Modeling outbound tourism demand of Turkish travel market using a dynamic panel data*. Paper presented at The 7th World Conference for Graduate Research in Tourism, Hospitality and Leisure, Kadir Has University, Istanbul, Turkey. (International)
- Dogru, T., Mihalik, B. J., & Bickle, M. C. (presented 2014). *The effects of financial and economic confidence on Chinese household propensity to purchase a vacation travel*. Paper presented at The 2014 International Conference of Sport, Leisure and Hospitality Management, National Taipei University, Taipei, Taiwan. (International)
- Dogru, T., Bulut, U., & Sirakaya-Turk, E. (presented 2013). *Efficacy of Gain Index in estimating the economic impacts of climate change to tourism in the Mediterranean basin*. Paper presented at Travel and Tourism Research Association 43rd Annual International Conference, Travel and Tourism Research Association, Kansas City, MO, USA. (International)

Invited Lectures and Readings of Original Work

- Dogru, T. (2025). *Econometrics and Sharing Economy Studies: What caused the rise of Airbnb? An examination of key macroeconomic factors*. Delivered at 30th Annual Graduate Education and Graduate Student Research Conference in Hospitality & Tourism, Houston, Texas, USA. (International)
- Dogru, T. (2024). *Generative Artificial Intelligence and Other Contemporary Issues in the Tourism and Hospitality Industry*. Delivered at Istanbul University. (National)
- Dogru, T. (2024). *Generative Artificial Intelligence: Theoretical Framework and Applications for the Tourism and Hospitality Industry, Research Seminar*. Delivered at University of Alicante, Alicante, Spain. (National)
- Dogru, T. (2024). *Graduate Education and Academic Career in the United States*. Delivered at Akdeniz University, Antalya, Turkey. (National)

- Dogru, T. (2024). *Graduate Education and Academic Career in the United States*. Delivered at Haci Bayram Veli University, Ankara, Turkey. (National)
- Dogru, T. (2024). *Keynote Speech on Architecture and Cultural Heritage in Tourism*. Delivered at 5th Congress on Architecture and Cultural Heritage in Tourism, Alanya, Turkey. (International)
- Dogru, T. (2024). *The Implications of Generative Artificial Intelligence for the Tourism and Hospitality Industry, Global Convergence Research Seminar*. Delivered at Kyung Hee University, Seoul, South Korea. (International)
- Dogru, T. (2023). *Current Status and Future Directions of Tourism and Hospitality Education and Research for Student Success*. Delivered at Travel and Tourism Research Association Asia Pacific Annual Chapter Conference, Seoul, South Korea. (International)
- Dogru, T. (2023). *Graduate Education in the United States*. Delivered at Baskent University, Ankara, Turkey. (National)
- Dogru, T. (2023). *Graduate Education in the United States*. Delivered at Bogazici University, Istanbul, Turkey. (National)
- Dogru, T. (2023). *Graduate Education in the United States*. Delivered at Alanya Alaaddin Keykubat University, Alanya, Turkey. (National)
- Dogru, T. (2023). *Graduate Education in the United States*. Delivered at Anadolu University, Eskisehir, Turkey. (National)
- Dogru, T. (2020). *The economic implications of Airbnb, Ph.D. Seminar*. Delivered at Virginia Polytechnic Institute and State University, Blacksburg, Virginia, USA. (State)
- Dogru, T. (2019). *Learning to Juggle: research, teaching and service as a new professor*. Delivered at 24th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, Las Vegas, Nevada, USA. (International)
- Dogru, T. (2017, June). *Hospitality Industry Operations Budgeting and Forecasting*. Delivered at Université Paris-Est Marne-la-Vallée, Champs-sur-Marne, France. (International)
- Dogru, T. (2015, March). *Destination management: The effect of climate change on Tourism*. Delivered at University of South Carolina, SC, USA. (National)
- Dogru, T. (2014, May). *The relation between financial and economic confidence and propensity to purchase a vacation trip*. Delivered at Shandong University, Shandong, China. (International)

Dogru, T. (2013, May). *The impact of climate change on tourism in China*. Delivered at Fudan University, Shanghai, China. (International)

Contracts and Grants

Contracts and Grants Funded

Dogru, T. (2019–2019). *The economic implications of Airbnb*. Funded by Florida State University Council on Research and Creativity. Total award \$20,000.

Contracts and Grants Denied

Suess, C., Mody, M., Assaf, A., Maddock, J., & Dogru, T. (2020). *COVID19 Related Hospital Patient Spill-over into Hospitality Facilities: Converting Hotels into Long-term Acute Care Hospitals and Skilled Nursing Facilities*. Submitted to National Science Foundation (NSF). Unspecified award amount.

Suess, C., Kyle, G., Assaf, A., Maddock, J., & Dogru, T. (2020). *Sentiment analysis of tourist social media reviews in U.S. coral reefs: an emergency conservation perspective*. Submitted to National Science Foundation (NSF). Unspecified award amount.

Service

Florida State University

FSU University Service

Alternate Member, Faculty Senate (2019–present).

Member, Faculty Senate Grievance Committee (2020–2023).

Member, Council of Associate Deans for Research (2019–2023).

FSU College Service

Member, Faculty Search Committee (2024–present).

Member, Curriculum Committee (2022–present).

Faculty Advisor, Eta, Sigma, Delta (2020–present).

Member, Master of Science in Entrepreneurship Graduate Committee (2019–present).

Member, Specialized Faculty Promotion Committee (2019–present).

Member, Strategic Planning Committee (2019–present).

Member, Faculty Search Committee (2020–2021).

Member, Specialized Faculty Promotion Committee (2020–2021).

The Profession

Editor for Refereed Journals

Assistant Editor, *International Journal of Contemporary Hospitality Management* (2024–present).

Associate Editor, *Journal of Hospitality and Tourism Horizons* (2024–present).

Associate Editor, *Tourism Analysis* (2024–present).

Coordinating Editor, *International Journal of Hospitality Management* (2020–present).

Guest Editing for Refereed Journals

Dogru, T. (Ed.). (2025). Special Issue on The Economics of Artificial Intelligence in Tourism and Hospitality [Special Issue]. *Tourism Economics*.

Dogru, T. (Ed.). (2019). Special Issue on Tourism Demand: Emerging Theoretical and Empirical Issues [Special Issue]. *Tourism Economics*.

Editorial Board Membership(s)

Journal of Hospitality Marketing and Management (2024–present).

Journal of Travel Research (2023–present).

The Journal of Hospitality & Tourism Research (2021–present).

International Journal of Hospitality Management (2020–present).

Tourism Management (2020–present).

Tourism Economics (2018–present).

Tourism Analysis (2017–present).

e-Review of Tourism Research (2015–present).

Guest Reviewer for Refereed Journals

Current Issues in Tourism (2023–present).

Journal of Hospitality and Tourism Insights (2022–present).

Journal of Sustainable Tourism (2022–present).

Cornell Hospitality Quarterly (2018–present).

Journal of Hospitality and Tourism Insights (2018–present).

Annals of Tourism Research (2017–present).

International Journal of Hospitality & Tourism Administration (2017–present).

International Journal of Hospitality Management (2017–present).

Journal of Hospitality and Tourism Research (2017–present).

Tourism Management (2017–present).

International Journal of Contemporary Hospitality Management (2016–present).

Service to Professional Associations

Director of Research, NENA ICHRIE Federation (2016–2017).

Curriculum Vitae

Lydia Hanks

July 09, 2025

General Information

University address: Hospitality and Tourism Management
Dedman College of Hospitality
University Center Building, B4114
Florida State University
Tallahassee, Florida 32306-2541
Phone: 850-644-3972; Fax: 850-644-5565

E-mail address: lhanks@fsu.edu
lhanks@dedman.fsu.edu

Professional Preparation

2012 Ph.D., The Pennsylvania State University. Major: Hospitality Management.
Minor - Tourism. Supervisor: Anna S. Mattila.

1999 MBA, University of Denver. Major: Business Administration.

1995 Bachelor of Science, University of Louisiana, Lafayette. Major: Psychology.

Nondegree Education and Training

2022 Course: Food and Beverage Management at Universita Bocconi.

2022 Course: Wine Tasting: Sensory Techniques for Wine Analysis from University
of California, Davis.

2020–2021 FSU Faculty Leadership Development Program.

2019–2020 Certificate: High Performance Collaboration: Leadership, Teamwork, and
Negotiation - Northwestern University Continuing Education.

2019–2020 Certificate: Leadership Communication for Maximum Impact: Storytelling -
Northwestern University Continuing Education.

Professional Experience

2019–present	J. Willard Marriott, Sr. Professor in Hospitality, Dedman School of Hospitality, Florida State University.
2018–present	Associate Professor, Dedman School of Hospitality, Florida State University.
2012–2018	Assistant Professor, Dedman School of Hospitality, Florida State University.
2010–2012	Instructor, School of Hospitality Management, Penn State University, State College, PA.
2008	Spa Director, Blissful Med Spa.
2007	Opening Spa Director, The Spa at The Ritz-Carlton, Dallas.
2006–2007	Opening Spa Director, Benchmark Hospitality - The Founders Inn.
2007	Opening Spa Task Force, Benchmark Hospitality - The Heldrich Hotel.
2006	Opening Spa Task Force, Benchmark Hospitality, French Lick Springs Resort.
2005–2006	Opening Spa Director, The Brown Palace Hotel.
2005	Spa Manager, Tampa Marriott Waterside Hotel.
2004–2005	Spa Director, The Spa at Harbour Island.
2000–2003	Fitness Director, The Oxford Spa, Salon, and Fitness Center.

Honors, Awards, and Prizes

2025 Highly Commended Research Article, Journal of Hospitality and Tourism Research (2025).
 Quality Matters Grant for Online Courses, Florida State University (2021). (\$1,000).
 Quality Matters Grant for Online Courses, Florida State University (2020). (\$2,000).
 Alternative Textbook Grant, Florida State University Libraries (2019). (\$1,000).
 2018 Best Paper Award, International Council of Hotel, Restaurant, and Institutional Education Association (2018).
 Emerging Professional Graduate Award, Penn State School of Hospitality Management (2017).
 University Undergraduate Teaching Award, Florida State University (2015). (\$2,000).
 The Transformation Through Teaching Award, Florida State University (2014).

Current Membership in Professional Organizations

International CHRIE (Council on Hotel, Restaurant, and Institutional Education)

Teaching

Courses Taught

Innovative Practices in Lodging Management (HMG5258)
Italian Food and Culture (HFT 2895)
Italian Wine and Culture (HFT 2876)
Introduction to Hospitality and Tourism Management (HFT1000)
International Travel and Culture (HFT2716)
Honors Thesis (HFT4970)
Hospitality Managerial Accounting (HFT 3431)
Research in Hospitality (MAN5907)
Advanced Lodging Operations (HFT 5270)
Lodging and Resort Management (HMG5270)
Customer Engagement Strategies (HFT4905)
Managing Service Organizations (HFT 3240)
Special Topics: European Lodging and Luxury Hotels (HFT 4930)
Lodging and Luxury Hotel Management (HFT4253)
Hospitality Services Marketing and Research (HFT4502)

Doctoral Committee Member

Lanfranco, K., doctoral student. *An Examination of Multi-Brand Loyalty Among Hotel Loyalty Program Members.*
Kelley, C., doctoral student. *Organizational Frontline Factors in Shopper Behavior: Socially-Induced Interactions and Atmospheric Interfaces.*

Bachelor's Committee Chair

Gates, M., graduate. (2018). *The effects of individual differences on Airbnb consumer behavior.*

Research and Original Creative Work

Publications

Invited Journal Articles

Dogru, T., Line, N., Mody, M., & Hanks, L. (2023). Generative artificial intelligence in the

hospitality and tourism industry: Developing a framework for future research. *Journal of Hospitality and Tourism Research*, 25.

Mody, M., Hanks, L., & Cheng, M. (2021). Sharing economy research in hospitality and tourism: a critical review using bibliometric analysis, content analysis and quantitative systematic literature review. *International Journal of Contemporary Hospitality Management*, 33(5), 1711-1745. Retrieved from https://www.emerald.com/insight/content/doi/10.1108/IJCHM-12-2020-1457/full/pdf?casa_token=dLGrMBLCNzQAAAAA:qsYI4x10XUAgD1ziaxoF50IoR9Y5ayNmQ7BZdt2vTrhaqLyGiq1EK-L852XGrzcOSser-kXrUaG2tSygnp3QidG2Vrx doi:<https://doi.org/10.1108/IJCHM-12-2020-1457>

Refereed Journal Articles

Hanks, L., Dogru, T., Line, N., Mody, M., & Suess, C. (submitted). From Service to Virtue: How Organizations Can Harness Hospitality to Foster Transformative Social Change. *International Journal of Contemporary Hospitality Management*. Manuscript submitted for publication, 25 pages.

Mody, M., Njeri, M., Hanks, L., & Line, N. (submitted). From Virtue to Flourishing: Mapping the Self and Social Pathways of Hospitality. *Journal of Hospitality and Tourism Research*. Manuscript submitted for publication, 25 pages.

Dogru, T., Hanks, L., Line, N., & Turk, E. (submitted). Is hospitality industry an engine for creating jobs? Theory and empirical evidence from the United States. *Journal of Hospitality and Tourism Research*. Manuscript submitted for publication.

Hanks, L., Line, N., Dogru, T., & Lu, L. (submitted). Positive versus negative EWOM communication: An assessment of form and content. *Journal of Hospitality and Tourism Research*. Manuscript submitted for publication, 25 pages.

Hanks, L., Suess, C., Youseff, A., Dogru, T., & Mody, M. (submitted). Understanding the influence of accommodations and 3rd party social support on medical travelers' loneliness and perceived healing. *International Journal of Contemporary Hospitality Management*. Manuscript submitted for publication, 25 pages.

Line, N., Hanks, L., Njeri, M., & Mody, M. (2025). Expanding the domain of hospitality research: The hospitality virtue scale. *International Journal of Contemporary Hospitality Management*.

Suess, C., Hanks, L., Dogru, T., Mody, M., & Youssef, O. (2025). Third-party social support and the sense of not feeling alone, coping and healing: Healthcare traveler experiences in hotels and Airbnbs. *International Journal of Contemporary Hospitality Management*.

- Suess, C., Legendre, T., & Hanks, L. (2024). Biophilic Urban Hotel Design and Restorative Experiencescapes. *Journal of Hospitality and Tourism Research*.
- Bilgihan, A., Hanks, L., Line, N., & Mody, M. (2024). Hospitality Marketing Research: Bridging the Practical Gap. *Inter*.
- Njeri, M., Line, N., & Hanks, L. (2024). Modeling multidimensionality in hospitality and tourism research: Exploratory higher-order factor analysis. *Journal*.
- Bilgihan, A., Dogru, T., Hanks, L., Line, N., & Mody, M. (2024). The GAI marketing model: A conceptual framework. and future research directions. *International Journal of Hospitality Management*, 25.
- Line, N., Hanks, L., Dogru, T., & Lu, L. (2023). Assigning credit and blame in restaurant delivery EWOM: The role of delivery providers. *International Journal of Contemporary Hospitality Management*, 25.
- Dogru, T., McGinley, S., Sharma, A., & Hanks, L. (2023). Employee turnover dynamics in the hospitality industry vs. the overall economy. *Tourism Management*, 7.
- Dogru, T., Line, N., Mody, M., Hanks, L., Abbott, J., Acikgoz, F., Assaf, A., George, A., Bakir, S., Berbekova, A., Bilgihan, A., Dalton, A., & Erkmén, E. (2023). Generative artificial intelligence in the hospitality and tourism industry: Developing a framework for future research. *Journal of Hospitality and Tourism Research*, 25.
- Bilgihan, A., Hanks, L., Line, N., & Mody, M. (2023). Hospitality Marketing Research: Bridging the Practical Gap. *International Journal of Contemporary Hospitality Management*, 25.
- Hanks, L., Mody, M., & Dogru, T. (2023). Is authenticity the new luxury? Examining the components and dynamics of the luxury accommodation experience. *Journal of Hospitality and Tourism Research*, 25.
- Bilgihan, A., Hanks, L., Line, N., & Mody, M. (2023). Rethinking the Role of Hospitality in Society: The HOST Model. *International Journal of Contemporary Hospitality Management*, 30.
- Dogru, T., Hanks, L., Mody, M., Suess, C., Isik, C., & Sozen, E. (2023). The impact of business models and state regulations on the accommodation sector: Theory and empirical evidence from the recent pandemic. *International Journal of Contemporary Hospitality Management*, 25.
- Dogru, T., Line, N., & Hanks, L. (2023). The implications of generative artificial intelligence in academic research and higher education in tourism and hospitality. *Tourism Economics*.

- Dogru, T., Hanks, L., Mody, M., & Suess, C. (2022). How does COVID-19 impact the accommodation industry? The role of business models and state-level restrictions on property performance. *Cornell Hospitality Quarterly*, 25.
- Wu, L., Liu, S., Ma, Shihan (David), & Hanks, L. (2022). Platform-centric vs. multi-party service failure: an examination of consumers' negative word of mouth about sharing economy platforms. *International Journal of Contemporary Hospitality Management*.
- Hanks, L., Line, N., Dogru, T., & Lu, L. (2022). Saving Local Restaurants: The Impact of Altruism, Self-enhancement, and Affiliation on Restaurant Customers' EWOM Behavior. *Journal of Hospitality and Tourism Research*, 1-26. Retrieved from https://journals.sagepub.com/doi/pdf/10.1177/10963480221092704?casa_token=2ODo-2KKVRQAAAAA:mynJ1nTp6TE6gwzOlb2rIwwb51p-EUMaObcLQ0e020jK9nLK2haj-SkH5BxBPQIK3FtkTzLjVf0w doi:<https://doi.org/10.1177/10963480221092704>
- Dogru, T., Hanks, L., Suess, C., Line, N., & Mody, M. (2022). The Resilience of the Lodging Industry during the Pandemic: Hotels vs. Airbnb. *International Journal of Hospitality Management*, 20.
- Mody, M., & Hanks, L. (2021). Beyond Empty Branding: Creating Meaningful Brands in a Post-Covid World: Insights for Hospitality Practitioners. *Boston Hospitality Review*, October, 1-11. Retrieved from <https://eclass.hmu.gr/modules/document/file.php/BAT116/Beyond%20Empty%20branding.pdf>
- Hanks, L., Line, N., & Zhang, L. (2021). Expanding the methodological approach to the social servicescape: Moving from measurement to manipulation. *Cornell Hospitality Quarterly*, 62(1), 157-168. Retrieved from <https://journals.sagepub.com/doi/10.1177/1938965520949213> doi:<https://doi.org/10.1177/1938965520949213>
- Dogru, T., Mody, M., Line, N., Hanks, L., Suess, C., & Bonn, M. (2021). The effect of Airbnb on hotel performance: Comparing single- and multi-unit host listings in the United States. *Cornell Hospitality Quarterly*, 63(3), 297-312. Retrieved from https://journals.sagepub.com/doi/pdf/10.1177/1938965521993083?casa_token=i1bbYSP5vDYAAAAA:QV4BLTIgOWaLp23p47_ua0HVnLo5YFU7hx7oQ2wxXXA3dLGchSDxYRLdD1A6W72CK-kgPPOHBgH doi:<https://doi.org/10.1177/1938965521993083>
- Basgoze, P., Atay, Y., Camgoz, S. M., & Hanks, L. (2021). The mediating effects of program loyalty in loyalty rewards programs: An experimental design in coffee shops. *International Journal of Contemporary Hospitality Management*, 31(6), 932-949. Retrieved from <https://www.emerald.com/insight/content/doi/10.1108/JSTP-01-2021-0020/full/pdf?>

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nRVz6vTVGVjjIK3jq_IKJRMV0IcbfmlEhlydHjtzhwHbhezAfEd01gW doi:https://
doi.org/10.1108/JSTP-01-2021-0020

Hanks, L., Mody, M., & Katcher, N. (2021). The Restaurant of the Future: Blending the Tech and Touch in a Post-Covid World. *Boston Hospitality Review, October*, 1-11. Retrieved from https://www.bu.edu/bhr/files/2021/10/BHR_Hanks-et-al_Restaurant-of-the-Future_OCT.21.docx.pdf

Mody, M., Lu, L., & Hanks, L. (2020). "It's not worth the effort"! Examining service recovery in Airbnb and other homesharing platforms. *International Journal of Contemporary Hospitality Management*, 32(9), 2991-3014. Retrieved from [https://www.emerald.com/insight/content/doi/10.1108/IJCHM-03-2020-0184/full/pdf?](https://www.emerald.com/insight/content/doi/10.1108/IJCHM-03-2020-0184/full/pdf?casa_token=FVUkWAnoNEwAAAAA:eAeQRsmzqEBJpkYm0MAgPnISd_yqpcYv4_oZH4HyNIV3pLwS1quN0KI40P1p115Mvbm0oVkiqGgosdjBkloq6JDAIQA)
[casa_token=FVUkWAnoNEwAAAAA:eAeQRsmzqEBJpkYm0MAgPnISd_yqpcYv4_oZH4HyNIV3pLwS1quN0KI40P1p115Mvbm0oVkiqGgosdjBkloq6JDAIQA](https://www.emerald.com/insight/content/doi/10.1108/IJCHM-03-2020-0184/full/pdf?casa_token=FVUkWAnoNEwAAAAA:eAeQRsmzqEBJpkYm0MAgPnISd_yqpcYv4_oZH4HyNIV3pLwS1quN0KI40P1p115Mvbm0oVkiqGgosdjBkloq6JDAIQA) doi:https://doi.org/10.1108/IJCHM-03-2020-0184

Line, N., Hanks, L., & Dogru, T. (2020). A reconsideration of the EWOM construct: What are we really measuring? *International Journal of Contemporary Hospitality Management*, 32(11), 3479-3500. Retrieved from [https://www.emerald.com/insight/content/doi/10.1108/IJCHM-06-2020-0561/full/pdf?](https://www.emerald.com/insight/content/doi/10.1108/IJCHM-06-2020-0561/full/pdf?casa_token=s11dRvcHhfEAAAAA:nhl6rrypWNKzjzDt-_rM23dWvcqjAMa4PxWuIGlpnlBx8n5Wq1se2goaxMLNCh2biT1MLoKjkGzVxi07Edl0yR3rT-1Q)
[casa_token=s11dRvcHhfEAAAAA:nhl6rrypWNKzjzDt-_rM23dWvcqjAMa4PxWuIGlpnlBx8n5Wq1se2goaxMLNCh2biT1MLoKjkGzVxi07Edl0yR3rT-1Q](https://www.emerald.com/insight/content/doi/10.1108/IJCHM-06-2020-0561/full/pdf?casa_token=s11dRvcHhfEAAAAA:nhl6rrypWNKzjzDt-_rM23dWvcqjAMa4PxWuIGlpnlBx8n5Wq1se2goaxMLNCh2biT1MLoKjkGzVxi07Edl0yR3rT-1Q) doi:https://doi.org/10.1108/IJCHM-06-2020-0561

Dogru, T., Hanks, L., Ozdemir, O., Kizildag, M., Ampountolas, A., & Demirer, I. (2020). Does Airbnb have a homogenous impact? Examining Airbnb's effect on hotels with different organizational structures. *International Journal of Hospitality Management*, 86, 104094. Retrieved from <https://pdf.sciencedirectassets.com/271702/1-s2.0-S0278431919X00080/1-s2.0-S0278431920300037/main.pdf?X-Amz-Security-Token=IQoJb3JpZ2luX2VjEFUaCXVzLWVhc3QtMSJIMEYCIQCIDf7N%2FgGkAz9VILchFKdPonIvG7CNnPx> doi:https://doi.org/10.1016/j.ijhm.2020.102451

Kabadayi, S., Hu, K., Lee, Y., Hanks, L., Walsman, M., & Dobrzykowski, D. (2020). Fostering Older Adult Care Experiences to Maximize Well-Being Outcomes: A Conceptual Framework. *Journal of Service Management*, 31(5), 953-977. Retrieved from [https://www.emerald.com/insight/content/doi/10.1108/JOSM-11-2019-0346/full/pdf?](https://www.emerald.com/insight/content/doi/10.1108/JOSM-11-2019-0346/full/pdf?casa_token=aZtLQ9LYAGwAAAAA:YODatkQM7MsEhhYCPn8RIfJ4aRbD5qRzec5399T9nqsLN64vR0sDX2Vu-XyTszMBuqTO0Sx9c1hZCd7Q1VhCf1GrQQZIw)
[casa_token=aZtLQ9LYAGwAAAAA:YODatkQM7MsEhhYCPn8RIfJ4aRbD5qRzec5399T9nqsLN64vR0sDX2Vu-XyTszMBuqTO0Sx9c1hZCd7Q1VhCf1GrQQZIw](https://www.emerald.com/insight/content/doi/10.1108/JOSM-11-2019-0346/full/pdf?casa_token=aZtLQ9LYAGwAAAAA:YODatkQM7MsEhhYCPn8RIfJ4aRbD5qRzec5399T9nqsLN64vR0sDX2Vu-XyTszMBuqTO0Sx9c1hZCd7Q1VhCf1GrQQZIw) doi:10.1108/JOSM-11-2019-0346

Dogru, T., Mody, M., Line, N., Suess, C., Hanks, L., & Bonn, M. (2020). Investigating the Whole Picture: Comparing the Effects of Airbnb supply and hotel supply on hotel performance across the United States. *Tourism Management*, 79, 104094. Retrieved from

- <https://pdf.sciencedirectassets.com/271716/1-s2.0-S0261517720X00021/1-s2.0-S0261517720300200/main.pdf?X-Amz-Security-Token=IQoJb3JpZ2luX2VjEFYhCXVzLWVhc3QtMSJHMEUCIF9RIwnUJLOnO%2BAbGD3HbBFqmHqRwCIQ%2B> doi:<https://doi.org/10.1016/j.tourman.2020.104094>
- Hanks, L., Zhang, L., & Line, N. (2020). Perceived similarity in third places: Understanding the effect of place attachment. *International Journal of Hospitality Management*, 86, 102455. Retrieved from <https://pdf.sciencedirectassets.com/271702/1-s2.0-S0278431919X00080/1-s2.0-S0278431920300074/main.pdf?X-Amz-Security-Token=IQoJb3JpZ2luX2VjEFYhCXVzLWVhc3QtMSJGMEQCIGklBBTHEE9ikUyym5FcOf0emcRFadIHvE3jk> doi:<https://doi.org/10.1016/j.ijhm.2020.102455>
- Dogru, T., Hanks, L., Mody, M., & Suess, C. (2020). The effects of Airbnb on hotel performance: Evidence from cities beyond the United States. *Tourism Management*, 79, 104090. Retrieved from <https://pdf.sciencedirectassets.com/271716/1-s2.0-S0261517720X00021/1-s2.0-S0261517720300169/main.pdf?X-Amz-Security-Token=IQoJb3JpZ2luX2VjEFUaCXVzLWVhc3QtMSJGMEQCIB64P2ReLOiFMo6clj%2FGQ3az1JomGZxoi7e> doi:<https://doi.org/10.1016/j.tourman.2020.104090>
- Line, N., & Hanks, L. (2019). A holistic model of the servicescape in fast casual dining. *International Journal of Contemporary Hospitality Management*, 32(1), 288-306. doi:<https://doi.org/10.1108/IJCHM-04-2019-0360>
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- Yang, W., Hanks, L., Smith, S. J., & Parsa, H. G. (2014). FDA Ruling and Nutritionally Focused Menus - Part II: Recommendations for Presenting Calorie Information on Restaurant Menus. *Journal of Foodservice Business Research*, 18(2), 93-110. doi:https://doi.org/10.1080/15378020.2015.1029383
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- Hanks, L., & Mattila, A. S. (2014). The Impact of Gender and Pre-purchase Mood on Consumer Guilt After a Travel Purchase. *The Journal of Travel Research*, 53(5), 625-637. doi:DOI: 10.1177/0047287513506296
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- Mattila, A. S., Andreu, L., Hanks, L., & Kim, E. K. (2013). The impact of cyberostracism on online complaint handling: Is "automatic reply" any better than "no reply"? *The International Journal of Retail and Distribution Management*, 41(1), 45-60. doi:https://doi.org/10.1108/09590551311288166
- Mattila, A. S., & Hanks, L. (2012). Antecedents to Participation in Corporate Social Responsibility Programs. *Journal of Service Management*, 23(5), 664-676. doi:https://doi.org/10.1108/09564231211269829
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- Hanks, L., & Mattila, A. S. (2012). Verifying the hedonic vs. utilitarian consumer attitudes categorization: The case of spas and salons. *Managing Leisure*, 17(1), 47-53. doi:DOI: 10.1080/13606719.2011.638201
- Hanks, L., & Mattila, A. S. (2011). Women's Conceptualizations of Spa Visits: Something Just for Me. *The Journal of Travel and Tourism Research*, Spring, 1-10.
- Mattila, A. S., Hanks, L., & Kim, E. K. (2010). The Impact of Company Type and Corporate Social Responsibility Messaging on Consumer Perceptions. *Journal of Financial Services Marketing*, 15(2), 126-136. doi:https://doi.org/10.1057/fsm.2010.10

Presentations

Refereed Papers at Conferences

- Hanks, L., Line, N., Miao, L., & Liu, X. (accepted). *The Cultural Servicescape: Creating a Research Framework*. Paper to be presented at EuroChrie2020, EuroChrie, Aalborg, Denmark. (International). (Cancelled due to COVID-19)
- Dogru, T., Hanks, L., Line, N., & Sirakaya-Turk, E. (presented 2025). *Does the hospitality and tourism industry have a competitive edge?* Paper presented at 6th Conference on Managing Tourism across Continents – Tourism for a Better World, Tourism Scholars, Istanbul, Turkey. (International)

- Suess, C., Hanks, L., Dogru, T., Mody, M., & Youssef, O. (presented 2023). *Understanding the influence of third-party social support in accommodations on loneliness and perceived healing of guests undergoing medical procedures*. Paper presented at EuroCHRIE 2023, EuroCHRIE, Vienna, Austria. (International)
- Dogru, T., Suess, C., Mody, M., Hanks, L., & Line, N. (presented 2022). *The Implications of the COVID-19 Pandemic for the US Accommodation Sector*. Paper presented at 2022 International CHRIE Conference, ICHRIE, Washington, D.C. (International)
- Hanks, L., Line, N., Dogru, T., & Lu, L. (presented 2021). *A Holistic Understanding of EWOM*. Paper presented at EuroCHRIE 2021, EuroCHRIE. (International)
- Mody, M., Hanks, L., & Dogru, T. (presented 2018, July). *Parallel pathways to brand loyalty: Mapping the consequences of authentic consumption experiences for hotels and Airbnb*. Paper presented at ICHRIE 2018, International Council on Hotel, Restaurant, and Institutional Education, Palm Springs, CA. (International) Retrieved from <https://www.chrie.org/i4a/pages/index.cfm?pageid=3590>
- Hanks, L., Line, N., Miao, L., Yang, W., & Liu, X. (presented 2018). *Destination tourism and the cultural servicescape*. Paper presented at World Research Summit for Tourism and Hospitality, World Research Summit for Tourism and Hospitality, Orlando, FL. (International)
- Mody, M., & Hanks, L. (presented 2017, October). *Consumption authenticity in the age of the sharing economy: The key to creating loyal customers who love your brand*. Paper presented at Boston University Hospitality Research Symposium, Boston University School of Hospitality Management, Boston, MA. (National)
- Zhang, L., Hanks, L., & Line, N. (presented 2017, October). *The joint effect of power, relationship type, and CSR type on customers' intent to donate*. Paper presented at Boston University Hospitality Research Symposium, Boston University School of Hospitality Management, Boston, MA. (National)
- Line, N., & Hanks, L. (presented 2017, October). *The social servicescape: A multidimensional operationalization*. Paper presented at Boston University Hospitality Research Symposium, Boston University School of Hospitality Management. (National)
- Hanks, L., & Line, N. (presented 2017, October). *The social servicescape: Establishing a nomological framework*. Paper presented at Boston University Hospitality Research Symposium, Boston University School of Hospitality Management, Boston, MA. (National)
- McGinley, S., Zhang, L., Hanks, L., & Line, N. (presented 2017). *Increasing Diversity: How to Avoid Implicit Bias during Selection*. Paper presented at International Council on Hotel

and Restaurant Education, ICHRIE, Baltimore, MD. (International)

Moon, H., Miao, L., Hanks, L., & Line, N. (presented 2017). *Peer-to-Peer Interactions and Consumption Experience: The Case of Airbnb Guest and Host*. Paper presented at Asia Pacific Council on Hotel and Restaurant Education, APacCHRIE, Bali. (International)

Hanks, L., Yang, W., & Line, N. (presented 2015, August). *Status seeking and the social servicescape: Implications for luxury restaurant promotions*. Paper presented at 3rd World Research Summit for Tourism and Hospitality, 3rd World Research Summit for Tourism and Hospitality, Orlando, FL. (International)

Wu, L., Mattila, A. S., Wang, C., & Hanks, L. (presented 2014, January). *"To stand-out or to conform: The impact of power and self-enhancement motivation on consumers' eWOM behavior"*. Paper presented at The 19th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, The 19th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX. (International)

Hanks, L., & Mattila, A. S. (presented 2013, July). *"Consumer Guilt Over Impulse Purchases in the Travel Industry"*. Paper presented at ICHRIE, ICHRIE, St. Louis, MO. (International)

Wu, L., Mattila, A. S., Wang, C., & Hanks, L. (presented 2013, July). *"Power perspectives in online hotel review postings"*. Paper presented at 2013 Annual ICHRIE Conference, ICHRIE, St. Louis, MO. (International)

Wu, L., Mattila, A. S., Hanks, L., & Wang, C. (presented 2013, July). *"To post or not to post: The role of power on consumer's propensity to post online reviews"*. Paper presented at 2013 Frontiers in Service Conference, 2013 Frontiers in Service Conference, Taipei, Taiwan. (International)

Yang, W., & Hanks, L. (presented 2013, July). *The Impact of Regulatory Focus on Consumer Motivations, Emotions, and Behaviors at the Farmers Market*. Paper presented at ICHRIE, ICHRIE, St. Louis, MO. (International)

Wu, L., Mattila, A. S., & Hanks, L. (presented 2013, January). *"Surprise! Loyalty Rewards Re-examined"*. Paper presented at Graduate Student Research Conference in Hospitality and Tourism, Graduate Student Research Conference in Hospitality and Tourism, Seattle, WA. (International)

Yang, W., Hanks, L., Smith, S., Parsa, H. G., & Mattila, A. S. (presented 2012, January). *"The Impact of Posted Calorie Information on Consumers' Menu Evaluations and Decision-Making Processes"*. Paper presented at The 17th Annual Graduate Student Research Conference in Hospitality and Tourism, The 17th Annual Graduate Student Research Conference in Hospitality and Tourism, Auburn, AL. (International)

- Hanks, L., Mattila, A. S., & Wang, C. Y. (presented 2012, January). *"The Next Table Over: The Impact of Others' Service Experiences on Emotions, Perceived Justice, and Satisfaction"*. Paper presented at The 17th Annual Graduate Student Research Conference in Hospitality and Tourism, The 17th Annual Graduate Student Research Conference in Hospitality and Tourism, Auburn, AL. (International)
- Yang, W., Hanks, L., & Mattila, A. S. (presented 2011, July). *"Cross-Cultural Perspectives on Luxury Hotel Consumption."* Paper presented at The International I-CHRIE Conference, CHRIE, Denver, CO. (National)
- Hanks, L., & Mattila, A. S. (presented 2011, July). *"The Impact of Culture and Server Interpersonal Engagement on Dining Satisfaction."* Paper presented at The International I-CHRIE Conference, CHRIE, San Juan, PR. (International)
- Hanks, L., Yang, W., & Mattila, A. S. (presented 2011, July). *"The Impact of Number and Strength of Other Consumers on Levels of Guilt and Purchase Decisions."* Paper presented at The International I-CHRIE Conference, CHRIE, Denver, CO. (National)
- Mattila, A. S., Hanks, L., & Wang, Chen-Ya. (presented 2011, June). *Mattila, Anna S., Hanks, Lydia and Wang, Chen-Ya. "The Next Table Over: The Impact of Others' Service Experiences on Emotions, Perceived Justice, and Satisfaction."* Paper presented at The 20th Annual Frontiers in Service Conference, Frontiers in Service, Columbus, OH. (National)
- Mattila, A. S., Hanks, L., & Wang, Chen-Ya. (presented 2011, January). *"The Next Table Over: The Impact of Others' Service Experiences on Emotions, Perceived Justice, and Satisfaction."* Paper presented at The 16th Annual Graduate Student Research Conference in Hospitality and Tourism, Graduate Student Research in Hospitality and Tourism, Houston, TX. (National)
- Hanks, L., & Mattila, A. S. (presented 2010, July). *"The Impact of Service Utility and Servicescape on Wait Time Perception and Consumption Enjoyment."* Paper presented at The International I-CHRIE Conference, CHRIE, San Juan, PR. (International)
- Hanks, L., & Mattila, A. S. (presented 2010, July). *Women's Conceptualizations of Spa Visits: Something Just for Me.* Paper presented at The International I-CHRIE Conference, I-CHRIE, San Juan, Puerto Rico. (International)
- Hanks, L., & Mattila, A. S. (presented 2010, January). *"The Effect of Corporate Social Responsibility Messaging on Guilt and Purchase Intention."* Paper presented at The 15th Annual Graduate Student Research Conference in Hospitality and Tourism, Graduate Student Research in Hospitality and Tourism, Chantilly, VA. (National)

Hanks, L., & Mattila, A. S. (presented 2010, January). *"The Impact of Explicit Guilt Messaging on Consumer Emotions, Attitudes, and Behavioral Intentions."* Paper presented at The 15th Annual Graduate Student Research Conference in Hospitality and Tourism, Graduate Student Research in Hospitality and Tourism, Chantilly, VA. (National)

Hanks, L., Mattila, A. S., & Kim, E. E. K. (presented 2009, August). *"The Impact of Gender Schema and Message Appeal on the Perception of Spa Advertisements."* Paper presented at The International I-CHRIE Conference, CHRIE, San Francisco, CA. (National)

Invited Lectures and Readings of Original Work

Hanks, L. (2018, September). *Parallel pathways to brand loyalty: Mapping the consequences of authentic consumption experiences for hotels and Airbnb*. Delivered at Virginia Tech School of Hospitality Management, Virginia Tech University. (National)

Contracts and Grants

Contracts and Grants Funded

Hanks, Lydia (PI). (May 2014–Aug 2014). *FYAP: The Impact of The Presence of Others on Consumer Attitudes and Donation Behavior in Restaurants*. Funded by FSU CRC. Total award \$20,000.

Thought Leadership Conferences (Invitational)

Hanks, L. (2020). *Florida Atlantic University Thought Leadership Forum: Redefining Hospitality for the 21st Century: Service, Technology and People (Virtual, 2020)*.

Hanks, L. (2019). *Cornell Thought Leadership Forum: Service Imperative for Health, Hospitality, and Design (May, 2019)*.

Hanks, L. (2017). *Boston University Consumer Behavior in Hospitality Research Conference (Sept., 2017)*.

Service

Florida State University

FSU University Service

Member, University Teaching and Advising Awards Committee (2021–present).

Alternate, Faculty Senate (2017–present).

Member, University Undergraduate Policy Committee (2017–present).

Program Sponsor, Garnet and Gold Scholar Society (2014–present).

Faculty Advisor, Garnet and Gold Scholar Society (2014–present).

Member, University Faculty Grievance Committee (2017–2021).

FSU College Service

Chair, Event Management Certificate (2022–present).

Program Director, The Food and Wine in Tuscany Program (2020–present).

Chair, Dedman College Curriculum Committee (2019–present).

Chair, Specialized Faculty Evaluation Committee (2019–present).

Member, Dedman College Distance Learning Committee (2017–present).

Member, Dedman College Graduate Program Committee (2017–present).

Member, Dedman College Marketing Committee (2017–present).

Chair, Dedman College Strategic Planning Committee (2016–present).

Member, College of Business Strategic Planning Committee (2015–present).

Member, Dedman College Scholarship Committee (2015–present).

Chair, Dedman College Curriculum Committee (2016–2019).

Chair, Dedman College Facilities Committee (2015–2018).

Member, College of Business Diversity Committee (2014–2015).

FSU Department Service

Faculty Advisor, Florida Restaurant and Lodging Association (2012–2016).

The Profession

Guest Editing for Refereed Journals

Hanks, L. (Ed.). (2021). Consumer Behavior [Special Issue]. *Boston Hospitality Review*.

Editorial Board Membership(s)

International Journal of Contemporary Hospitality Management (2020–present).

Journal of Hospitality and Tourism Insights (2017–present).

Tourism Analysis (2015–present).

International Journal of Hospitality Management (2020–2022).

Guest Reviewer for Refereed Journals

Journal of Service Research (Dec 2015–present).

International Journal of Hospitality Management (Sep 2015–present).

Journal of Hospitality Marketing and Management (Apr 2015–present).

Graduate Research in Hospitality Conference (2014–present).

ICHRIE Research Conference (2014–present).

International Journal of Contemporary Hospitality Management (2014–present).

Cornell Hospitality Quarterly (2012–present).

Journal of Hospitality and Tourism Research (2012–present).

Service to Professional Associations

Faculty Intern, JW Marriott (2016).

Service to Other Universities

Alumni in the Classroom, *Penn State University* (2018–present).

Alumni in the Classroom, *Penn State University* (2017–present).

Alumni in the Classroom, *Penn State University* (2016–present).

The Community

Marketing Consultant, Domi Station Entrepreneurship Incubator (2016–present).

Educational Speaker - Domestic Violence Awareness, Alpha Chi Omega (2016–2020).

Big Sister/Youth Mentor, Big Brothers, Big Sisters (2016–2018).

Fundraising Volunteer Coordinator, The Red Cross (2016–2017).

Curriculum Vitae

Woody G. Kim

March 08, 2025

General Information

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Professional Preparation

1995	Ph.D., Purdue University. Major: Hospitality and Tourism Management.
1990	Master, University of Massachusetts, Amherst, Massachusetts. Major: Hotel, Restaurant, and Travel Administration.
1988	MBA, University of Houston, Houston, Texas. Major: Business Administration.
1986	Bachelor of Arts, Seoul National University, Seoul, South Korea. Major: Linguistics.

Professional Experience

2010–present	Professor, Hospitality Administration, Florida State University.
2007–2010	Associate Professor, Hospitality Administration, Florida State University.
2006–2007	Associate Professor, School of Hotel and Restaurant Administration, Oklahoma State University.
2001–2006	Assistant Professor, School of Hotel and Restaurant Administration, Oklahoma State University.
1995–2000	Assistant Professor, School of Hospitality and Tourism Management, Sejong University.

Visiting Professorship(s)

2024	School of Hospitality and Tourism, Auckland University of Technology - AUT, Auckland, New Zealand.
2024	Faculty of Hospitality and Tourism, Prince of Songkla University, Phuket Campus Phuket, Thailand.
2013–2014	College of Human Ecology, Seoul National University, South Korea.

Honors, Awards, and Prizes

Michael D. Olsen Research Achievement Award, Annual Graduate Education and Graduate Student Research Conference (2024).
 Fulbright Research Scholarship Award, U.S. Department of State (2021). (\$23,370).

John Wiley and Sons Lifetime Research Achievement Award, 2017 International CHRIE Conference (2017).
Best Paper Award, 2017 Academy of Global Hospitality & Tourism Conference (2017).
Best Paper Award, 5th International Interdisciplinary Business-Economics Advancement Conference (2015).
Shortlisted for the Best Paper Award, EuroCHRIE Conference (2015).
Best Paper Award, International CHRIE (2010).
Outstanding Paper Award at the Literati Network Awards for Excellence, International Journal of Contemporary Hospitality Management (2009).
The Institute of Hospitality Education Research Award, EuroCHRIE (2009). (\$700).
Best Article of the Year Award, Sage Publication (JHTR) (2004).
Best paper award, HITA (Hospitality Information Technology Association) (2004).
Best Paper Award, 9th Annual Graduate Education and Graduate Student Research Conference (2004).

Teaching

Courses Taught

Managing Revenues and Expenses (HFT4471)
Hospitality Financial Management (HMG5465)
Managing Service Organizations (HFT3240)
European Hotel Operations (HFT4930)
Hospitality Revenue Management (HMG5466)
Introduction to hospitality and tourism management (HFT1000)
Directed Individual Study (HFT4905)
Honors Thesis (HFT4907)
European Travel and Tourism (HFT4930)
Honors Thesis (HFT4970)
Studies in Hospitality and Tourism (HFT5908)
Hospitality Services Marketing and Research (HFT4502)
Financial Management Control Systems (HFT4471)

Master's Committee Member

Li, Q., graduate. (2011).

Bachelor's Committee Chair

Finley, H., student. *An Examination of Temporary and Permanent Modifications Made to The Walt Disney Company's Amusement Park Operations in Response to The Covid-19*

Pandemic.

Eric L., student. *Exploring Room Rate Dispersion Practices in Hotels across Channels.*

Jabbour, P., student. *Factors Influencing Consumers' Tipping Habits in The Restaurant Industry.*

Stoneseifer, W., student. *An Exploratory Analysis of the Hotel Needs of the Disabled Community.*

Research and Original Creative Work

Publications

Refereed Journal Articles

Lee, J., Lim, H., & Kim, W. G. (2025). Gestalt food presentation: Its influence on visual appeal and engagement in the Instagram context. *Tourism Management*, 107, 105080.

Sun, B. R., & Kim, W. G. (2024). Exploring the influence of cultural values on green purchasing and its consequence. *Journal of Vacation Marketing*, 13567667241270790.

Kong, Y., Kim, W. G., Zhou, X., & Yang, Y. (2024). Customer value co-destruction behaviors in smart service encounters: Scale development and cross-cultural validation. *International Journal of Hospitality Management*, 122, 103854.

Haldorai, K., Kim, W. G., Mussina, K., & Li, J. J. (2024). From personal convictions to collective action: Predicting employees' pro-environmental behaviors in public and private spheres. *International Journal of Hospitality Management*, 122, 103864.

Majeed, S., Kim, W. G., & Ryu, K. (2024). Medical tourism and cognitive dissonance: exploring tourist choice behavior, post-choice pre-outcome regret, and visit intention. *Journal of Quality Assurance in Hospitality & Tourism*, 25(3), 514-544.

Majeed, S., & Kim, W. G. (2024). Antecedents and consequences of conceptualizing online hyperconnected brand selection. *Journal of Consumer Marketing*, 41(3), 328-339.

Majeed, S., Zhou, Z., & Kim, W. G. (2024). Destination brand image and destination brand choice in the context of health crisis: Scale development. *Tourism and Hospitality Research*, 24(1), 134-151.

Cho, B. K., Lee, D., Kim, W. G., Kim, E. J., & Lee, Y. K. (2024). Integrating green image with relationship marketing: A moderating role of green image. *Tourism and Hospitality Research*, 14673584241299735.

Haldorai, K., Kim, W. G., & Phetvaroon, K. (2024). Job insecurity and survivor workplace behavior following COVID-19 layoff. *International Journal of Contemporary Hospitality*

Management, 36(1), 329-346.

Camillo, A. A., Kim, W. G., & Asatryan, E. (2023). Consumption Behavior of the Internet Active Armenian Wine Consumer. *Journal of International Food and Agribusiness Marketing*, 35(5), 622-650.

Kim, T. T., Kim, W. G., Majeed, S., & Haldorai, K. (2023). Does green human resource management lead to a green competitive advantage? A sequential mediation model with three mediators. *International Journal of Hospitality Management*, 111, 103486.

Haldorai, K., Kim, W. G., Agmapisarn, C., & Li, J. J. (2023). Fear of COVID-19 and employee mental health in quarantine hotels: The role of self-compassion and psychological resilience at work. *International Journal of Hospitality Management*, 111, 103491.

Kim, K. K., Kim, W. G., & Lee, M. (2023). Impact of dark patterns on consumers' perceived fairness and attitude: Moderating effects of types of dark patterns, social proof, and moral identity. *Tourism Management*, 98, 104763.

Majeed, S., Kim, W. G., & Kim, T. (2023). Perceived green psychological benefits and customer pro-environment behavior in the value-belief-norm theory: The moderating role of perceived green CSR. *International Journal of Hospitality Management*, 113, 103502.

Majeed, S., & Kim, W. G. (2023). Toward understanding healthcare hospitality and the antecedents and outcomes of patient-guest hospital-hotel choice decisions: A scoping review. *International Journal of Hospitality Management*, 112, 103383.

Haldorai, K., Kim, W. G., Agmapisarn, C., & Li, J. J. (2023). Who we are and what we do: The relevance of green organizational identity in understanding environmental performance. *International Journal of Hospitality Management*, 114, 103574.

Majeed, S., & Kim, W. G. (2022). A reflection of greenwashing practices in the hospitality industry: a scoping review. *International Journal of Hospitality Management*, 35(3), 1125-1146.

Pillai, S. G., Kim, W. G., Haldorai, K., & Kim, H. S. (2022). Online food delivery services and consumers' purchase intention: Integration of theory of planned behavior, theory of perceived risk, and the elaboration likelihood model. *International Journal of Hospitality Management*, 105, 103275.

Touni, R., Kim, W. G., Haldorai, K., & Rady, A. (2022). Customer engagement and hotel booking intention: The mediating and moderating roles of customer-perceived value and brand reputation. *International Journal of Hospitality Management*, 104, 103246.

Haldorai, K., Kim, W. G., & Phetvaroon, K. (2022). Beyond the bend: The curvilinear effect of

- challenge stressors on work attitudes and behaviors. *Tourism Management*, 90, 104482.
- Majeed, S., & Kim, W. G. (2022). Emerging trends in wellness tourism: a scoping review. *Journal of Hospitality and Tourism Insights*, 6(2), 853-873.
- Haldorai, K., Kim, W. G., & Li, J. J. (2022). I'm broken inside but smiling outside: when does workplace ostracism promote pro-social behavior? *International Journal of Hospitality Management*, 101, 103088.
- Haldorai, K., Kim, W. G., & Garcia, R. L. F. (2022). Top management green commitment and green intellectual capital as enablers of hotel environmental performance: The mediating role of green human resource management. *Tourism Management*, 88, 104431. Retrieved from <https://doi.org/10.1016%2Fj.tourman.2021.104431> doi:10.1016/j.tourman.2021.104431
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- Li, Jun (Justin), Kim, W. G., & Choi, H. M. (2019). Effectiveness of social media marketing on enhancing performance: Evidence from a casual-dining restaurant setting. *Tourism Economics*, 27(1), 3-22. Retrieved from <https://doi.org/10.1177/1354816619867807> doi:10.1177/1354816619867807
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- Choi, H. M., Kim, W. G., Kim, Y. J., & Agmapisarn, C. (2019). Hotel environmental management initiative (HEMI) scale development. *International Journal of Hospitality Management*, 77, 562-572.
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- Choi, H. M., Mohammad, A. A., & Kim, W. G. (2019). Understanding hotel frontline employees' emotional intelligence, emotional labor, job stress, coping strategies and burnout. *International Journal of Hospitality Management*, 82, 199-208.
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Edited Books

- Majeed, S., & Kim, W. G. (Eds.). (2024). *Investigating the Role of Destination-Based Brand Authenticity and Brand Love on Tourist–Brand Interaction, Tourist-brand interaction, online social media-based destination brand communities, and tourist behavior* [Book Chapter]. Springer Nature.
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Refereed Proceedings

Camillo, A. A., Wei, Cheng-i, & Kim, W. G. (2005). CHEFS' ATTITUDE TOWARD FOOD IRRADIATION. In *2005 International CHRIE Annual Conference* (pp. 39). ICHRIE.

Presentations

Refereed Papers at Conferences

Chang, H., & Kim, W. G. (presented 2025, February). *An Assessment of Respiratory Health and Well-being during a Cruise Ship Vacation: A Case Study of Indoor Air Quality in a Cruise Ship in the U.S.* Paper presented at 2025 ICHRIE-SECSA Conference, Auburn University, Auburn, AL, USA. (International)

Parvez, O., & Kim, W. G. (presented 2025, February). *Measuring the Impact of CSR on the Green Performance of SME Hotels: A Comparative Study of Turkey and Greece.* Paper presented at 2025 ICHRIE-SECSA Conference, Auburn University, Auburn, AL, USA. (International)

Parvez, O., Rahman, I., & Kim, W. G. (presented 2025, February). *The Significance of Corporate Green Strategy in Hotels.* Paper presented at 2025 ICHRIE-SECSA Conference, Auburn University, Auburn, AL, USA. (International)

Kim, W. G., Haldorai, K., & Mussina, K. (presented 2024, July). *Unveiling the Shadows: Exploring the Dark Side of Organizational Citizenship Behavior.* Paper presented at 2024 ICHRIE Conference, ICHRIE, Montreal, Quebec, Canada. (International)

Kong, Y., Kim, W. G., Zhou, X., & Yang, Y. (presented 2024, January). *Development of Customer Co-Destruction Behavior Scale in Smart Service Encounters.* Paper presented at the 29th Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Florida International University, Miami, FL. (International)

Kim, W. G. (presented 2023, October). *Investigating Predictors of Employees' Environmental Activist and Non-activist Behaviors.* Paper presented at 2023 Euro CHRIE Conference, CHRIE, Vienna, Austria. (International)

Selenger, I., Chang, H. S., & Kim, W. G. (presented 2023, January). *Chefs' Exposure to Indoor Air Pollution from Commercial Cooking in A Full-Service Upscale Restaurant as a Case Study.* Paper presented at the 28th Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, California Polytechnic State University, Anaheim, CA, USA. (International)

- Kim, W. G., & Camillo, A. (presented 2022, February). *To Buy or Not to Buy? Consumers Purchase Intention of Irradiated Food Products in Us Food Market*. Paper presented at 2022 WF CHRIE Conference, CHRIE, Sacramento, CA, USA. (National)
- Camillo, A. A., & Kim, W. G. (presented 2021, September). *Price Dispersion of Wine in U.S. Michelin Starred Restaurants*. Paper presented at EuroCHRIE Conference, 2021 EuroCHRIE, Aalborg, Denmark. (International)
- Gopalakrishna, S. P., Kim, W. G., & Haldorai, K. (presented 2020, February). *Ostracism as an Antecedent of Service Employee Engagement: A Second Stage Moderated-mediation Model*. Paper presented at CHRIE-SECSA Conference, CHRIE-SECSA Conference, Auburn, AL. (National)
- Zhou, Y., Cobanoglu, C., & Kim, W. G. (presented 2020, February). *Travel-related Online Communities Research in the Field of Hospitality and Tourism*. Paper presented at CHRIE-SECSA Conference, CHRIE-SECSA Conference, Auburn, AL. (National)
- Kim, W. G. (presented 2019, October). *Kitchen Environment and Chefs' Performance*. Paper presented at Global Food and Beverage Expo and Global "G" Conference, Global Food and Beverage Expo, Las Vegas, Nevada. (International)
- Touni, R., Kim, W. G., Abdelgawad, A. R., & Choi, H. M. (presented 2019). *Do Customer Engagement with Social Media and Perceived Value Influence Relationship Strength and Hotel Booking Intentions?* Paper presented at the 24th Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, University of Houston, Houston, Texas, USA. (International)
- Kim, W. G., & Haldorai, K. (presented 2019). *Spirituality Centered Workplace – a Myth or Reality in Indian Hospitality industry*. Paper presented at 2019 APacCHRIE & EuroCHRIE Joint Conference, APacCHRIE & EuroCHRIE, Hong Kong SAR, China. (International)
- Touni, R., Kim, W. G., Choi, H., & Ali, M. A. (presented 2018). *Antecedents and an Outcome of Customer Engagement with Hotel Brand Community on Facebook*. Paper presented at 2018 Global Marketing Conference, Gamma, Tokyo, Japan. (International)
- Kim, K., Kim, W. G., & Choi, H. (presented 2018). *Scarcity Messages: Does It Impact on Customers' Purchase Intention in Restaurant Setting?* Paper presented at 2018 SE CHRIE Conference, SE CHRIE, Knoxville, TN, USA. (International)
- Chamberlane, L., Kim, W. G., & Lee, H. Y. (presented 2017). *Caribbean Cruise Passengers' Responsible Tourism Behavior and the Moderating Effect of Trust toward Responsible Cruise Claims*. Paper presented at 15th APacCHRIE Conference, APacCHRIE, Bali,

Indonesia. (International)

Li, J., & Kim, W. G. (presented 2017). *Determinants of Online Overall Rating and Hotel Performance*. Paper presented at 2017 Academy of Global Hospitality & Tourism Conference, The Korea America Hospitality & Tourism Educators Association, Cheongju, South Korea. (International)

Kim, W. G., Kim, Y. J., & Choi, H. (presented 2017). *Hotel's Environmental Management Practice: Scale Development and Validation*. Paper presented at 2017 SE CHRIE Conference, SE CHRIE, Miami, Florida, USA. (International)

Kim, W. G., & Kim, Y. J. (presented 2017). *How to Enhance Hotel Employees' Eco-Friendly Behavior and Environmental Performance via Green Human Resource Management?* Paper presented at 2017 Academy of Global Hospitality & Tourism Conference, The Korea America Hospitality & Tourism Educators Association, Cheongju, South Korea. (International)

Li, J., & Kim, W. G. (presented 2017). *Leader-Member Exchange as a Moderator of the Relationship between Psychological Contract Breach and Work Outcomes*. Paper presented at the 22nd Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, University of Houston, Houston, Texas, USA. (International)

Kim, W. G., Kim, Y. J., & Choi, H. (presented 2017). *The Impact of Green Human Resources Management on Hotel Employees' Eco-friendly Behavior and Environmental Performance*. Paper presented at 2017 7th International Interdisciplinary Business-Economics Advancement Conference, Global Conference on Business and Economics, Miami, Florida, USA. (International)

Kim, W. G., & LI, J. J. (presented 2016). *Measuring the effectiveness of social media campaign in the restaurant industry*. Paper presented at The 21st Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Temple University, Philadelphia, Pennsylvania, USA. (International)

Kim, W. G., Zhao, X. R., & Li, J. (presented 2016). *The Effects of Management Support on Turnover Intention in the Gaming Industry: A Multilevel Analysis*. Paper presented at 14th APacCHRIE Conference, APacCHRIE, Bangkok, Thailand. (International)

Kim, W. G., & Li, J. (presented 2016). *The Gaming Destination Image, Satisfaction and Loyalty: A Model and Test of Differences between Male and Female Travelers*. Paper presented at 2016 Annual KAHTEA Conference, KAHTEA, Las Vegas, Nevada, USA. (International)

Li, J. J., & Kim, W. G. (presented 2016). *The impact of social media on restaurant performance: Investigating the moderating effect of excellence certificate*. Paper presented at The 21st

Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Temple University, Philadelphia, Pennsylvania, USA. (International)

Kim, W. G., Wong, I. A., Li, J., & Moon, Y. J. (presented 2016). *The Role of Mindfulness in Emotional Labour and Emotional Exhaustion among Casino Employees*. Paper presented at 2016 EuroCHRIE Conference, EuroCHRIE, Budapest, Hungary. (International)

Ali, F., & Kim, W. G. (presented 2015). *A Comparative Study of CB-Sem and Pls-Sem for Theory Development in Hospitality Research*. Paper presented at 3rd World Research Summit for Tourism and Hospitality and 1st USA-China Tourism Research Summit, Elsevier, Orlando, Florida, USA. (International)

Ali, F., & Kim, W. G. (presented 2015). *Creative Tourists' Experience: Does It Predict Satisfaction, Nostalgia Intensity and Behavioral Intentions*. Paper presented at 5th International Interdisciplinary Business-Economics Advancement Conference, University of South Florida, Ft. Lauderdale, Florida, USA. (International)

Kim, W. G. (presented 2015). *Do Hotels' Recently Emerged Amenities and Sustainability Practices Lead to Guests' Price Premium and Loyalty?* Paper presented at EuroCHRIE Conference, EuroCHRIE, Manchester, UK. (International)

Kim, W. G., Han, S., & Panvisavas, V. (presented 2015). *The Effect of Restaurant Manager's Emotional Intelligence and Manager's Support on Employees' Job Satisfaction: Examining Moderating Role of Service under Pressure*. Paper presented at 13th APacCHRIE Conference, APacCHRIE, Auckland, New Zealand. (International)

Kim, W. G. (presented 2015). *The Influence of Social Media Reviews and Operating Efficiency Metrics on Restaurant Performance: The Effect of Excellence Award as a Moderator*. Paper presented at 3rd World Research Summit for Tourism and Hospitality and 1st USA-China Tourism Research Summit, Elsevier, Orlando, Florida, USA. (International)

Kim, W. G., Han, S., Kang, S., & Panvisavas, V. (presented 2014). *Antecedents and Consequences of Emotional Labour of Restaurant Employees*. Paper presented at 12th APacCHRIE Conference, APacCHRIE, Kuala Lumpur, Malaysia. (International)

Kim, W. G., Lee, S., & Qu, H. (presented 2014). *Do Companies' Corporate Social Responsibility (CSR) Activities Matter to Hotel Customers?* Paper presented at 12th APacCHRIE Conference, APacCHRIE, Kuala Lumpur, Malaysia. (International)

Lee, H. Y., Reid, E., & Kim, W. G. (presented 2014). *Restaurant Daily Deal Consumers' Complaint Behaviours: Determinants and The Moderating Effect of Value Consciousness*. Paper presented at 12th APacCHRIE Conference, APacCHRIE, Kuala Lumpur, Malaysia. (International)

- Cho, M., & Kim, W. G. (presented 2013). *Examining the Relationship between Price Gap and Hotel Performance within and across Online/Offline Channels*. Paper presented at 18th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Emerald Publishing, Seattle, Washington, USA. (International)
- Lee, H. Y., Bonn, M. A., Reid, E., & Kim, W. G. (presented 2013). *Responsible Tourism Behavior: A Comparison of Expert Tourists and Novice Tourists*. Paper presented at International Conference on Innovation in Tourism and Hospitality, CIT, Valencia-Benidorm, Spain. (International)
- Kim, W. G. (presented 2013). *The Influence of Tangible and Intangible Elements of Hotel Websites on Consumer Satisfaction and Loyalty*. Paper presented at 2013 APacCHRIE Conference, APacCHRIE, Macau, China. (International)
- Cho, M., Kim, W. G., & Brymer, R. A. (presented 2012). *Determinants of Comprehensive Hotel Performance Metrics: The Moderating Role of Hotel Type*. Paper presented at 17th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Emerald Publishing, Auburn, Alabama, USA. (International)
- Kim, W. G., Cho, M., & Kim, D. (presented 2012). *The Effect of Price Dispersion on Hotel Performance*. Paper presented at 2012 International CHRIE Conference, CHRIE, San Juan, Providence, Rhode Island. (International)
- Jang, Y. J., Kim, W. G., & Bonn, M. (presented 2010). *Consumers' Attitudes and Behavioral Intentions in Green Restaurants: Focused on food-related lifestyle segments of Generation Y*. Paper presented at 2010 International CHRIE Conference, CHRIE, San Juan, Puerto Rico. (International)
- Chang, H., & Kim, W. G. (presented 2009). *Counterfactual Reasoning and Customer Responses to Restaurant Service Failure*. Paper presented at 14th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Emerald Publishing, Las Vegas, NV. (National)
- Chang, H., & Kim, W. G. (presented 2009). *Customer Counterfactual Responses to Restaurant Service Failure and Its Recovery, 2009 International CHRIE Conference*. Paper presented at International CHRIE Conference, CHRIE, San Francisco, CA. (International)
- Lee, S., & Kim, W. G. (presented 2009). *Developing a New Performance Measurement Metric in the Hotel Industry: Application of the Balanced Scorecard and the Fuzzy-Analytic Hierarchy Process Model, 2009 International CHRIE Conference*. Paper presented at 2009 International CHRIE Conference, CHRIE, San Francisco, CA. (International)
- Kim, W. G. (presented 2009). *Examining the Relationship among Tangible, Intangible e-SERVQUAL, Online Customer Satisfaction, and Loyalty*. Paper presented at International

CHRIE Conference, CHRIE, San Francisco, CA. (International)

Jang, Y. J., Kim, W. G., & Yang, I. S. (presented 2009). *Food-Related Lifestyle Segments and Mature Consumers' Attitudes to Home Meal Replacement*. Paper presented at International CHRIE Conference, CHRIE, San Francisco, CA. (International)

Kim, W. G. (presented 2009). *The Determinants of Executive Compensation in the Restaurant Industry: A Quantile Regression Approach*. Paper presented at 2009 APACHRIE Conference, APACHRIE, Singapore. (International)

Kim, W. G., & Brymer, R. A. (presented 2009). *The Effects of Ethical Leadership on Manager Job Satisfaction, Commitment, Behavioral Outcomes and Firm Performance*. Paper presented at 2009 EuroCHRIE Conference, EuroCHRIE, Helsinki, Finland. (International)

Kim, W. G., Gazzoli, G., & Park, Y. (presented 2008). *Benefit Segmentation of International Travelers to Macau, China*. Paper presented at 2008 APACHRIE Conference, APACHRIE, Perth, Australia. (International)

Moon, Y., & Kim, W. G. (presented 2008). *Customers' cognitive, emotional, and actionable responses to the servicescape: A test of moderating effect of the restaurant type*. Paper presented at 13th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Emerald Publishing, Orlando, FL. (National)

Moon, Y., & Kim, W. G. (presented 2008). *E-loyalty in the B2C context: The effects of websites via e-satisfaction/trust and the moderating role of switching costs*. Paper presented at 13th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Emerald Publishing. (National)

Kim, S., Hancer, M., & Kim, W. G. (presented 2008). *Evaluating Beta Values of Capital Assets Pricing Model in the Hotel and Restaurant Industry*. Paper presented at 13th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Emerald Publishing, Orlando, FL. (National)

Phetvaroon, K., & Kim, W. G. (presented 2008). *Factors Affecting Tourists' Revisit Intentions: A case study of Krabi, Thailand*. Paper presented at 2008 APACHRIE Conference, APACHRIE, Perth, Australia. (International)

Kim, W. G., Gazzoli, G., Kim, T., Park, Y., & Brymer, R. A. (presented 2008). *Factors Affecting Travel Expenditure of Visitors to Macau*. Paper presented at 2008 Euro CHRIE Conference, CHRIE, Dubai, United Arab Emirates. (International)

Ozturk, A., Ng, Y. C., & Kim, W. G. (presented 2008). *Institutional DINESERV Dimensions and Loyalty Relationship*. Paper presented at 13th Annual Graduate Education and Graduate

Student Research Conference in Hospitality and Tourism, Emerald Publishing, Orlando, FL. (National)

Kim, W. G., & Phetvaroon, K. (presented 2008). *Predicting Revisit Intentions of Tourists Who Visited Phuket after Tsunami*. Paper presented at 2008 International CHRIE Conference, CHRIE, Atlanta, Georgia. (International)

Kim, W. G., Moon, Y. J., & Rachjaibun, N. (presented 2008). *The Effects of Website Factors on E-Loyalty via E-Satisfaction/Trust: Switching Costs as a Moderator*. Paper presented at 2008 APACHRIE Conference, APACHRIE, Perth, Australia. (International)

Kim, D. J., Kim, W. G., & Kim, S. H. (presented 2008). *The Post-Acquisition Performance in The Hospitality Industry*. Paper presented at 2008 International CHRIE Conference, CHRIE, Atlanta, GA. (International)

Ham, S., Kim, W. G., & Forsythe, H. (presented 2007). *Empirical Examination of an Extended Modified Technology Acceptance Model for Restaurant Operations*. Paper presented at 2007 International CHRIE Conference, CHRIE, Dallas, TX. (International)

Invited Keynote and Plenary Presentations at Conferences

Kim, W. G. (presented 2022, August). *The Role of Robots, AI, and Digital Technologies in Enhancing Hospitality Operation During Post-Pandemic Era*. Keynote presentation at the 2022 International Conference on Tourism and Business (ICTB), Lucern University of Applied Sciences and Arts, Lucern, Switzerland. (International)

Kim, W. G. (presented 2017). *Which Comes First: Employees or Customers in the Service Industry?* Keynote presentation at the 2017 Academy of Global Hospitality & Tourism Conference, The Korea-America Hospitality & Tourism Educators Association (KAHTEA), Cheongju, South Korea. (International)

Kim, W. G. (presented 2017). *Who Comes First: Employees or Customers?* Keynote presentation at the 2017 International Interdisciplinary Business-Economics Advancement Conference, International Interdisciplinary Business-Economics Advancement, Ft. Lauderdale, Florida, USA. (International)

Invited Keynote and Plenary Presentations at Symposia

Kim, W. G. (presented 2013). Revenue Management Applications in Restaurant Business. Plenary presentation in *the 1st Hospitality/Tourism Colloquium*. Symposium conducted at the meeting of Heilbronn University, Hochschule Heilbronn, Germany. (International)

Kim, W. G. (presented 2012). Directions for Hospitality Management Research. Plenary presentation in *the 3rd Colloquium for Overseas and Domestic Korean Scholars in Hospitality and Tourism and 1st HTM Young Scholar Conference*. Symposium conducted at the meeting of Sejong University, Seoul, South Korea. (International)

Kim, W. G. (presented 2011). Directions for Improving Faculty Research Productivity. Plenary presentation in *the 2nd Colloquium for Overseas and Domestic Korean Scholars in Hospitality and Tourism*. Symposium conducted at the meeting of Sejong University, Seoul, South Korea. (International)

Kim, W. G. (presented 2010). Strategy Discussion Session: Global Standards of Research and Education. Plenary presentation in *the 1st Colloquium for Overseas and Domestic Korean Scholars in Hospitality and Tourism*. Symposium conducted at the meeting of Sejong University, Seoul, South Korea. (International)

Kim, W. G. (presented 2008). Successful Strategies of American Hospitality Business. Keynote presentation in *Annual Research Symposium*. Symposium conducted at the meeting of Korean Academic Society of Hospitality Administration (KASHA), South Korea. (International)

Kim, W. G. (presented 2007). Current Trend in Hospitality and Tourism Research. Keynote presentation in *Annual Research Symposium*. Symposium conducted at the meeting of Korean Academic Society of Hospitality Administration (KASHA), Seoul, South Korea. (International)

Invited Presentations at Conferences

Kim, W. G. (presented 2016). *Leading Indicators of RevPAR*. Presentation at the 8th Annual Hotel Data Conference, STR Inc, Nashville, Tennessee, USA. (National)

Invited Workshops

Kim, W. G. (2017). *PLS-SEM Technique and Big Data Analytics in the Graduate School of Tourism Management (GSTM) Workshop*. Workshop delivered at National Institute of Development Administration, Bangkok, Thailand. (International)

Kim, W. G. (2016). *Hierarchical Linear Modeling (HLM) Technique in the Innovative Research Methods Workshop*. Workshop delivered at the 2016 EuroCHRIE Conference, Budapest, Hungary. (International)

Invited Lectures and Readings of Original Work

- Kim, W. G. (2019). *Pecking Order of a Hospitality Firm*. Delivered at School of Tourism Management, South China Normal University, Guangzhou, Guangdong, China. (International)
- Kim, W. G. (2017). *PLS-SEM and Big Data Analytics*. Delivered at National Institute of Development Administration (NIDA), Bangkok, Thailand. (International)
- Kim, W. G. (2016). *Current Trends in Revenue Management Practices*. Delivered at Kyungsoong University, Busan, South Korea. (International)
- Kim, W. G. (2013). *American Graduate Hospitality Program and Its Development*. Delivered at Seoul National University, Seoul, South Korea. (International)
- Kim, W. G. (2013). *Current Trends in Hotel Management Contract*. Delivered at Kyungsoong University, Busan, South Korea. (International)
- Kim, W. G. (2013). *Environmental Changes and Current Foodservice Industry Trends, the CEO Summit*. Delivered at Shinhan University, Seoul, South Korea. (International)
- Kim, W. G. (2013). *Hospitality Major and Future Career Opportunities*. Delivered at Dankook University, Seoul, South Korea. (International)
- Kim, W. G. (2013). *Introduction of American Hospitality and Tourism Programs*. Delivered at Chungju University, Chungju, South Korea. (International)
- Kim, W. G. (2013). *Research Trends in Food-away-from-Home*. Delivered at Daegu Catholic University, Daegu, South Korea. (International)
- Kim, W. G. (2013). *Research Trends in Foodservice Industry*. Delivered at Youngnam University, Yangsan, South Korea. (International)
- Kim, W. G. (2009). *Brand Equity Management and Hospitality Firms' Performance*. Delivered at Temple University, Philadelphia, Pennsylvania, USA. (State)
- Kim, W. G. (2009). *Determinants of Executive Compensation in the Restaurant Industry: A Quantile Regression Approach (for the Annual Lecture Series for Graduate Education)*. Delivered at Department of Hospitality and Tourism Management, Virginia Tech, Blacksburg, Virginia, USA. (Local)
- Kim, W. G. (2009). *Restaurant Brand Equity Management*. Delivered at Kyunggi University, Seoul, South Korea. (International)
- Kim, W. G. (2008). *Globalization and Culture-Impact of Globalization on Your Career*.

Delivered at Sunchunhyang University, Seoul, South Korea. (International)

Kim, W. G. (2008). *Revenue Optimization Strategies of Hospitality Industry*. Delivered at Ehwa Women's University, Seoul, South Korea. (International)

Kim, W. G. (2007). *Hospitality Financial Management: Advancement by the Numbers*. Delivered at Institute For Tourism Studies, Macau, China. (International)

Kim, W. G. (2007). *Revenue Management for Hospitality Business*. Delivered at Mahidol University of International College, Bangkok, Thailand. (International)

Contracts and Grants

Contracts and Grants Funded

Phetvaroon, K., & Kim, W. G. (Oct 2023–Oct 2024). *Drivers of Green Supply Chain Management for Sustainable Performance in the Hospitality*. Funded by The Prince of Songkla University, Phuket, Thailand. (FHT 6600001). Total award \$34,000.

Kim, S. S., & Kim, W. G. (Jan 2023–Dec 2024). *Strategic Approaches to Measure and Enhance the Mental Health of Hotel Employees by Developing A Validated Measurement Scale and Analyzing Its Antecedents and Consequences*. Funded by The Hong Kong Polytechnic University. (RCG-GRF 2022/2023). Total award \$42,878.

Kim, W. G. (Jul 2019–Jun 2020). *A Study on the Revitalization of Food Tourism from the Big Data of Emotional Information*. Funded by Korea National Research Foundation. (NRF-2019S1A5A2A03049170). Total award \$80,000.

Kim, W. G. (Jan 2017–Dec 2018). *Development of the Optimized Food Tourism Model using Big Data Analytics*. Funded by Korea National Research Foundation. (NRF-2016S1A5A2A03928029). Total award \$150,000.

Kim, W. G. (2015–2016). *College of Business Summer Research Grant*. Funded by Florida State University. Total award \$13,000.

Kim, W. G. (2010–2011). *College of Business Summer Research Grant*. Funded by Florida State University. Total award \$12,000.

Kim, W. G. (2008–2008). *College of Business Summer Research Grant*. Funded by Florida State University. Total award \$12,000.

Kim, W. G. (Aug 2007–Jul 2009). *A Study of the Strategy for Fostering UCC (User Created Contents) Service*. Funded by Korea National Research Foundation. Total award

\$250,000.

Kim, W. G. (Nov 2006–Nov 2006). *The economic impact of casino gambling in Macao*. Funded by Macau SAR, China. Total award \$20,000.

Kim, W. G. (May 2006–May 2006). *A Study of the Potential for Meetings, Lodging and Restaurant Sectors*. Funded by Claremore City Research. Total award \$25,000.

Kim, W. G. (May 2006–May 2006). *Internal Audit for the three units (Atherton Hotel, Taylor's Dining and West Side Café) operated by School of Hotel & Restaurant Administration*. Funded by Oklahoma State University. Total award \$2,000.

Kim, W. G. (Jan 2003–Jun 2003). *Developed a contract proposal for Okemah Economic Development Authority*. Funded by Hotel Feasibility study for Okemah Economic Development Authority. Total award \$2,500.

Kim, W. G. (Jul 2002–Aug 2002). *Developing Four-Week Hospitality Study Program at Oklahoma State University*. Funded by Sejong University. Total award \$17,500.

Kim, W. G. (Jan 2000–May 2000). *Study on Minimizing Local Residents' Side Effects Due to a Newly Opened Casino*. Funded by Kangwon Land Casino. Total award \$30,000.

Kim, W. G. (Aug 1998–Jul 1999). *Study on Maximizing the Satisfaction Level of Students and their Parents in the School Foodservice Industry*. Funded by Korea Ministry of Education. Total award \$10,000.

Kim, W. G. (May 1998–Mar 1999). *Environmentally Sound Tourism Development in the Tumen Region: Realizing the Potential of Mt. Paekdusan/Changbaishan Area (Potentially the No. 1 tourist destination in Northeast Asia)*. Funded by United Nations Development Program. Total award \$400,000.

Kim, W. G. (Jan 1998–Feb 1998). *Evaluation of the Lease Fee Structure of Lotte Hotel, a Luxury Hotel Chain in Korea*. Funded by Korea National Science Foundation. Total award \$10,000.

Kim, W. G. (Jul 1997–Dec 1997). *A leading institutional foodservice firm in Korea) titled "Enhancing Customer Satisfaction*. Funded by LG Our Home. Total award \$3,000.

Kim, W. G. (Jan 1997–Dec 1997). *Technological and Strategic Suggestions for Korean Sport Information Infrastructure*. Funded by Korea National Science Foundation. Total award \$25,000.

Kim, W. G. (Jan 1996–Jul 1996). *Market Study and Concept Development of a Convention Hotel at Cheju Island (The most popular resort destination in Korea)*. Funded by Korean

Teachers' Pension. Total award \$30,000.

Service

Florida State University

FSU University Service

Committee Member, University Graduate Policy Committee (2017–present).

Committee Member, University Promotion & Tenure Committee (2017–present).

FSU College Service

Committee Member, College of Business Awards Committee (2015–2016).

Committee Member, Master Policy Committee (2014–2016).

Committee Member, Promotion and Tenure Committee (2010–2016).

Committee Member, Diversity Committee (2007–2016).

Committee Member, Undergraduate Policy Committee (2008–2010).

FSU Department Service

Chair, Promotion and Tenure (2016–present).

Committee Member, Finance Committee (2007–2014).

Chair, Scholarship Committee (2007–2014).

Advisor, Florida Restaurant & Lodging Association (2008–2009).

FSU Institute or Center Service

Director, International Center for Hospitality Research & Development (2007–present).

FSU Program Service

Director, MBA-HTM (2015–2017).

The Profession

Editor for Refereed Journals

Associate Editor, *Journal of Quality Assurance in Hospitality & Tourism* (2015–present).

Editorial Board Membership(s)

Asia-Pacific Journal of Innovation in Hospitality and Tourism (2013–present).

Tourism Economics (2011–present).

International Journal of Hospitality Management (2009–present).

Journal of Hospitality and Tourism Research (2009–present).

Journal of Hospitality and Tourism Technology (2009–present).

International Journal of Contemporary Hospitality Management (2007–present).

Journal of Human Resources in Hospitality and Tourism (2002–present).

Guest Reviewer for Refereed Journals

Cornell Hospitality Quarterly (2008–present).

Annals of Tourism Research (2003–present).

Tourism Management (2002–present).

Service to Professional Associations

Member, International Council on Hotel, Restaurant, and Institutional Education (I-CHRIE)
(2001–present).

Service to Other Universities

External Reviewer for Promotion and Tenure Candidates, *Temple University* (2024).

External Reviewer for Promotion and Tenure Candidates, *University of Delaware* (2023).

External Reviewer for Promotion and Tenure Candidates, *University of Hawaii* (2021).

External Reviewer for Promotion and Tenure Candidates, *University of West Florida* (2021).

External Reviewer for Promotion and Tenure Candidates, *University of Central Florida* (2021).

External Reviewer for Promotion and Tenure Candidates, *Macau University of Science and Technology* (2020).

External Reviewer for Promotion and Tenure Candidates, *Northern Arizona University* (2020).

External Reviewer for Promotion and Tenure Candidates, *University of Macau* (2020).

External Reviewer for Promotion and Tenure Candidates, *University of Central Florida* (2020).

External Reviewer for Promotion and Tenure Candidates, *Hong Kong Polytechnic University* (2020).

External Reviewer for Promotion and Tenure Candidates, *Indiana University – Purdue University* (2020).

External Reviewer for Promotion and Tenure Candidates, *Texas Tech University* (2020).

External Reviewer for Promotion and Tenure Candidates, *Kansas State University* (2019).

External Reviewer for Promotion and Tenure Candidates, *University of Missouri* (2019).

External Reviewer for Promotion and Tenure Candidates, *University of Central Florida* (2019).

External Reviewer for Promotion and Tenure Candidates, *Macau University of Science and Technology* (2019).

External Reviewer for Promotion and Tenure Candidates, *University of Mississippi* (2018).

External Reviewer for Promotion and Tenure Candidates, *University of Macau* (2018).

External Reviewer for Promotion and Tenure Candidates, *Florida Atlantic University* (2018).

External Reviewer for Promotion and Tenure Candidates, *Oklahoma State University* (2018).

External Reviewer for Promotion and Tenure Candidates, *Oklahoma State University* (2018).

External Reviewer for Promotion and Tenure Candidates, *University of North Texas* (2018).

External Reviewer for Promotion and Tenure Candidates, *Macau University of Science and Technology* (2017).

External Reviewer for Promotion and Tenure Candidates, *Oklahoma State University* (2017).

External Reviewer for Promotion and Tenure Candidates, *Michigan State University* (2017).

External Reviewer for Promotion and Tenure Candidates, *University of Macau* (2016).

External Reviewer for Promotion and Tenure Candidates, *University of Central Florida* (2016).

External Reviewer for Promotion and Tenure Candidates, *Oklahoma State University* (2016).

External Reviewer for Promotion and Tenure Candidates, *University of Hawaii* (2016).

External Reviewer for Promotion and Tenure Candidates, *Coastal Carolina University* (2015).

External Reviewer for Promotion and Tenure Candidates, *University of Nebraska* (2015).

External Reviewer for Promotion and Tenure Candidates, *Cornell University* (2015).

External Reviewer for Promotion and Tenure Candidates, *University of Central Florida* (2015).

External Reviewer for Promotion and Tenure Candidates, *Arizona State University* (2013).

External Reviewer for Promotion and Tenure Candidates, *Michigan State University* (2013).

External Reviewer for Promotion and Tenure Candidates, *University of Nevada at Las Vegas* (2013).

External Reviewer for Promotion and Tenure Candidates, *Virginia Tech* (2013).

External Reviewer for Promotion and Tenure Candidates, *University of Houston* (2013).

External Reviewer for Promotion and Tenure Candidates, *Indiana University* (2013).

External Reviewer for Promotion and Tenure Candidates, *Seoul National University* (2012).

External Reviewer for Promotion and Tenure Candidates, *Florida International University* (2012).

External Reviewer for Promotion and Tenure Candidates, *Auburn University* (2012).

External Reviewer for Promotion and Tenure Candidates, *George Washington University* (2011).

External Reviewer for Promotion and Tenure Candidates, *University of Nevada at Las Vegas* (2011).

External Reviewer for Promotion and Tenure Candidates, *State University of New York at Oneonta* (2010).

External Reviewer for Promotion and Tenure Candidates, *Pennsylvania State University* (2010).

External Reviewer for Promotion and Tenure Candidates, *University of Nevada at Las Vegas* (2009).

External Reviewer for Promotion and Tenure Candidates, *Robert Morris University* (2008).

U.S. Fulbright Peer Review Committee

Kim, W. G. (2024). *Served as a Fulbright Peer Review Committee under Business, Marketing, Hospitality, Tourism*. U.S. Department of State.

Kim, W. G. (2023). *Served as a Fulbright Peer Review Committee under Business, Marketing, Hospitality, Tourism*. U.S. Department of State.

Curriculum Vitae Nathaniel Discepoli Line

October 03, 2024

General Information

University address: Hospitality and Tourism Management
Dedman College of Hospitality
University Center Building B4113
Florida State University
Tallahassee, Florida 32306-2541
Phone: 850-645-2710; Fax: 850-644-5565

E-mail address: nline@dedman.fsu.edu

Web site: <https://dedman.fsu.edu/person/nathaniel-line>

Professional Preparation

- 2013 Ph.D., University of Tennessee, Knoxville. Major: Retail, Hospitality, and Tourism Management. Marketing.
- Line, N. D. (2013). *Multiple stakeholder market orientation: A conceptualization and application in the field of destination marketing*. Unpublished doctoral dissertation, University of Tennessee, Knoxville.
- 2006 B.S., University of Tennessee at Chattanooga. Major: Economics. Highest Honors.

Professional Credential(s)

- 2020–present Endowed Professorship: Cecil B. Day Distinguished Professor.
- 2011–present Collaborative Institutional Training Initiative (CITI) certification.

Professional Experience

- 2013–present Professor, Cecil B. Day Distinguished Professor, Dedman College of Hospitality, Florida State University.
- 2009–2012 Teaching Assistant, Retail, Hospitality, and Tourism Management, University of Tennessee. HRT 425: Employment Law (Spring, 2012) HRT 423: Hospitality/Tourism Marketing (Spring, 2012) RCS 411: Entrepreneurship and Small Business Planning (Fall, 2011) HRT 224: Tourism Management (Spring, 2011).

Honors, Awards, and Prizes

Course Enhancement Grant, Florida State University (2023). (\$1,500).
University Undergraduate Teaching Award, Florida State University (2023). (\$2,000).
Course Enhancement Grant, Florida State University (2021). (\$1,000).
Course Enhancement Grant, Florida State University (2020). (\$1,000).

Reviewer of the Year, Journal of Hospitality and Tourism Research (2020).
University Undergraduate Teaching Award, Florida State University (2016). (\$2,000).
Provost Travel Award, Florida State University (2015). (\$1,500).
First Year Assistant Professor Grant, Florida State University (2013). (\$20,000).

Current Membership in Professional Organizations

International Council of Hotel, Restaurant, and Institutional Educators

Teaching

Courses Taught

Marketing Strategy (HMG 5501)
Integrated Marketing for Hospitality (HFT 4502)
Managing Service Organizations (Online) (HFT 3240)
Directed Individual Study (HFT4905)
Business Strategy for the Hospitality Industry (Online) (HMG 5296)
European Lodging and Luxury Hotels (HFT4930)
European Lodging Management (HFT 4390)
Managing Service Organizations (HFT 3240)
Introduction to Hospitality (HFT 1000)

New Course Development

Marketing Strategy (2021)
Integrated Marketing for Hospitality (Online) (2020)
Managing Service Organizations (Online) (2017)
Introduction to Hospitality (Online) (2017)
Business Strategy for the Hospitality Industry (Online) (2017)
Managing Service Organizations (Online) (2016)
Integrated Marketing for Hospitality (2013)

Doctoral Committee Member

Jake Quilliams, graduate. (2019). *Factors related to teacher adoption rates and the diffusion of a one to one laptop initiative in one rural public school district.*

Supervision of Student Research Not Related to Thesis or Dissertation

Megan Gates (Aug 2017–Apr 2018).

Research and Original Creative Work

Publications

Refereed Journal Articles

Njeri, M., McGinley, S., Hanks, L., & Line, N. (submitted). "It's not just the money": A Measurement of Internal Employer Attractiveness Among Millennials and Generation Z. *Journal of Hospitality Tourism Research*. Manuscript submitted for publication.

Sharma, A., & Line, N. (submitted). Assessing the effect of promotional framing in firm valuation in the restaurant industry. *International Journal of Hospitality Management*. Manuscript submitted for publication.

Line, N., Hanks, L., Njeri, M., & Mody, M. (submitted). Expanding the domain of hospitality research: The hospitality virtue scale. *International Journal of Contemporary Hospitality Management*. Manuscript submitted for publication.

Njeri, M., & Line, N. (submitted). Measuring the relational benefits of private club membership: A factor analytic evaluation. *Journal of Hospitality and Tourism Research*. Manuscript submitted for publication.

Hanks, L., Line, N., Dogru, T., & Lu, L. (submitted). Positive versus negative EWOM communication: An assessment of form and content. *International Journal of Contemporary Hospitality Management*. Manuscript submitted for publication.

Line, N., Njeri, M., Park, D., & Min, J. (submitted). The enduring effects of information overload in the travel process. *Journal of Hospitality and Tourism Research*. Manuscript submitted for publication.

Line, N., Hanks, L., Dogru, T., & Lu, L. (2024). Assigning credit and blame in restaurant delivery EWOM: The role of delivery providers. *International Journal of Hospitality Management*, 117.

Line, N., Hanks, L., Bilgihan, A., & Mody, M. (2024). Hospitality Marketing Research: Bridging the Practical Gap. *International Journal of Contemporary Hospitality Management*.

Njeri, M., Line, N., & Hanks, L. (2024). Modeling multidimensionality in tourism research: Exploratory higher-order factor analysis. *Journal of Hospitality and Tourism Research*.

- Line, N., Bilgihan, A., Hanks, L., & Mody, M. (2024). Rethinking the Role of Hospitality in Society: the HOST model. *International Journal of Contemporary Hospitality Management*, 36(7), 2256-2272.
- Njeri, M., Khader, M., Ali, F., & Line, N. (2024). Revisiting internal consistency in hospitality research: towards a more comprehensive assessment of scale quality. *International Journal of Contemporary Hospitality Management*.
- Bilgihan, A., Dogru, T., Hanks, L., Line, N., & Mody, M. (2024). The GAI marketing model: A conceptual framework and future directions. *International Journal of Hospitality Management*, 123.
- Dogru, T., Line, N., Mody, M., & Hanks, L. (2023). Generative artificial intelligence in the hospitality and tourism industry: Developing a framework for future research. *Journal of Hospitality and Tourism Research*.
- Zheng, X., Zhang, L., Line, N., & Wei, W. (2023). The Effects of Unfulfilled Preferential Treatment and Review Dispersion on Airbnb Guests' Attitudes and Behavior. *Journal of Hospitality and Tourism Research*, 47(7), 1244-1269.
- Dogru, T., Line, N., & Hanks, L. (2023). The implications of generative artificial intelligence in academic research and higher education. *Tourism Economics*.
- Dogru, T., Hanks, L., Suess, C., Line, N., & Mody, M. (2023). The Resilience of the Lodging Industry during the Pandemic: Hotels vs. Airbnb. *International Journal of Hospitality Management*, 109.
- Lu, L., Neale, N., Line, N., & Bonn, M. (2022). Improving Data Quality using Amazon Mechanical Turk through Platform Setup. *Cornell Hospitality Quarterly*, 63(2), 231-246.
- Wei, W., Zheng, Y., Zhang, L., & Line, N. (2022). Leveraging customer-to-customer interactions to create immersive and memorable theme park experiences. *Journal of Hospitality and Tourism Insights*, 5(3), 647-662.
- Hanks, L., Line, N., Dogru, T., & Lu, L. (2022). Saving Local Restaurants: The Impact of Altruism, Self-Enhancement, and Affiliation on Restaurant Customers' EWOM Behavior. *Journal of Hospitality and Tourism Research*, 48(2), 301-326.
- Hanks, L., Line, N., & Zhang, L. (2021). Expanding the methodological approach to the social servicescape: Moving from measurement to manipulation. *Cornell Hospitality Quarterly*, 62(1), 157-168.
- Zheng, Y., Wei, W., Line, N., & Zhang, L. (2021). Integrating the tourist gaze with the social servicescape: Implications for creating memorable theme park experiences. *International*

Journal of Hospitality Management, 93.

- El-Manstrly, D., Ali, F., & Line, N. (2021). Severe service failures and online vindictive word of mouth: The effect of coping strategies. *International Journal of Hospitality Management*, 95.
- Zhang, L., Wei, W., Line, N., & McGinley, S. (2021). Social distancing: The effect of density and power on restaurant consumers. *International Journal of Hospitality Management*, 96.
- Dogru, T., Mody, M., Line, N., Hanks, L., Suess, C., & Bonn, M. (2021). The Effect of Airbnb on Hotel Performance: Comparing Single- and Multi-Unit Host Listings in the United States. *Cornell Hospitality Quarterly*, 63(2), 297-312.
- Line, N., Cho, M., & Hair, J. (2021). The implications of research methodologies for hospitality practitioners in an age of consumer and data complexity (editorial). *Cornell Hospitality Quarterly*, 62(1), 4-7.
- Leroi-Werelds, S., Verleye, K., Line, N., & Bove, L. (2021). Value proposition dynamics in response to external event triggers. *Journal of Business Research*, 136, 274-283.
- Zhang, L., Wei, W., Line, N., & Cheng, Y. (2021). When positive reviews backfire: The effect of review dispersion and expectation disconfirmation on Airbnb guests' experiences. *International Journal of Hospitality Management*, 96.
- Line, N., Hanks, L., & Dogru, T. (2020). A reconsideration of the EWOM construct in restaurant research: What are we really measuring? *International Journal of Contemporary Hospitality Management*, 32, 3479-3500.
- Dogru, T., Mody, M., Suess, C., Line, N., & Bonn, M. (2020). Airbnb 2.0: Is it a sharing economy platform or a lodging corporation? *Tourism Management*, 78.
- Line, N., Dogru, T., El-Mansterly, D., Buoye, A., Malthouse, E., & Kandampully, J. (2020). Control, use and ownership of big data: A reciprocal view of customer big data value. *Tourism Management*, 80.
- Dogru, T., Mody, M., Line, N., Seuss, C., Hanks, L., & Bonn, M. (2020). Investigating the whole picture: Comparing the effects of Airbnb supply and hotel supply on hotel performance across the United States. *Tourism Management*, 79.
- Hanks, L., Zhang, L., & Line, N. (2020). Perceived similarity in third places: Understanding the effect of place attachment. *International Journal of Hospitality Management*, 86.
- McGinley, S., Line, N., Wei, W., & Peyton, T. (2020). Studying the effects of future-oriented factors and turnover when threatened. *International Journal of Contemporary Hospitality*

Management, 32(8), 2737-2755.

- Dogru, T., Mody, M., McGinley, S., Line, N., & Suess Raeisnafchi, C. (2020). The Airbnb paradox: Positive employment effects in the hospitality industry. *Tourism Management*, 77.
- Hunter-Jones, P., Line, N., Zhang, J., Malthouse, E., Witell, L., & Hollis, B. (2020). Visioning a Hospitality-Oriented Patient Experience (HOPE) framework in healthcare. *Journal of Service Management*, 31(5).
- Line, N., & Hanks, L. (2019). A holistic model of the servicescape in fast casual dining. *International Journal of Contemporary Hospitality Management*, 32(1), 288-306.
- Malthouse, E., Bouye, A., Line, N., El-Mansterly, D., Dogru, T., & Kandampully, J. (2019). Beyond reciprocal: The role of platforms in diffusing data value across multiple stakeholders. *Journal of Service Management*, 30(4), 507-518.
- Line, N., & Hanks, L. (2019). Boredom-induced switching behavior in the restaurant industry: The moderating role of attachment. *Journal of Hospitality and Tourism Research*, 43(1), 101-119.
- Dogru, T., McGinley, S., & Line, N. (2019). Employee earnings growth in leisure and hospitality industry. *Tourism Management*, 74, 1-11.
- Moon, G., Miao, L., Hanks, L., & Line, N. (2019). Peer-to-peer interactions: Perspectives of Airbnb guests and hosts. *International Journal of Hospitality Management*, 77, 405-414.
- Harris, K., DiPietro, R., Murphy, K., & Line, N. (2019). Restaurant employees and food safety compliance: Motivation comes from within. *Journal of Foodservice Business Research*, 22(1), 98-115.
- Line, N., Runyan, R. C., & Gonzalez-Padron, T. (2019). Stakeholder market orientation: A service-dominant logic perspective of the market orientation paradigm. *Academy of Marketing Science Review*, 9(1-2), 42-60.
- Jin, N., Merkebu, J., & Line, N. (2019). The examination of the relationship between experiential value and price fairness in consumers' dining experience. *Journal of Foodservice Business Research*, 22(2), 150-166.
- Zhang, L., Hanks, L., & Line, N. (2019). The joint effect of power, relationship type, and type of CSR on customers' intent to donate. *Journal of Hospitality and Tourism Research*, 43(3), 374-394.
- Line, N., & Hanks, L. (2019). The social servicescape: A multidimensional operationalization.

Journal of Hospitality and Tourism Research, 43(1), 101-119.

- Line, N., & Hanks, L. (2019). The social servicescape: Understanding the effects in the full-service hotel industry. *International Journal of Contemporary Hospitality Management*, 31(2), 753-770.
- Line, N. D., Hanks, L., & Kim, W. G. (2018). An expanded servicescape framework as the driver of place attachment and word of mouth. *Journal of Hospitality and Tourism Research*, 42, 476-499.
- Line, N., Hanks, L., & Zhang, L. (2018). Birds of a feather donate together: Understanding the relationship between the social servicescape and CSR participation. *International Journal of Hospitality Management*, 71, 102-110.
- Line, N., Hanks, L., & Miao, L. (2018). Image matters: Incentivizing green tourism behavior. *Journal of Travel Research*, 57(3), 296-309.
- Jin, N., Line, N., & Yoon, D. (2018). Understanding the role of gratitude in building quality relationships. *Journal of Hospitality Marketing & Management*, 27(4), 465-485.
- Line, N., Hanks, L., & McGinley, S. (2018). When birds flock together: An identification of the destination social servicescape. *Journal of Travel and Tourism Marketing*, 35(7), 882-894.
- Line, N. D., & Wang, Y. (2017). A multi-stakeholder market oriented approach to destination marketing. *Journal of Destination Marketing and Management*, 6, 84-93.
- McGinley, S. P., Hanks, L., & Line, N. D. (2017). Constraints to attracting new hotel workers: A study on industrial recruitment. *International Journal of Hospitality Management*, 60, 114-122.
- Bonn, M. A., Line, N. D., & Cho, M. (2017). Low gasoline prices: The effects upon auto visitor spending, numbers of activities, satisfaction, and return intention. *Journal of Travel Research*, 56(2), 263-278.
- Line, N. D., & Wang, Y. (2017). Market-oriented destination marketing: An operationalization. *Journal of Travel Research*, 56(1), 122-135.
- Line, N. D., & Costen, W. M. (2017). Nature-based tourism destinations: A dyadic approach. *Journal of Hospitality and Tourism Research*, 41(3), 278-300.
- Hanks, L., Line, N., & Yang, W. (2017). Status seeking and perceived similarity: A consideration of homophily in the social servicescape. *International Journal of Hospitality Management*, 60, 123-132.

- Harris, K. J., Murphy, K. S., DiPietro, R. B., & Line, N. D. (2017). The antecedents and outcomes of food safety motivators for restaurant workers: An expectancy framework. *International Journal of Hospitality Management*, 63, 53-62.
- Jin, N., Line, N., & Merkebu, J. (2017). The health conscious restaurant consumer: Understanding the experiential and behavioral effects of health concern. *International Journal of Contemporary Hospitality Management*, 29(8), 2103-2120.
- Hanks, L., Line, N., & Kim, W. G. (2017). The impact of the social servicescape, density, and restaurant type on perceptions of interpersonal service quality. *International Journal of Hospitality Management*, 61, 35-44.
- Hanks, L., & Line, N. (2017). The social restaurant servicescape: Establishing a nomological framework. *International Journal of Hospitality Management*, 74, 13-21.
- Harris, K. J., Hanks, L., Line, N. D., & McGinley, S. (2017). Understanding responses to posted restaurant food safety scores: An information processing and regulatory focus perspective. *International Journal of Hospitality Management*, 60, 67-76.
- Line, N., Runyan, R. C., Swinney, J., & Sneed, C. (2016). Community stakeholders and the perception of tourism downtowns: An assessment of brand identity. *Tourism Analysis*, 21(3-4), 159-172.
- Jin, N., Line, N. D., & Merkebu, J. (2016). Examining the impact of consumer innovativeness and innovative restaurant image in upscale restaurants. *Cornell Hospitality Quarterly*, 57(3), 268-281.
- Jin, N., Line, N. D., & Merkebu, J. (2016). Examining the impact of restaurant innovativeness on relationship quality in luxury restaurants. *International Journal of Hospitality and Tourism Administration*, 17(4), 449-471.
- Line, N. D., Hanks, L., & Kim, W. G. (2016). Hedonic adaptation and satiation: Understanding switching behavior in the restaurant industry. *International Journal of Hospitality Management*, 52, 143-153.
- Line, N. D., Hanks, L., & Zhang, L. (2016). Sustainability communication: The effect of message construals on consumers' attitudes toward green restaurants. *International Journal of Hospitality Management*, 57, 143-151.
- Line, N. D., & Hanks, L. (2016). The effects of environmental and luxury beliefs on intention to patronize green hotels: The moderating effect of destination image. *Journal of Sustainable Tourism*, 24(6), 904-925.

- Jin, N., Line, N. D., & Merkebu, J. (2016). The effects of image and price fairness: A consideration of delight and loyalty in the water park industry. *International Journal of Contemporary Hospitality Management*, 28(9), 1895-1914.
- Jin, N., Line, N. D., & Merkebu, J. (2016). The impact of brand prestige on trust, perceived risk, satisfaction, and loyalty in upscale restaurants. *Journal of Hospitality Marketing and Management*, 25(5), 523-546.
- Hanks, L., Line, N. D., & Mattila, A. S. (2016). The impact of self-service technology and the presence of others on cause related marketing programs in restaurants. *Journal of Hospitality Marketing and Management*, 25, 547-562.
- Line, N. D., & Hanks, L. (2016). The other customer: The impact of self-image in restaurant patronage. *Journal of Foodservice Business Research*, 30, 1-8.
- Line, N. D., Hanks, L., Miao, L., & Daniell, R. B. (2016). Understanding perceptions of e-cigarette use in shared consumption spaces: A schema congruity perspective. *Cornell Hospitality Quarterly*, 57(3), 297-313.
- Hanks, L., Zhang, L., Line, N., & McGinley, S. (2016). When less is more: Sustainability messaging, destination type, and processing fluency. *International Journal of Hospitality Management*, 58, 34-43.
- Line, N. D., & Runyan, R. C. (2014). Destination marketing and the service-dominant logic: A resource-based operationalization of strategic marketing assets. *Tourism Management*, 43, 91-102.
- Jin, N., Line, N. D., & Ann, S. H. (2014). The full-service dining experience: An assessment of the generation-specific determinants of customer loyalty. *Journal of Foodservice Business Research*, 18(4), 307-327.
- Jin, N., Line, N., & Goh, B. (2013). Experiential value, relationship quality, and customer loyalty in full-service restaurants: The moderating role of gender. *Journal of Hospitality Marketing and Management*, 22, 679-700.
- Runyan, R. C., Finnegan, C., Gonzalez-Padron, T., & Line, N. D. (2013). What drives publishing productivity for pretenure marketing faculty: Insights using the lens of resource advantage theory. *Marketing Education Review*, 21, 105-119.
- Line, N., & Runyan, R. C. (2012). Hospitality marketing research: Recent trends and future directions. *International Journal of Hospitality Management*, 477-488.
- Line, N., Runyan, R. C., Costen, W., Frash, R., & Antun, J. (2012). Where everybody knows your name: Homophily in restaurant atmospherics. *Journal of Hospitality Marketing and*

Management, 1-19.

Campbell, J. M., Line, N. D., Runyan, R. C., & Swinney, J. L. (2011). The moderating effect of family-ownership on firm performance: An examination of entrepreneurial orientation and social capital. *Journal of Small Business Strategy*, 27-45.

Refereed Proceedings

Dogru, T., Mody, M., Hanks, L., Line, N., & Suess, C. (2022). The Implications of the COVID-19 Pandemic for the US Accommodation Sector. In *Proceedings of the 2022 International CHRIE Conference*. International Council on Restaurant, Hotel, and Institutional Education.

Hanks, L., Line, N., & Dogru, T. (2021). A holistic understanding of EWOM. In *Proceedings of the 2021 EuroCHRIE Conference*. Aalborg, Denmark.

Hanks, L., Line, N., Miao, L., & Liu, X. (2020). The cultural servicescape: Creating a research framework. In *Proceedings of the 2020 EuroCHRIE Conference*. Aalborg, Denmark.

McGinley, S., Line, N., Wei, W., & Peyton, T. (2020). The role of job threats: Studying idiosyncratic traits and professional mobility. In *Proceedings of the 30th Annual Council for Australasian Tourism and Hospitality Education Conference*. Auckland, New Zealand.

Dogru, T., Mody, M., Suess, C., McGinley, S., & Line, N. (2019). Airbnb and employment in the hospitality sector. In *Proceedings of the 2019 International CHRIE Conference*. New Orleans, LA.

Hanks, L., Line, N., Miao, L., Yang, W., & Liu, Z. (2018). Destination tourism and the cultural servicescape. In *Proceedings of World Research Summit for Tourism and Hospitality*. Orlando, FL.

Moon, H., Miao, L., Hanks, L., & Line, N. D. (2017). Peer-to-peer interactions and Consumption Experience: The case of Airbnb guest and host. In *Proceedings of the 2017 APacCHRIE/APF Conference*. Bali, Indonesia.

Hanks, L., Yang, W., & Line, N. (2015). Status seeking and the social servicescape: Implications for luxury restaurant promotions. In *World Research Summit for Tourism and Hospitality*. Orlando, FL.

Bonn, M., Line, N., & Cho, M. (2015). The effect of fluctuating energy prices on tourism expenditures and behavior: Evidence from the State of Florida. In *APacCHRIE/APF Conference*. Auckland, NZ.

- Line, N., Runyan, R. C., Swinney, J., & Sneed, C. (2014). Business owners' and consumers' perceptions of the downtown brand: An investigation of brand congruency across stakeholder groups. In *American Marketing Association Pricing and Retailing Conference*. Stockholm, Sweden.
- Line, N. (2014). Market-oriented destination marketing: A process model for implementing the marketing concept in a multi-stakeholder environment. In *International CHRIE Conference*. San Diego, CA.
- Line, N., Malone, S., & Runyan, R. C. (2014). The role of emotion in place attachment. In *The European Marketing Academy Conference*. Valencia, Spain.
- Line, N., & Runyan, R. C. (2013). Multiple stakeholder market orientation: A service dominant logic perspective of the market orientation paradigm. In *American Collegiate Retailing Conference*. Nashville, TN.
- Jin, N., Ann, S. H., Line, N., & Goh, B. (2013). The full-service dining experience: An assessment of the generation-specific determinants of customer loyalty. In *18th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*. Seattle, WA.
- Line, N., Daniell, R. B., & Costen, W. (2012). Assessing the affective image of nature-based tourism destinations: The natural area vs. the gateway city. In *17th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*. Auburn, AL.
- Gonzalez-Padron, T., Runyan, R. C., Hyun, J., Line, N., Kim, Y-H., & Finnegan, C. (2011). "Tried and true" or "cutting edge": Use of data analytical techniques in marketing research. In *Academy of Marketing Science Annual Conference*. Coral Gables, FL.
- Line, N., & Costen, W. (2011). Environmental attitudes, motivation, and attachment: Toward a model of nature-based tourism. In *International CHRIE Conference*. Denver, CO.
- Campbell, J. M., Line, N., Runyan, R. C., & Swinney, J. L. (2011). The moderating effect of family-ownership on firm performance: An examination of entrepreneurial orientation and social capital. In *United States Association for Small Business and Entrepreneurship Conference*. Hilton Head, SC.
- Line, N., & Costen, W. (2010). Nature-based tourism: The effects of a gateway city. In *Southeast Council on Hotel, Restaurant, and Institutional Education*. Beaufort, SC.

Service

Florida State University

FSU University Service

College Representative, ASPIRE Committee (2023–present).

College Representative, Business of Health Care Summit Planning Committee (2023–present).

College Representative, University Library Committee (2022–present).

Hospitality and Tourism Expert, University Media Push (2020–present).

Participant, Leadership Development Program (2022–2023).

FSU College Service

Departmental Representative, College of Business Online Technology Committee (2016–2017).

Departmental Representative, College of Business Scholarship Committee (2014–2016).

Departmental Representative, College of Business Assessment Committee (2013–2016).

FSU Department Service

Chair, Cecil B. Day Award Committee (2019–present).

Member, DCH Distance Learning Committee (2017–present).

Member, DCH Faculty Search Committee (2017–present).

Member, DCH Finance Committee (2017–present).

Chair, DCH Marketing Committee (2016–present).

Member, DCH Strategic Planning Committee (2016–present).

Member, DCH Bylaws Committee (2014).

The Profession

Guest Editing for Refereed Journals

Line, N., Cho, M., & Hair, J. (Eds.). (2021). [Special Issue]. *Cornell Hospitality Quarterly*.

Editorial Board Membership(s)

Cornell Hospitality Quarterly (2021–present).

International Journal of Contemporary Hospitality Management (2021–present).

International Journal of Hospitality Management (2020–present).

Journal of Hospitality & Tourism Research (2018–present).

Journal of Hospitality and Tourism Insights (2018–2021).

Guest Reviewer for Refereed Journals

Journal of Service Research (2018–present).

Journal of Sustainable Tourism (2017–present).

Journal of Foodservice Business Research (2016–present).

Journal of Hospitality Marketing & Management (2015–present).

Tourism Management (2014–present).

International Journal of Contemporary Hospitality Management (2015–21).

Cornell Hospitality Quarterly (2014–21).

Reviewer for Textbooks

Strategic Marketing in Tourism Services (2011–2012).

Service to Professional Associations

Reviewer, Asia Pacific Tourism Association (2015–present).

Reviewer, Graduate Student Research Conference in Hospitality and Tourism (2013–present).

Reviewer, ICHRIE Annual Conference (2013–present).

Academic Scholarship Reviewer, Tourism Cares (2013–2017).

Invited Presenter, Tennessee Association of Convention and Visitors Bureaus (2010).

The Community

Big Brother, Big Brothers Big Sisters (2017–present).

Volunteer Judge, Entrepreneurship Bootcamp for Veterans' Families (2014).

Curriculum Vitae

Bingjie "Becky" Liu-Lastres

January 08, 2026

General Information

University address: Hospitality
Dedman College of Hospitality
UCB4114
Florida State University
Tallahassee 32306-FL
Phone: 8506443160

E-mail address: bl25r@fsu.edu
bllastres@dedman.fsu.edu

Web site: <https://dedman.fsu.edu/person/becky-liu-lastres-phd>

Professional Preparation

2016 Ph.D., University of Florida. Major: Health and Human Performance. Park, Recreation, and Tourism. Supervisor: Lori Pennington-Gray.

2012 M.S., Clemson University. Major: Parks, Recreation, and Tourism

Management. Supervisor: William C. Norman.

2010 B.S., Sun Yat-sen University. Major: Tourism Management.

Professional Credential(s)

2019–present Certification in Hotel Industry Analytics.

2019–present Quality Matters Credential.

2019–present The Association of College and University Educators (ACUE) Credential.

Professional Experience

2025–present Associate Professor, Dedman College of Hospitality, Florida State University.

2024–2025 Associate Professor, Department of Tourism, Event, and Sport Management,
Indiana University Indianapolis.

2018–2024 Assistant Professor, Department of Tourism, Event, and Sport Management,
Indiana University-Purdue University Indianapolis.

2016–2017 Instructor, Tourism, Leisure and Event Planning Program, Bowling Green
State University.

Honors, Awards, and Prizes

Research Award, International Council on Hotel, Restaurant, and Institutional Education (2023).
Outstanding Researcher, Central Federation of Hotel, Restaurant and Institutional Education
(2022).

Best Paper, the 6th World Summit for Tourism and Hospitality (2021).

Emerging Excellence in Research Award, School of Health and Human Sciences, IUPUI (2021).

Translate-Research-Into-Practice (TRIP) Scholar of the Month, Indiana University-Purdue
University at Indianapolis (2021).

Best Research Report, International Council on Hotel, Restaurant and Institutional Education
(2017).

Current Membership in Professional Organizations

International Council on Hotel, Restaurant, and Institutional Education

Tourism and Travel Research Association

Teaching

Courses Taught

Tourism Economics (TESM-G315)
Tourism Marketing and Sales (TESM-T 307)
Tourism Management Principles (TESM-G 412)
Tourism Planning & Development (TCEM-T 107)
Economics of Event Tourism (TESM-T 562)
Applied Sport Event Research (TESM-T 582)
Special Topic: Crisis Management in Tourism (TESM-G299)
Convention, Meeting, and Resort Administration (TLEP 3250)
Field Experience (TLEP 3870/)
Internship (TLEP 4880)
Program Design and Strategies of Recreation and Leisure Services (HLSM 6240)
Strategic and Planning in Tourism and Hospitality (HLSM 6560)
Event and Program Planning in Tourism (TLEP 3150)
Hospitality Management (LEI 3360)

Doctoral Committee Member

Li, J., graduate. (2024). *Tourism and Psychological Well-being of Chinese Intangible Cultural Heritage Practitioners.*

Master's Committee Chair

Bao, H., graduate. (2023). *Exploring Sustainable Travel Behavior For Generation Y And Z.*
Burfkin, A., graduate. (2022). *Adrenaline, fear or curiosity? Exploring individuals' motivations to engage in adventure tourism.*
Jain, N., graduate. (2021). *Examining the Impacts of Robot Service on Hospitality Customer Experience.*

Master's Committee Member

Burke Michael, graduate. (2023). *Assessing The Importance and Value Of Events For Indianapolis Using Willingness To Pay.*
Krammer, S., graduate. (2021). *Post Pandemic reflection: The changing role of event planners.*
Blumenthal, J., graduate. (2017). *A study on the motivations and attractions of visiting bowling*

- green's city park.*
- Bowes, S., graduate. (2017). *Facilitating Leisure Continuity amongst Long-Term Care Residents over 85: The Secret to Successful Aging for the Oldest-Old?*
- Reid, C., graduate. (2017). *A global epidemiology: An analysis of tourists-related fatality incidents.*

Supervision of Student Research Not Related to Thesis or Dissertation

- Bao, H. (2020–21).
- Burfkin, A. (2020).
- Balos, S. (2019).

Research and Original Creative Work

Publications

Refereed Journal Articles

- Bingjie Liu-Lastres, & Stephen Pratt. (2025). Examining the Influence of Perceived Crowding on Mega-Cruise Experiences. *Journal of Hospitality & Tourism Research*. doi:10.1177/10963480251382921
- Lijuan Su, Ruixin Liang, Qiuju Luo, & Bingjie Liu-Lastres. (2025). A social media analysis of quarantined passengers' social-supported coping and resilience-building experiences. *Journal of Vacation Marketing*. doi:10.1177/13567667231223552
- Yaqi Gong, Bingjie Liu-Lastres, & Bing Pan. (2025). Examining the Dual Function of In-Flight Safety Videos in Safety Management and Destination Marketing. *Journal of Travel Research*. doi:10.1177/00472875251341307
- Bingjie Liu-Lastres, Huilin Bao, & Amanda Cecil. (2025). Exploring gaps in young generations' sustainable travel behavior: a mixed-methods study. *Journal of Sustainable Tourism*. doi:10.1080/09669582.2025.2453693
- Bingjie Liu-Lastres, & Wei-Jue Huang. (2024). Impact of social movements and employer responses on tourism employees: a reactive attitude framework perspective. *Current Issues in Tourism*. doi:10.1080/13683500.2024.2436064
- Bingjie Liu-Lastres, Yang Yang, & Carol X. Zhang. (2024). Optimal-fit model of risk perception and travel-related behaviors during a global pandemic. *Journal of Destination Marketing*

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Savannah Kay Kramer, Bingjie Liu-Lastres, Amanda Cecil, & Erica Shonkwiler. (2023). A post-pandemic reflection of the changing role of contemporary event professionals: Implications for event professionals and higher education. *Journal of Convention & Event Tourism*. doi:10.1080/15470148.2023.2224595

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- Liu-Lastres, B., Wen, H., & Okumus, F. (2023). Examining employees' affective and behavioral responses to internal crisis communication in times of COVID-19. *International Journal of Hospitality Management*. doi:10.1016/J.IJHM.2023.103494
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Bingjie Liu-Lastres, Mona Mirehie, & Amanda Cecil. (2021). Are female business travelers willing to travel during COVID-19? An exploratory study. *Journal of Vacation Marketing*. doi:10.1177/1356766720987873

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- Liu, Y., Liu-Lastres, B., Wang, Q., & Fu, Yao-Yi. (2019). Exploring inbound tourists experience in Beijing, China: an online deductive approach. *International Journal of Tourism Cities*, 5(3), 443-450. Retrieved from <https://doi.org/10.1108/ijtc-04-2018-0026> doi:10.1108/ijtc-04-2018-0026
- Bingjie Liu-Lastres, Ashley Schroeder, & Lori Pennington-Gray. (2019). Cruise Line Customers' Responses to Risk and Crisis Communication Messages: An Application of the Risk Perception Attitude Framework. *Journal of Travel Research*. doi:10.1177/0047287518778148
- Bingjie Liu-Lastres, & Amy M Johnson. (2019). Managing the reputation of cruise lines in times of crisis A review of current practices. *Reputation and Image Recovery for the Tourism Industry*. doi:10.23912/9781911396673-4102
- Wang, J., Liu-Lastres, B., Ritchie, B. W., & Pan, D.-Z. (2019). Risk reduction and adventure tourism safety: An extension of the risk perception attitude framework (RPAF). *Tourism Management*, 74, 247-257.

- Wang, J., Liu-Lastres, B., Shi, Y., & Li, T. (2019). Thirty Years of Research on Tourism Safety and Security: A Comparative Automated Content Analysis Approach,????????????????????????????????? *Journal of China Tourism Research*.
- Wang, J., Liu-Lastres, B., Ritchie, B. W., & Mills, D. J. (2019). Travellers' self-protections against health risks: An application of the full Protection Motivation Theory. *Annals of Tourism Research*. doi:10.1016/J.ANNALS.2019.102743
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- Liu, B., Pennington-Gray, L., & Krieger, J. (2016). Tourism crisis management: Can the Extended Parallel Process Model be used to understand crisis responses in the cruise industry? *Tourism Management*, 55, 310-321. Retrieved from <http://dx.doi.org/10.1016/j.tourman.2016.02.021> doi:10.1016/j.tourman.2016.02.021
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- Liu, B., & Pennington-Gray, L. (2015). Bed bugs bite the hospitality industry? A framing analysis of bed bug news coverage. *Tourism Management*. doi:10.1016/j.tourman.2014.10.020

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doi:10.3727/108354215x14265319207597
- Bingjie Liu, Hany Kim, & Lori Pennington-Gray. (2015). Responding to the bed bug crisis in social media. *International Journal of Hospitality Management*. doi:10.1016/j.ijhm.2015.03.005
- Liu, B., & Norman, W. C. (2015). Developing a conceptual framework to understand local residents' contribution in online travel communities. *IJTA*, 4(4), 367. Retrieved from <http://dx.doi.org/10.1504/ijta.2015.074016> doi:10.1504/ijta.2015.074016
- Liu, B., Pennington-Gray, L., & Schroeder, Ashley,. (2013). Images of safe tourism destinations in the United States held by African Americans. *PASOS. Revista de Turismo y Patrimonio Cultural*. doi:10.25145/j.pasos.2013.11.043
- Liu, I., Norman, W. C., & Pennington-Gray, L. (2013). A Flash of Culinary Tourism: Understanding The Influences of Online Food Photography on People's Travel Planning Process on Flickr. *Tourism Culture & Communication*, 13(1), 5-18. Retrieved from <https://doi.org/10.3727/109830413x13769180530567>
doi:10.3727/109830413x13769180530567
- Liu, B., Norman, W. C., Backman, S., Cuneo, K., & Condrasky, M,. (2012). Shoot, taste and post: an exploratory study of food and tourism experiences in an online image-share community. *e-Review of Tourism Research*.

Refereed Book Chapters

- Liu-Lastres, B., Bufkin, A., & Cecil, A. (2023). Developing a Risk Profile of Female Business Travellers In Pandemic Times. In *Routledge Handbook on Gender in Tourism* (pp. 178–192). Routledge. Retrieved from <https://doi.org/10.4324/9781003286721-18>

Contracts and Grants

Contracts and Grants Funded

- Liu-Lastres, B., & Cecil, A. (Dec 2024–Dec 2025). *Testing the Resident Sentiment and Reaction of a Community-wide Initiative*. Funded by Franklin County CVB. Total award \$10,000.
- Liu-Lastres, B., & Cecil, A. (Dec 2024–Jul 2025). *Developing a signature event for Boone County*. Funded by Discover Boone County, IN. Total award \$12,500.

Liu-Lastres, B. (Jun 2024–Dec 2024). *Mapping the Future: Skill Trends and Shifts for Meeting Professionals*. Funded by Meeting Professional International Foundation. Total award \$5,000.

Cecil, A., & Liu-Lastres, B. (Jan 2024–Aug 2025). *MPI/IMEX Workforce Development*. Funded by Meeting Professional International and IMEX Group. Total award \$52,000.

Cecil, A., & Liu-Lastres, B. (Jul 2023–Dec 2023). *Community Engagement Associates Program*. Funded by Indiana University. Total award \$3,000.

Liu-Lastres, B., Cecil, A., & Cook, N. (Jan 2023–Aug 2024). *Examining the Connection between Community-Based Tourism (CBT) and the United Nation's Sustainable Development Goals (SDG)*. Funded by Indiana University. Total award \$25,000.

Huang, S., & Liu-Lastres, B. (2023–2026). *Work from Home in the Hospitality Industry?: Flexible Work Arrangement and Job Choice Decisions among Hospitality Employees*. Funded by Hong Kong Research Grant Council. (15505123). Total award \$51,000.

Liu-Lastres, B., & Weaver, K. (2022–2022). *Are all U.S. destinations sustainable?: An empirical evaluation of U.S. destinations' sustainable tourism development performance*. Funded by Indiana University. Total award \$2,500.

Liu-Lastres, B. (2021–2022). *Building A Resilient Workforce in Tourism and Hospitality*. Funded by Tourism and Travel Research Association. Total award \$5,000.

Wen, H., & Liu-Lastres, B. (2020–2022). *Redesigning and Customizing Food Safety Education for Hospitality Management Students in the U.S.* Funded by USDA/NIFA. Total award \$30,000.

Liu-Lastres, B. (2020–2020). *Developing a Resilience-Based Framework to Respond to COVID-19 in Tourism and Hospitality*. Funded by Indiana University. Total award \$5,000.

Liu-Lastres, B., & Han, W. (2019–2020). *Does happiness matter? Examining Ethnic Minority workers' workplace happiness in the U.S. Foodservice Industry*. Funded by Society of Foodservice and Hospitality Foundation. Total award \$15,000.

Liu-Lastres, B., & Fu, Yao-yi. (2018–2019). *Examining the Host-Guest Relations in the New Era of Collaborative Consumption*. Funded by Indiana University. Total award \$4,000.

Liu-Lastres, B. (2018–2019). *Exploring Organizational Resilience in Tourism and Hospitality*. Funded by Indiana University. Total award \$21,286.

Service

Florida State University

FSU College Service

Member, Undergraduate Curriculum Committee (2026–present).

The Profession

Editorial Board Membership(s)

Journal of Convention, Event and Tourism (2025–present).

International Journal of Contemporary Hospitality Management (2023–present).

Tourism Management Perspective (2023–present).

Journal of Hospitality and Tourism Insights (2021–present).

Guest Reviewer for Refereed Journals

Cities (2025–present).

International journal of culture, tourism and hospitality research (2025–present).

Journal of hospitality and tourism horizons (2025–present).

Tourism geographies (2025–present).

Anatolia: An International Journal of Tourism and Hospitality Research (2024–present).

Asia Pacific journal of tourism research (2024–present).

British food journal (2024–present).

Human resource management journal (2024–present).

International journal of occupational safety and ergonomics (2024–present).

International journal of productivity and performance management (2024–present).

International journal of tourism research (2024–present).

Journal of environmental management (2024–present).

Journal of hospitality & tourism education (2024–present).

Journal of quality assurance in hospitality & tourism (2024–present).

Journal of sustainable tourism (2024–present).

Journal of teaching in travel & tourism (2024–present).

Public performance & management review (2024–present).

Tourism and hospitality research (2024–present).

Cogent social sciences (2023–present).

European journal of management and business economics (2023–present).

Journal of destination marketing & management (2023–present).

Journal of health communication (2023–present).

Journal of humanities and applied social sciences (2023–present).

Sustainable cities and society (2023–present).

Tourism planning & development (2023–present).

International journal of environmental research and public health (2022–present).

International social science journal (2022–present).

Journal of sport tourism (2022–present).

Leisure (2022–present).

PloS one (2022–present).

Sustainable and resilient infrastructure (2022–present).

Tourism Review (2022–present).

Current issues in tourism (2021–present).

Health promotion journal of Australia (2021–present).

International journal of tourism cities (2021–present).

Journal of consumer behaviour (2021–present).

Journal of hospitality marketing & management (2021–present).

Journal of marketing communications (2021–present).

Journal of policy research in tourism, leisure and events (2021–present).

Leisure sciences (2021–present).

Tourism Management (2021–present).

Annals of tourism research (2020–present).

Journal of hospitality and tourism management (2020–present).

Journal of hospitality and tourism technology (2020–present).

Journal of vacation marketing (2020–present).

International journal of hospitality management (2019–present).

Tourism analysis (2019–present).

Service to Professional Associations

Board of Director, Tourism and Travel Research Association, CenStates Chapter (2022–2025).

Service to Other Universities

Committee member, Faculty Affairs, Member, School of Health and Human Sciences, *Indiana University* (2022–2025).

Committee member, Undergraduate Curriculum, Academic Policies, and Student Affairs Committee, School of Health and Human Sciences, *Indiana University* (2022–2023).

Task Force Member, School of Health and Human Sciences, International Development and Community Engagement Track. School of Health and Human Sciences, *Indiana University* (2021–2022).

Curriculum Vitae

Sean McGinley

December 11, 2025

General Information

University address: Hospitality Administration
Dedman College of Hospitality
University Center Building B4100
Florida State University
Tallahassee, Florida 32306-2541

E-mail address: smcginley@fsu.edu
smcginley@dedman.fsu.edu

Professional Preparation

- 2015 Ph. D., Pennsylvania State University. Major: Hotel, Restaurant and Institutional Management. Organizational Behavior. Supervisor: Hubert Van Hoof.
- Sean McGinley. (2015). *How Career Variety Influences Career Trajectories: A Study in the U.S. Hotel Industry*. Unpublished doctoral dissertation, Pennsylvania State University.
- 2012 M.S., Pennsylvania State University. Major: Hotel, Restaurant & Institutional Management. Supervisor: John O'Neil.
- Unspecified Name. (2012). *Toward the Development of a Career Change Process Model: A Grounded Theory Approach*. Unpublished master's thesis, Pennsylvania State University.
- 2005 B.S., Pennsylvania State University. Major: Hotel, Restaurant & Institutional Management.

Professional Credential(s)

- 2025–present Connect First: Brains Over Brawn Certification.
- 2024–present Quality Matters.
- 2013–present Certification in Hotel Industry Analytics (CHIA).

Professional Experience

- 2021–present Associate Professor, Florida State University.
- 2015–2020 Assistant Professor, HOSPITALITY ADMINISTRATION, Florida State University.
- 2010–2011 Assistant Front Office Manager, Front Office, Fairmont Hotels and Resorts.
- 2008–2010 Duty Manager, Front Office, Crowne Plaza Auckland.
- 2005–2008 Rooms Division Manager, Housekeeping, Guest Services, and Front Office, Waldorf=Astoria New York.

Honors, Awards, and Prizes

- Pennsylvania State Hotel & Restaurant Society Emerging Graduate Professional Award, Pennsylvania State School of Hospitality Management (2018).
- First Place ICHRIE Penn State Research Reports Competition, International Council on Hotel, Restaurant, and institutional Educators (2015). (\$1,500).

Fellowship(s)

- Health and Human Development Endowed Graduate Fellowship (2014–2015).

Current Membership in Professional Organizations

- Academy of Management, International Council on Hotel, Restaurant, and Institutional Education

Teaching

Lodging Management, Leadership, Ethics, Organizational Behavior, and Sustainability in Service Organizations.

Courses Taught

Hospitality Leadership and Ethics (HFT 4224)
Human Resources Management (HFT 3221)
Tourism Management and the Environment (HFT3700)
International Wine and Culture (HFT2062)
Wine and Culture (HFT4866)
Hospitality Management Ethics (HMG5229)
Ales, Lagers and International Culture (HFT2061)
Global Impacts and Sustainability (HFT 4104)
International Food and Culture (HFT2890)
Lodging and Luxury Hotel Management (HFT - 4253)
Directed Individual Study (HFT4905)
EUROPEAN LODGING & LUX HOTELS (HFT4930)
Managing Service Organizations (HFT3240)
Introduction to Hospitality and Tourism Management (HFT1000)
Special Topics (HMG 5937)

Curriculum Development

Developed HFT 3221 This course offers an analysis of human-resource issues in the hospitality industry such as staffing, training, appraisal, wage and hour administration, discrimination, harassment, and other governmental issues (2024)
Developed HFT 2704 This course develops the skills needed for analyzing issues pertaining to the development and participation in eco-tourism. Special emphasis will be placed on the particular conditions in Costa Rica and how they are similar and dissimilar from conditions in the United States from both an environmental and social perspective (2022)
Developed HMG – 5229 This course develops the skills needed for the analysis and development of interpersonal management skills, focusing on: leadership, ethics, employee and guest relations, and team building. Students are required to participate in an online community as well as, complete online assignments (2020)
Developed HMG 5937 Special Topics in Fall of 2016 and Spring of 2017 (2016)

Bachelor's Committee Member

Eric Luberto, student.

Research and Original Creative Work

Publications

Invited Journal Articles

McGinley, S. (2019). Why Hoteliers Stay and Go: Future Oriented Thinking. *Boston Hospitality Review*, 7(1), 1-8. Retrieved from <https://www.bu.edu/bhr/2019/03/20/why-hoteliers-stay-and-go-future-oriented-thinking/>

Refereed Journal Articles

Njeri, M., Line, N., Hanks, L., & McGinley, S. (in press). "It's not just the money": A measurement of internal employer attractiveness among Millennials and Generation Z. *Journal of Hospitality and Tourism Research*, 35 pages.

Kwon, E., McGinley, S., & Baek, J. (in press). Sustaining Retention in The Lodging Industry: The Role of Organizational Support and Self-Esteem in a Post-Crisis Landscape. *Tourism and Hospitality Management*, 25 pages.

McGinley, S. (in press). Job mobility in the time of recovery: An examination of how job threats influence turnover intentions. *Cornell Hospitality Quarterly*, 30 pages.

Sharma, A., McGinley, S., Tarik, D., & Nicolau, J. (2025). The Effect of Job Availability on Hospitality and Tourism Industry Performance. *International Journal of Hospitality Management*, 131, 5. doi:<https://doi.org/10.1016/j.ijhm.2025.104316>

Romanova, A., & McGinley, S. (2025). Tourism as a Tool of Recovery of Ukrainian Communities: Economic and Mental Healing. *Socio-Cultural Management Journal*, 8(1), 18. Retrieved from <https://doi.org/10.31866/2709-846X.1.2025.336350>

Park, D., McGinley, S., & Wei, W. (2025). Navigating the digital hospitality frontier: Unraveling the intricacies between technology adoption level and tech-induced role ambiguity. *Journal of Hospitality and Tourism Research*, 49(8), 20. doi:<https://doi.org/10.1177/10963480251324559>

Zhang, L., McGinley, S., Mao, E., & Xin, L. (2024). Attributes of pet-friendly hotels: what matters to consumers? *International Journal of Contemporary Hospitality Management*, 123, 20. doi:<https://doi.org/10.1016/j.ijhm.2024.103944>

Chan, J., & McGinley, S. (2024). How Position Level, Hotel Classification, and Brand Category

Affect Attitudes Towards Disabled Colleagues. *International Journal of Contemporary Hospitality Management*, 36(12), 19. doi:<https://doi.org/10.1108/IJCHM-02-2024-0204>

McGinley, S., Dogru, T., & Sharma, A. (2024). The effect of job abundance on tourism employee turnover. *International Journal of Hospitality Management*, 119, 5. Retrieved from <https://doi.org/10.1016/j.ijhm.2024.103718>

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- Kim, W., McGinley, S., Choi, H., & Agmapisarn, C. (2020). Hotels' environmental leadership and employees' organizational citizenship behavior. *International Journal of Hospitality Management*, 87, 32. doi:<https://doi.org/10.1016/j.ijhm.2019.102375>
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- Dogru, T., McGinley, S., Moody, M., Suess, C., & Line, N. (2020). The Airbnb paradox: Positive employment effects in the hospitality industry. *Tourism Management*, 77, 1-12. doi:<https://doi.org/10.1016/j.tourman.2019.104001>
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- in U.S. hotels fluctuate? *Journal of Hospitality and Tourism Management*, 44, 227-237. doi:<https://doi.org/10.1016/j.jhtm.2020.06.014>
- McGinley, S., & Matilla, A. (2020). Overcoming job insecurity: Examining grit as a predictor. *Cornell Hospitality Quarterly*, 61(2), 199-212. doi:1938965519877805
- McGinley, S., Line, N., Wei, W., & Taylor, P. (2020). Studying the effects of future-oriented factors and turnover when threatened. *International Journal of Contemporary Hospitality Management*, 32(8), 2737-2755. doi:<https://doi.org/10.1108/IJCHM-12-2019-1002>
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- McGinley, S., Hanks, L., & Line, N. (2017). Constraints to attracting new hotel workers: A study on industrial recruitment. *International Journal of Hospitality Management*, 60(1),

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Lee, S., O'Neill, J. W., & McGinley, S. (2016). Effects of economic conditions and other factors on hotel sale prices. *International Journal of Contemporary Hospitality Management*, 28(10), 2267-2284. doi:<https://doi.org/10.1108/IJCHM-07-2014-03>

McGinley, S., & Martinez, L. (2016). The moderating role of career progression on job mobility: A study on work-life-conflict. *Journal of Hospitality and Tourism Research*, 42(7), 1106-1129. doi:<https://doi.org/10.1177/1096348016678449>

Harris, K., Line, N., Hanks, L., & McGinley, S. (2016). Understanding responses to posted restaurant food safety scores: An information processing and regulatory focus perspective. *International Journal of Hospitality Management*, 60(1), 67-76. doi:<https://doi.org/10.1016/j.ijhm.2016.09.0>

Hanks, L., Line, N., Zhang, L., & McGinley, S. (2016). When less is more: Sustainability messaging, destination image, and processing fluency. *International Journal of Hospitality management*, 58(7), 34-43. Retrieved from <http://www.sciencedirect.com/science/article/pii/S0278431916300858> doi:<http://dx.doi.org/10.1016/j.ijhm>

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McGinley, S., Zhang, L., Hanks, L., & O'Neill, J. (2015). Reducing longitudinal attrition through Facebook. *Journal of Hospitality Management and Marketing*, 24(8), 894-900. Retrieved from <http://www.tandfonline.com/doi/abs/10.1080/19368623.2015.982337> doi:10.1080/19368623.2015.982337

O'Neill, J., & McGinley, S. (2015). Extreme minimum wages: Effects on the U.S. hotel industry. *ICHRIE Penn State Research Reports*, N/A, N/A. Retrieved from <http://www.chrie.org/publications/ichrie-research-reports/download-reports/index.aspx> doi:N/A

McGinley, S., Zhang, L., Mattila, A., & O'Neill, J. (2014). Attraction to hospitality companies: How processing fluency moderates value fit. *Journal of Human Resources in Hospitality and Tourism*, 14(1), 25-44. Retrieved from <http://www.tandfonline.com/doi/abs/10.1080/15332845.2014.904171> doi:10.1080/15332845.2014.904171

McGinley, S., & O'Neill, J. (2014). Operations research from 1913 to 2013: The Ford assembly line to hospitality industry innovation. *International Journal of Contemporary Hospitality Management*, 26(5), 663-678. Retrieved from <http://www.emeraldinsight.com/doi/full/10.1108/IJCHM-08-2013-0331> doi:<http://dx.doi.org/10.1108/IJCHM-08-2>

McGinley, S., O'Neill, J., Damaske, S., & Mattila, A. (2014). A grounded theory approach to developing a career change model in hospitality. *International Journal of Hospitality Management*, 38(3), 89-98. Retrieved from <http://www.sciencedirect.com/science/article/pii/S0278431914000115> doi:10.1016/j.ijhm.2014.01.003

Presentations

Invited Papers at Conferences

McGinley, S., & Anna Romanova. (presented 2024, May). *Hospitality and recovery: A discussion for a rising Ukraine*. Paper presented at International Scientific Conference on Tourism and Hospitality, Kyiv University of Culture, Kyiv, Ukraine. (International)

Refereed Papers at Conferences

Park, D., McGinley, S., & Wei, W. (presented 2024, May). *Exploring the impact of technology adoption level and technology-induced role ambiguity on front line employees' technology coping behaviors and job outcomes*. Paper presented at APAC CHRIE, Council on Hotel, Restaurant, and Institutional Education, Seoul, South Korea. (International)

Gao, L., Chan, J., & McGinley, S. (presented 2021, May). *Updates in Service Standards in Hotels: How COVID-19 Changed Operations*. Paper presented at Asia Pacific Council on Hotel, Restaurant, and Institutional Education, International Council on Hotel, Restaurant, and Institutional Education, Singapore. (International) Retrieved from <https://www.apacchrie.org/>

Chan, J., Gao, L., & McGinley, S. (presented 2021). *From SARS to COVID-19: How Hong Kong Hotel Operations and Service Standards Have Been Changed*". Paper presented at International Tourism Summit: Shifting gears in tourism and hospitality in a time of crisis, International Tourism Summit, Virtual. (International)

Kwon, E., McGinley, S., & Baek, J. (presented 2021). *Hospitality Employees' Retention after COVID-19: Based on the Theory of Conservation of Resources*. Paper presented at International Council on Hotel, Restaurant, and Institutional Education Annual Conference, International Council on Hotel, Restaurant, and Institutional Education, Virtual. (International)

McGinley, S., Line, N., Wei, W., & Taylor, P. (presented 2020, February). *Studying idiosyncratic traits and turnover when threatened*. Paper presented at CAUTHE 2020, Council of Australasian Tourism and Hospitality Educators, Auckland, New Zealand. (International) Retrieved from <https://www.cauthe2020.org/>

- McGinley, S., Wei, W., & Gao, L. (presented 2018, July). *The effect of anticipated emotional labor on hotel employees' professional mobility*. Paper presented at ICHRIE, International Council on Hotel, Restaurant, and Institutional Education, Palm Springs, CA. (International)
- Kwon, E., & McGinley, S. (presented 2017, July). *Why consumers like AirBNB: A grounded theory approach*. Paper presented at ICHRIE, International Council on Hotel, Restaurant, and Institutional Education, Baltimore, MD. (International)
- McGinley, S., Yang, W., & Zhang, L. (presented 2016, July). *Who's looking at me? A study on status as a tool for organizational recruitment*. Paper presented at ICHRIE, International Council on Hotel, Restaurant, and Institutional Education, Dallas, TX. (International)
- McGinley, S., O'Neill, J., Mattila, A., & Zhang, L. (presented 2015, January). *The role of gender in disparate pre-entry career expectations*. Paper presented at the graduate education and graduate student research conference in hospitality and tourism, at the graduate education and graduate student research conference in hospitality and tourism, Tampa, FL. (International)
- McGinley, S., Van Hoof, H., Mattila, A., O'Neill, J., & Wu, L. (presented 2015, January). *The role of uncertainty avoidance in pre-entry career expectations*. Paper presented at the graduate education and graduate student research conference in hospitality and tourism, the graduate education and graduate student research conference in hospitality and tourism, Tampa, FL. (International)
- McGinley, S., O'Neill, J., & Martinez, L. (presented 2014, August). *The moderating role of career progression on job mobility: A study on career change and turnover*. Paper presented at Academy of Management Conference, Academy of Management, Philadelphia, PA. (International) Retrieved from <http://proceedings.aom.org/content/2014/1/14265.short>
- McGinley, S., O'Neill, J., Mattila, A., & Van Hoof, H. (presented 2014, July). *Before orientation: Studying how new entrants to the hospitality industry form their pre-entry salary expectations*. Paper presented at ICHRIE, International Council on Hotel, Restaurant, and Institutional Education, San Diego, CA. (International)
- McGinley, S., Zhang, L., Hanks, L., & O'Neill, J. (presented 2014, January). *Reducing attrition: Facebook as a new medium*. Paper presented at the graduate education and graduate student research conference in hospitality and tourism, the graduate education and graduate student research conference in hospitality and tourism, Houston, TX. (International)
- McGinley, S., Wu, L., Mattila, A., O'Neill, J., & Van Hoof, B. (presented 2014, January).

Towards a career expectations model: An analytic induction approach. Paper presented at the graduate education and graduate student research conference in hospitality and tourism, the graduate education and graduate student research conference in hospitality and tourism, Houston, TX. (International)

McGinley, S., Zhang, L., Mattila, A., & O'Neill, J. (presented 2013, July). *A study of attraction: How value fit is moderated by processing fluency.* Paper presented at ICHRIE, International Council on Hotel, Restaurant, and Institutional Education, St. Louis, MO. (International)

Wu, L., McGinley, S., & Mattila, A. (presented 2013, January). *A cup of love for local! An interpretive perspective on consumer loyalty toward local independent coffee shops.* Paper presented at the graduate education and graduate student research conference in hospitality and tourism, the graduate education and graduate student research conference in hospitality and tourism, Seattle, WA. (International)

McGinley, S., O'Neill, J., & Mattila, A. (presented 2013, January). *Towards a career change model in hospitality: A grounded theory approach.* Paper presented at the graduate education and graduate student research conference in hospitality and tourism, the graduate education and graduate student research conference in hospitality and tourism, Seattle, WA. (International)

McGinley, S., O'Neill, J., Van Hoof, H., & Mattila, A. (presented 2013, January). *Understanding career change and turnover in a cross cultural context.* Paper presented at the graduate education and graduate student research conference in hospitality and tourism, the graduate education and graduate student research conference in hospitality and tourism, Seattle, WA. (International)

Invited Keynote and Plenary Presentations at Conferences

Kim, P., McGinley, S., Lee, J., Xiang, Zheng (Phil), Choi, S., & Wei, W. (presented 2024, May). *Sharing with Editors and Researchers.* Plenary presentation at APAC CHRIE, Council on Hotel, Restaurant, and Institutional Education, Seoul, South Korea. (International)

Invited Workshops

McGinley, S. (2018, October). *Alumni Education Sessions - What Attracts Individuals to Industries and Organizations.* Workshop delivered at Alumni in the Classroom, State College, PA. (National)

Invited Lectures and Readings of Original Work

McGinley, S. (2025, March). *Developing a Research Agenda and the Future of Management and Organization Research in Hospitality*. Delivered at Auckland University of Technology, Auckland University of Technology Campus. (International)

McGinley, S. (2024, September). *Global Convergence and Research Seminar*. Delivered at Kyung Hee University, Delivered online to Ph D students in Seoul, South Korea. (International)

McGinley, S. (2022, November). *Ph. D. Panel at the Virginia Polytechnic University*. Delivered at Pamplin College of Business, Delivered online to Ph D student in Blacksburg, VA. (National)

McGinley, S. (2018, October). *Ph. D. Panel at the Pennsylvania State School of Hospitality Management*. Delivered at The Pennsylvania State Hotel and Restaurant Society, State College, PA. (National)

McGinley, S. (2017, October). *New professor panel at the Pennsylvania State University School of Hospitality Management*. Delivered at The Pennsylvania State Hotel and Restaurant Society, State College, PA. (National)

Contracts and Grants

Contracts and Grants Pending

Chan, J., & McGinley, S. (Oct 2025). *Beyond the Surface: Exploring How Disability Visibility Shapes Employment and Service Perception Across Varied Service Tiers*. Submitted to Research Grants Council of Hong Kong. Total award \$80,000.

Razouk, R., & McGinley, S. (Aug 2025). *Higher Education Capacity Development Program in Lebanon*. Submitted to USAID. Total award \$40,000,000.

Contracts and Grants Denied

Angi Yoder Maina, McGinley, S., & V. Casey Dozier. (Jun 2025). *1 CONNECTING TO CONVERT: Analyzing Communication Training's Impact on Internship-to-Job Pipelines*. Submitted to Spencer Award. Unspecified award amount.

McGinley, S., Reynolds, J., & Yoder Maina, A. (Feb 2025). *Young Voices: Ancient Roots*. Submitted to V. Kann Rasmussen Foundation. Total award \$162,340.

McGinley, S., Tarik, D., & Sharma, A. (Mar 2022). *Developing a Middle Out Economic Model to*

Maximize Employment and Economic Activity Through a Hospitality Development Lens.
Submitted to Alfred P. Sloan Foundation. Unspecified award amount.

Additional Research or Original Creative Work Not Reported Elsewhere

McGinley, S., & Horowitz, M. (2021). *Reducing Food Waste in Catering Operations*. Social Catering.

McGinley, S., & Pineda, T. (2018). *Replacing Hotel Plastics*. Four Points by Sheraton Tallahassee.

Service

Florida State University

FSU University Service

Member, International Advisory Committee (2024–present).

Member, Ukraine Task Force (2023–present).

Member, Masters Sub-Committee (2018–present).

Faculty Liaison, Honors In The Major (2019–2023).

Member, Technology Committee for the Faculty Senate (2020–2023).

FSU College Service

Named professor in charge of grantsmanship for the Dedman College of Hospitality, Grantsmanship (2022–present).

Director of International Studies, International Studies (2022–present).

Member, Faculty Search Committee (2022–2023).

Member, Faculty Search Committee (2021–2022).

FSU Department Service

Member, Strategic Planning Committee (2016–present).

Faculty Adviser, Themed Entertainment Association (2021–2024).

Chair, Faculty Search Committee (2020–2021).

Faculty Adviser, Eta Sigma Delta (2017–2020).

FSU Institute or Center Service

Board Member, FSU RISE (2025–present).

Hospitality Liaison, UTF at the Learning Systems Institute (2024–present).

Center Faculty Member, FSU RISE (2025).

The Profession

Editor for Refereed Journals

Managing Editor, *Journal Of Hospitality and Tourism Research* (2025–present).

Associate Editor, *Journal of Smart Tourism* (2024–present).

Guest Editor for Special Issue, *Frontiers in Psychology* (2023–2024).

Special Issue Editor, *Cornell Hospitality Quarterly* (2020).

Editorial Board Membership(s)

Cornell Hospitality Quarterly (2024–present).

Journal of Hospitality and Tourism Research (2020–present).

International Journal of Hospitality & Tourism Management (2023–2025).

Guest Reviewer for Refereed Journals

Cornell Hospitality Quarterly (Jan 2020–present).

International Journal of Contemporary Hospitality Management (Jan 2018–present).

International Journal of Culture, Tourism, and Hospitality Research (Apr 2017–present).

Journal of Hospitality Marketing and Management (Dec 2016–present).

International Journal of Hospitality Management (May 2016–present).

Journal of Hospitality and Tourism Research (Jan 2013–present).

Service to Professional Associations

Subreviewer, Graduate Conference Hospitality & Tourism (2017–present).

Subreviewer, Sub-reviewer for the organizational behavior track to the International Council on Hotel, Restaurant, and Institutional Educators conference, International Council on Hotel, Restaurant, and Institutional Educators (2016–present).

Service to Other Universities

External Member of Dissertation Committee, *Univeristy of Wyoming* (2025–present).

Guest Lecturer, *The Pennsylvania State University* (2016–present).

Presented at their Global Convergence Research Seminar. The seminar is for hospitality graduate students at Kyung Hee University to interact with top international scholars in the field, *Kyung Hee University* (2024).

I served as a graduate student's dissertation examiner. I reviewed a student's dissertation and evaluated her finished work as a requirement of graduation, *Auckland University of Technology* (2024).

Hatch project evaluator, *Texas A&M University* (2024).

Grant proposal reviewer, *University of Leuven; Belgium* (2023).

Guest Lecturer, *Virgina Tech* (2022).

Consultation

Start Up Wars. Faculty advisory committee member (2023–present).

Curriculum Vitae

Njeri, Millicent

October 14, 2025

General Information

Professional Preparation

2023	Ph.D., University of North Texas, Denton, TX. Major: Information Science. Consumer Behavior and Experience Management. Millicent Njeri. (2023). <i>A factor analytic evaluation of the private club members' benefits scale</i> . (Doctoral dissertation, University of North Texas, Denton, TX). Retrieved from ProQuest.
2018	M.S., University of North Texas, Denton, TX. Major: Hospitality Management.
2013	M.B.A., United States International University-Africa, Nairobi, Kenya. Major: Business Administration. International Business Administration.
2011	B.S., United States International University - Africa, Nairobi, Kenya. Major: Tourism Management. Travel Management.

Professional Experience

2023–present	Assistant Professor, Dedman College of Hospitality, Florida State University.

Honors, Awards, and Prizes

- 2023-2024 First Year Assistant Professor (FYAP) Award, Florida State University (2024). (\$20,000).

Teaching

Courses Taught

Foundations of International Travel and Tourism (HFT2710)
Global Club Member Engagement & Events (HFT3104)
Special Topics in Hospitality Administration (HFT4930)

Research and Original Creative Work

Publications

Refereed Journal Articles

- Njeri, M., Line, N., Hanks, L., & McGinley, S. (in press). "It's not just the money": A measurement of internal employer attractiveness among Millennials and Generation Z. *Journal of Hospitality & Tourism Research*.
- Line, N. D., Hanks, L., Njeri, M., & Mody, M. A. (2025). Expanding the domain of hospitality research: the hospitality virtue scale. *International Journal of Contemporary Hospitality Management*, 37(6), 1944-1962. Retrieved from <https://doi.org/10.1108/IJCHM-05-2024-0806> doi:10.1108/IJCHM-05-2024-0806
- Njeri, M., Line, N. D., Uanhoru, J. O., Allen, J., & Williams, K. (2025). Measuring the relational benefits of private club membership: A factor analytic evaluation. *International Journal of Hospitality Management*. doi:10.1016/j.ijhm.2024.103971
- Njeri, M., Uanhoru, J. O., Line, N. D., & Hanks, L. (2025). Response style bias in tourism research: Using item response tree models to reduce measurement error. *Journal of Travel & Tourism Marketing [Special issue: Methodological innovations in tourist behavior studies]*, 42(7), 970–982. Retrieved from <https://doi.org/10.1080/10548408.2025.2498016> doi:10.1080/10548408.2025.2498016
- Njeri, M., Line, N. D., & Hanks, L. (2024). Modeling Multidimensionality in Hospitality and Tourism Research: Exploratory Higher-Order Factor Analysis. *Journal of Hospitality & Tourism Research*, 49(6). doi:10.1177/10963480241277102
- Kemp, E., Zhang, X., Njeri, M., & Williams, K. (2024). Sonic branding in hospitality marketing. *Tourism Review*. doi:10.1108/tr-04-2024-0317
- Njeri, M., Khader, M., Ali, F., & Line, N. D. (2024). Revisiting internal consistency in hospitality research: toward a more comprehensive assessment of scale quality. *International Journal of Contemporary Hospitality Management*, 36(9), 3072-3092. doi:10.1108/ijchm-05-2023-0624
- Njeri, M., Jennings, G., & Allen, J. (2023). Assessing the application of ??-weights and structure

coefficients in published hospitality and tourism research. *Journal of Global Hospitality and Tourism*, 2(1), 10-31. doi:10.5038/2771-5957.2.1.1018

Zimmerman, T., Njeri, M., Khader, M., & Allen, J. (2022). Default to truth in information behavior: a proposed framework for understanding vulnerability to deceptive information. *Information and Learning Sciences*, 123(1/2), 111-126. doi:10.1108/ils-08-2021-0067

Refereed Book Chapters

Allen, J., Khader, M., Rosellini, A., & Njeri, M. (2022). Leveraging Collective Wisdom to Impact Workplace Culture. In Tereza R. Merlo (Ed.), *Understanding, Implementing, and Evaluating Knowledge Management in Business Settings* (pp. 106-130). Hershey, PA. Retrieved from <http://dx.doi.org/10.4018/978-1-6684-4431-3.ch006>

Rosellini, A., Allen, J., Khader, M., & Njeri, M. (2022). Work Tribes Present an Opportunity for Firms in Knowledge Management Systems. In Tereza R. Merlo (Ed.), *Understanding, Implementing, and Evaluating Knowledge Management in Business Settings* (pp. 58-82). Hershey, PA. Retrieved from <http://dx.doi.org/10.4018/978-1-6684-4431-3.ch004>

Presentations

Refereed Papers at Conferences

Hanks, L., Line, N., Mody, M., & Njeri, M. (presented 2025, November). *Innovations in research theory: Reconceptualizing hospitality*. Paper presented at EuroCHRIE 2025 Conference, Hotelschool The Hague, The Hague, Netherlands. (International)

Hanks, L., Line, N., Dogru, T., Lu, L., & Njeri, M. (presented 2025, June). *Positive versus negative EWOM communication: An assessment of form and content*. Paper presented at 2025 ICHRIE Conference, ICHRIE, Indianapolis. (National)

Bakir, S., Dogru, T., Njeri, M., & Ayoun, B. (presented 2025, January). *Exploring the dynamics of hotel employee job insecurity in the era of ai and robotics: Can managers really improve retention?* Paper presented at The Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, University of Houston, University of Houston. (National)

Refereed Presentations at Conferences

Njeri, M., Line, N. D., & Min, J. (presented 2024, July). *Antecedents of revisit intention: The*

moderating role of gender. Poster presentation at The 2024 Annual International CHRIE Conference, International CHRIE, Montreal, Canada. (International)

Service

The Profession

Guest Reviewer for Refereed Journals

Journal of Hospitality & Tourism Research (2024–present).

The National Council on Measurement in Education (NCME) Annual Meeting (2024–present).

Tourism Review (2024–present).

International Journal of Contemporary Hospitality Management (Jun 2023–present).

ICHRIE Conference (Apr 2022–present).

Service to Professional Associations

Conference Session Moderator, Graduate Education and Graduate Student Research Conference in Hospitality and Tourism (2025–present).

Interviews

Low, Melissa & Jennings, Kyle (Hosts). (2025, April). Understanding Relational Member Benefits. *Let's Talk Club Management (Episode 134)* [Podcast]. Retrieved from <https://www.cmaa.org/podcast/podcast-episodes/episode-134/>

Curriculum Vitae

Hyekyung Park

March 28, 2024

General Information

University address: Hospitality Management
Dedman College of Hospitality
University Center Building B, Room 4100, 288 Champions Way

Florida State University
Tallahassee 32306-FL
Phone: 936-900-2885

E-mail address: dp23be@fsu.edu
dpark@dedman.fsu.edu

Professional Experience

- 2023–present Assistant Professor, Dedman College of Hospitality, Florida State University.
- 2018–present Instructor, Conrad N. Hilton College of Global Hospitality Leadership, University of Houston. All three classes in the 'Project Management & Analytics Track' are taught from Fall 2021 to Spring 2023. - GHL4462 Practical Project Management in the Hospitality Industry (Spring 2023) - GHL4370 Project Development and Management in the Hospitality Industry (Fall 2022) - GHL3353 Hospitality Metrics and Data Analytics (Fall 2021 & Spring 2022) Instructed undergraduate/graduate students on basic, intermediate, and advanced excel skills. - GHL1000 Hilton College Excel Bootcamp (Summer 2022 – Present).
- 2021–2023 Research Associate, Bali Group. - Provided knowledge and expertise to the hotel management company that aims to enhance customer satisfaction and experience and boost hotel performance. - Took part in a project to collect data/references to measure customer satisfaction and engagement.
- 2021–2023 Research Associate, Tourism, Hospitality, and Event Data Analytics and Service Innovation Lab. Involved in various projects that utilize big data and business analytics to solve business problems in the Tourism, Hospitality, and Event (THE) industry with Dr. Minwoo Lee.
- 2019 Research Assistant, Digital Research Common, University of Houston. - Research topic: Do hotels' technology-based services matter? Exploring user-generated content in social media through business analytics techniques (Funded by Digital Research Common, University of Houston). - Analyzed hotel reviews (TripAdvisor.com) to develop the technology term dictionary and the matrix of technology-based services and customer satisfaction using text analytics (XLMiner) with Dr. Minwoo Lee.
- 2015–2018 Assistant Manager, KT IS (Korea Telecom Innovative Solution). Corporate Revenue Manager (Jun. 2016 – Jun. 2018) - Analyzed monthly/annual business performance to establish business strategies, goals, and long-term business plans for different departments in the company.(e.g., automatic tax-

refund service, mobile/ICT product sales, customer service). Cost Innovations Manager (Jun. 2015 – Jun. 2016) - Implemented projects to save business costs while improving performance by reexamining operations and reviewing accounting standards. Sales Planning Assistant Manager (Jan. 2014 – Jun. 2015) - Interpreted daily sales and reported strategies to meet the performance goals.

Teaching

Courses Taught

Managing Revenues and Expenses (HFT4471)

Research and Original Creative Work

Publications

Refereed Journal Articles

Park, H., Bitaab, M., Lee, M., & Back, Ki-Joon. (2024). The two sides of hotel green practices in customer experience: An integrated approach of the Kano model and business analytics. *Journal of Travel & Tourism Marketing*. doi:<https://doi.org/10.1080/10548408.2024.2333411>

Dogru, T., Line, N., Mody, M., Hanks, L., Abbott, J., Acikgoz, F., Assaf, A., Bakir, S., Berbekova, A., Bilgihan, A., Dalton, A., Erkmen, E., Geronasso, M., Gomez, D., Graves, S., Iskender, A., Ivanov, S., Kizildag, M., Lee, M., Lee, W., Luckett, J., McGinley, S., Okumus, F., Onder, I., Ozdemir, O., Park, H., Sharma, A., Suess, C., Uysal, M., & Zhang, T. (2023). Generative Artificial Intelligence in the Hospitality and Tourism Industry: Developing a Framework for Future Research. *Journal of Hospitality & Tourism Research*. Retrieved from <https://doi.org/10.1177/10963480231188663> doi:10.1177/10963480231188663

Park, H., Lee, M., & Back, Ki-Joon. (2023). A critical review of technology-driven service innovation in hospitality and tourism: current discussions and future research agendas. *International Journal of Contemporary Hospitality Management*. Retrieved from <https://doi.org/10.1108/ijchm-07-2022-0875> doi:10.1108/ijchm-07-2022-0875

Park, H., Lee, M., Back, Ki-Joon, & DeFranco, A. (2022). Is Hotel Technology a Double-edged Sword on Customer Experience? A Mixed-method Approach using Big Data. *Journal of Hospitality & Tourism Research*, 109634802211327. Retrieved from <https://doi.org/10.1177/10963480221132758> doi:10.1177/10963480221132758

Kim, J., Lee, M., Kwon, W., Park, H., & Back, Ki-Joon. (2022). Why am I satisfied? See my reviews \textendash Price and location matter in the restaurant industry. *International Journal of Hospitality Management*, 101, 103111. Retrieved from <https://doi.org/10.1016%2Fj.ijhm.2021.103111> doi:10.1016/j.ijhm.2021.103111

Park, H., Lee, M., & Back, Ki-Joon. (2020). Exploring the roles of hotel wellness attributes in customer satisfaction and dissatisfaction: application of Kano model through mixed methods. *International Journal of Contemporary Hospitality Management*, 33(1), 263-285. Retrieved from <https://doi.org/10.1108%2Fijchm-05-2020-0442> doi:10.1108/ijchm-05-2020-0442

Presentations

Refereed Papers at Conferences

Park, H., Lee, M., & Back, Ki-Joon. (presented 2023, January). *"No time for technology": How older adults' future time perspectives affect technology coping*. Paper presented at The 28th Annual Graduate Student Research Conference in Hospitality and Tourism, Graduate Student Research Conference in Hospitality and Tourism, Anaheim, CA, USA. (International)

Park, H., Hao, F., Lee, M., & Back, Ki-Joon. (presented 2022, August). *Discovering the untold story of older adults' technology experience: An integrated approach of socioemotional selectivity and appraisal and coping theories*. Paper presented at The 2022 Annual International Council on Hotel, Restaurant, and Institutional Education (ICHRIE), ICHRIE, Washington D.C., USA. (International)

Lee, M., Kim, A., Park, H., & Kim, K. Y. (presented 2021, July). *Hospitality service managers' information technology competence for service innovation and business performance*. Paper presented at The 2021 Annual International Council on Hotel, Restaurant, and Institutional Education (ICHRIE), ICHRIE, Virtual. (International)

Park, H., Lee, M., & DeFranco, A. (presented 2021, July). *Is technology always good? Rethinking hotel guest technologies from Big Data*. Paper presented at The 2021 Annual International Council on Hotel, Restaurant, and Institutional Education (ICHRIE), ICHRIE, Virtual. (International)

Park, H., Lee, M., & Back, Ki-Joon. (presented 2021, January). *Is hotel technology a double-edged sword on customer experience? An integrated approach with business analytics and impact asymmetry analysis*. Paper presented at The 26th Annual Graduate Student Research Conference in Hospitality and Tourism, Graduate Student Research Conference in Hospitality and Tourism, Houston, TX, USA. (International)

Park, H. (presented 2020, January). *Exploring the asymmetric effects of wellness attributes on customer satisfaction in the lodging industry: Testing a two-factor theory through big data analytics*. Paper presented at The 25th Annual Graduate Student Research Conference in Hospitality and Tourism, Graduate Student Research Conference in Hospitality and Tourism, Las Vegas, NV, USA. (International)

Kim, J., Lee, M., Kwon, W., Park, H., & Back, Ki-Joon. (presented 2019, July). *Does price matter for customer service experience and satisfaction? Exploring online restaurant reviews through a multi-method approach*. Paper presented at The 2019 Annual International Council on Hotel, Restaurant, and Institutional Education (ICHRIE), ICHRIE, New Orleans, LA, USA. (International)

Lee, M., Park, H., & DeFranco, A. (presented 2019, June). *Exploring technology-based hotel experience and customer satisfaction: A business analytics approach*. Paper presented at 2019 International Hospitality Information Technology Association Conference, IHITA, Minneapolis, MN, USA. (International)

Park, H., Lee, M., & Back, Ki-Joon. (presented 2019, May). *Effects of wellness attributes on customer satisfaction in the lodging industry*. Paper presented at 2019 APacCHRIE & EuroCHRIE Joint Conference, APacCHRIE & EuroCHRIE, Hong Kong, China. (International)

Service

The Profession

Guest Reviewer for Refereed Journals

International Journal of Hospitality Management (2023–present).

Tourism Economics (2023–present).

Graduate Student Research Conference in Hospitality and Tourism (2022–present).

Journal of Hospitality & Tourism Research (2022–present).

Journal of Hospitality and Tourism Technology (2021–present).

International Journal of Contemporary Hospitality Management (2020–present).

International Council on Hotel, Restaurant, and Institutional Education (ICHRIE) Conference (2021–22).

Service to Other Universities

Lecturer for Project Management & Analytics Track at Hilton College Summer Camp - Introduced and promoted 'Project Management & Analytics Track' to high school students, *University of Houston* (2021–2023).

Treasurer of the Hilton Doctoral Student Association - Managed funding allocated to the student organization, *Hilton Doctoral Student Association* (2021–2022).

Conference Moderator Assistant - Assisted conference moderators in managing conference presentations at Graduate Education & Graduate Student Research Conferences, *Graduate Education & Graduate Student Research Conference* (2019–2022).

Translator for the Guest Lectures - Classes: GHL4397/6397 Global Hospitality Leadership: Asia Community - Translated lectures by Dr. Yeusun Kim (Jeju National University) from Korean to English, *University of Houston* (2019–2020).

Curriculum Vitae

Sharma, Abhinav

Last Revised: July 09, 2025

General Information

University address: Hospitality and Tourism Management
Dedman College of Hospitality
B, University Center, 288 Champions Way
Florida State University
Tallahassee, FL 32306
Phone: (850) 644-4787

E-mail address: asharma5@fsu.edu

Professional Preparation

2021 PhD, Virginia Tech. Major: Business. Hospitality and Tourism Management.
Supervisor: Juan Luis Nicolau.

2005 MA, Buffalo State University, State University of New York (Formerly

Buffalo State College). Major: Applied Economics.

2004 BS, Iowa State University. Major: Business. Management Information Systems.

Professional Experience

2021–present Assistant Professor, Dedman College of Hospitality, Florida State University.

Honors, Awards, and Prizes

Best Research Paper Award (1st Place) - 90th TOSOK International Tourism Conference, The Tourism Sciences Society of Korea (TOSOK) (2021).

Michael D. Olsen Memorial Research Fellow (2021).

Outstanding Doctoral Student in College of Business, Pamplin College of Business, Virginia Tech (2021).

Darden Foundation Research Award, Darden Foundation (2021).

Teaching

Courses Taught

Innovative Practices in Lodging Management (HFT 4448)

Human Resource Management in Hospitality Operations (HFT 3221)

Technology and Big Data Applications (HFT 4448)

Managing Revenues and Expenses (HFT4471)

Research and Original Creative Work

Publications

Refereed Journal Articles

Shin, H., Sharma, A., Nicolau, J., & Lee, J. (in press). Transformative Outcomes of Workcation: Satisfaction, Place Attachment, and Behavioral Intentions. *Journal of Travel Research*.

Sharma, A., Shin, S., Nicolau, J., & Park, S. (2025). The review sentiment garden: Blossoming loss aversion and diminishing sensitivity across time and crisis. *International Journal of Hospitality Management*, 129, 104170. doi:<https://doi.org/10.1016/j.ijhm.2025.104170>

- Dogru, T., Line, N., Mody, M., Hanks, L., Abbott, J., Fulya, A., Assaf, A., Bakir, S., Berbekova, A., Bilgihan, A., Dalton, A., Erkmen, E., Geronasso, M., Gomez, D., Graves, S., Iskender, A., Sharma, A., Kizildag, M., Lee, M., & Lee, W. (2025). Generative Artificial Intelligence in the Hospitality and Tourism Industry: Developing a Framework for Future Research. *Journal of Hospitality & Tourism Research*, 49, 235-253.
- Campayo-Sanchez, F., Sharma, A., Mas-Ruiz, F. J., & Nicolau, J. L. (2025). Setting the Course: CEO Beliefs as the North Star in the Hotel-OTA Relationship. *International Journal of Hospitality Management*, 125.
- Sharma, A., McGinley, S., Dogru, T., & Nicolau, J. (2025). The effect of job availability on hospitality and tourism industry performance. *International Journal of Hospitality Management*, 131, 104316. doi:<https://doi.org/10.1016/j.ijhm.2025.104316>
- Sharma, A., Santa Maria, M., & Nicolau, J. (2025). The Effect of Tangible Promotions on an Intangible Environment. *Journal of Travel Research*, 64(3), 736-751.
- McGiney, S., Dogru, T., & Sharma, A. (2024). The effect of job abundance on tourism employee turnover. *International Journal of Hospitality Management*, 119, 103718. Retrieved from <https://www.sciencedirect.com/science/article/pii/S0278431924000306>
- Campayo-Sanchez, F., Sharma, A., Mas-Ruiz, F. J., & Nicolau, J. L. (2024). If the wind blows, adjust your sail: Political ideology, social responsibility, and performance. *Annals of Tourism Research*, 108, 18.
- Dogru, T., McGinley, S., Sharma, A., Isik, C., & Hanks, L. (2023). Employee turnover dynamics in the hospitality industry vs. the overall economy. *Tourism Management*, 99, 104783. Retrieved from <https://www.sciencedirect.com/science/article/pii/S0261517723000651> doi:<https://doi.org/10.1016/j.tourman.2023.104783>
- Shin, H., Kang, J., Sharma, A., & Nicolau, J. (2023). The Impact of COVID-19 Vaccine Passport on Air Travelers' Booking Decision and Companies' Financial Value. *Journal of Hospitality & Tourism Research*, 47, 10. Retrieved from <https://journals.sagepub.com/doi/full/10.1177/10963480211058475> doi:5
- Nicolau, J., Sharma, A., Shin, H., & Kang, J. (2023). Airbnb vs hotel? Customer selection behaviors in upward and downward COVID-19 trends. *International Journal of Contemporary Hospitality Management*, 35(12), 26.
- Raad, J., Sharma, A., & Nicolau, J. L. (2022). Performance effects of innovation in two-sided markets: The paradigmatic case of OTAs. *Tourism Management*, 94, 104637. doi:[j.tourman.2022.104637](https://doi.org/10.1016/j.tourman.2022.104637)
- Nicolau, J. L., & Sharma, A. (2022). A review of research into drivers of firm value through

- event studies in tourism and hospitality: Launching the Annals of Tourism Research curated collection on drivers of firm value through event studies in tourism and hospitality. *Annals of Tourism Research*, 95, 103430. doi:j.annals.2022.103430
- Dogru, T., Akyildirim, E., Oguzhan, C., Ozdemir, O., Sharma, A., & Yilmaz, M. (2022). The effect of environmental, social and governance risks. *Annals of Tourism Research*, 95, 103432. doi:<https://doi.org/10.1016/j.annals.2022.103432>
- Sharma, A., Nicolau, J. L., & Mas, F. (2022). The effect of movie and television placements. *Tourism Management*, 91, 104517. doi:j.tourman.2022.104517
- Shin, H., Kang, J., Sharma, A., & Nicolau, J. L. (2022). Travel fear and immunity certificates: a two-stakeholder perspective. *Journal of Sustainable Tourism*, 31(8), 20. Retrieved from <https://www.tandfonline.com/doi/full/10.1080/09669582.2022.2085285>
doi:10.1080/09669582.2022.2085285
- Sharma, A., Shin, H., Santa Maria, M., & Nicolau, J. (2021). Hotels' COVID-19 innovation and performance. *Annals of Tourism Research*, 88, 103180.
- Shin, H., Sharma, A., Nicolau, J., & Kang, J. (2021). The impact of hotel CSR for strategic philanthropy on booking behavior and hotel performance during the COVID-19 pandemic. *Tourism Management*, 85, 104322.
- Shin, H., Nicolau, J., Kang, J., Sharma, A., & Lee, H. (2021). Travel decision determinants during and after COVID-19: The role of tourist trust, travel constraints, and attitudinal factors. *Tourism Management*, 104428.
- Raad, J., Sharma, A., & Nicolau, J. (2021). Will your majesty marry me? The effect of royal weddings on the tourism industry. *Tourism Economics*.
- Sharma, A., & Nicolau, J. (2020). An open market valuation of the effects of COVID-19 on the travel and tourism industry. *Annals of Tourism Research*, 83, 102990.
- Zach, F., Nicolau, J., & Sharma, A. (2020). Disruptive innovation, innovation adoption and incumbent market value: The case of Airbnb. *Annals of Tourism Research*, 80, 102818.
- Sharma, A., Park, S., & Nicolau, J. (2020). Testing loss aversion and diminishing sensitivity in review sentiment. *Tourism Management*, 77, 104020.
- Sharma, A., Perdue, R., & Nicolau, J. (2020). The Effect of Lodging Taxes on the Performance of US Hotels. *Journal of Travel Research*.
- Sharma, A., & Nicolau, J. (2019). A runner-up on the field yet a winner on the floor. *Annals of Tourism Research*, 78, 1-1.

Sharma, A., & Nicolau, J. (2019). Hotels to OTAs: "Hands off my rates!" The economic consequences of the rate parity legislative actions in Europe and the US. *Tourism Management*, 75, 427-434.

Nicolau, J., Sharma, A., & Zarankin, T. (2019). The effect of the 2018 Giro d'Italia on Israel's tourism firm value. *Tourism Economics*, 25(7), 1070-1083.

Nicolau, J., & Sharma, A. (2019). To Ban or not to ban rate parity, that is the question... or not? *International Journal of Hospitality Management*, 77, 523-527.

Nicolau, J., & Sharma, A. (2018). A generalization of the FIFA World Cup effect. *Tourism Management*, 66, 315-317.

Refereed Book Chapters

Nicolau, J. L., & Sharma, A. (2022). The role of information and choice under uncertainty. In Robertico Croes, & Yang Yang (Eds.), *A Modern Guide to Tourism Economics* (pp. 116-133). Elgar.

Presentations

Refereed Papers at Conferences

Sharma, A., Maria Jesus, S. M., & Nicolau, J. (presented 2023). *The erosive effects of promotions on travel firm performance*. Paper presented at Travel and Tourism Research Association Annual Conference, Travel and Tourism Research Association, St. Louis, Missouri. (International)

Sharma, A., & Nicolau, J. (presented 2019). *Hands off my rates! The economic consequences of the rate parity legislative actions in Europe and the US*. Paper presented at Travel and Tourism Research Association Annual Conference, Travel and Tourism Research Association, Melbourne, Australia. (International)

Sharma, A. (presented 2018). *Is rate parity hurting hotels?* Paper presented at Hospitality Sales and Marketing Association International (HSMIA) Annual Conference, Hospitality Sales and Marketing Association International, Houston, Texas. (International)

Service

Florida State University

FSU University Service

Dedman College of Hospitality Representative, Council of Associate Deans for Research (2023–present).

Dedman College of Hospitality Liaison, Honors in the Major Program (2023–present).

Dedman College of Hospitality Representative, Technology Committee (2023–present).

FSU College Service

Chair, Dedman College Technology Committee (2024–present).

FSU Department Service

Member, Assistant Professor Hiring Committee (2022–present).

The Profession

Guest Editing for Refereed Journals

Nicolau, J. L., Sharma, A., & Ruiz-Moreno, F. (Eds.). (2023). Marketing Science Applications in Tourism and Hospitality Research [Special Issue]. *Journal of Travel & Tourism Marketing, Ongoing*.

Editorial Board Membership(s)

Tourism Analysis (2025–present).

Tourism Economics (2025–present).

Annals of Tourism Research (2022–present).

Journal of Travel Research (2022–present).

Guest Reviewer for Refereed Journals

Tourism Review (2023–present).

International Journal of Hospitality Management (2021–present).

Journal of Hospitality and Tourism Management (2021–present).

Tourism Management (2021–present).

Judge for an Exhibition

Judge for Best Paper Award - TTRA Conference. Burlington, Vermont: Travel and Tourism Research Association Annual Conference (2024–present).

PART IV: OUTCOMES, ASSESSMENT PLANS, NUMERIC TARGETS:

Please complete this template by filling in the text fields, selecting options from the drop-down menus, and checking applicable boxes. All programs are required to select at least 1 Program Outcome and at least 2 Student Learning Outcomes. Bachelor's programs are required to select at least 1 Program Outcome and at least 5 Student Learning Outcomes.

Educational program name: **MS in Hospitality Management**

Program type: **Masters Degree**

College: **Dedman College of Hospitality**

Department: **Hospitality**

Location(s): ☒ Tallahassee, FL ☐ Panama City, FL ☐ Republic of Panama ☐ Distance/Online

Modality: **Face-to-Face**

Start term: **Fall 2027**

Responsible individual(s): **Director of Graduate Programs, Tarik Dogru**

Program Outcome

PO Name	<i>PO – On-Time Master Program Completion.</i>
PO Statement	<i>Students in the MS in Hospitality Management program, in the Dedman College of Hospitality, will graduate within one academic year.</i>
Description of Assessment Plan	<i>We will track how many of our master students progress from matriculation to graduation within one year, which is the expected program duration. To calculate the completion rate, we will take the number of students who earn their master's degree in a given academic year (Fall, Spring, Summer) and divide it by the total number of students in the original cohort from matriculation (Summer, Fall, Spring). The Director of Graduate Programs will request the data for this PO at the end of each academic year from FSU Office of Institutional Research. The report will be presented and discussed at faculty meeting in August for further analysis and consideration of appropriate changes to support student learning.</i>
Numeric Target	<i>Our goal for every year is that at least 90% of master's students in a cohort will graduate with their MS in Hospitality Management degree within 1 year from the matriculation point.</i>

Student Learning Outcome #1

SLO Name	<i>SLO – Critical Thinking and Analysis</i>
SLO Statement	<i>Upon completion of the program, students will critically analyze and evaluate a contemporary issue in hospitality management and form a judgment supported by evidence.</i>

Description of Assessment Plan	<i>MS in Hospitality Management students produce either a thesis (thesis track) or independent project (non-thesis track) at the completion of course work. For thesis track students, a committee of three faculty members will evaluate student's critical thinking and analysis skills using a rubric at thesis defense. This SLO is evaluated using X number of criteria in the rubric: "Criterion 1 Statement", "Criterion 2 Statement", etc. All criteria are evaluated based on a 4-point scale: 1-Emerging, 2-Developing, 3-Proficient, 4-Advanced. At the end of each thesis defense, committee members will fill out an evaluation form and email it to the Director of Graduate Programs. The non-thesis track students will demonstrate critical thinking and analysis skills through their graduate internship class, where they will be required to identify an organizational issue at their internship site and provide solutions via a written report recorded presentation, which serve as their independent project. Graduate internship class instructor will evaluate students' independent project using a rubric. This SLO is evaluated using X number of criteria in the rubric: "Criterion 1 Statement", "Criterion 2 Statement", etc. All criteria are evaluated based on a 4-point scale: 1-Emerging, 2-Developing, 3-Proficient, 4-Advanced. At the end of each academic year, the Director of Graduate Programs will aggregate the assessment data and will present the report at the faculty meeting in August for further analysis and consideration of appropriate changes to support student learning.</i>
Numeric Target	<i>At least 80% of students will achieve level of 'Advanced' (4 points) or 'Proficient' (3 points) on Critical Thinking and Analysis rubric criteria from all committee members or from the graduate internship class instructor.</i>
Student Learning Outcome #2	
SLO Name	<i>SLO - Oral and Written Communication</i>
SLO Statement	<i>Upon completion of the program, students will effectively and clearly communicate their ideas and arguments through both oral and written forms of communication.</i>
Description of Assessment Plan	<i>MS in Hospitality Management students produce either a thesis (thesis track) or independent project (non-thesis track) at the completion of course work. For thesis track students, a committee of three faculty members will evaluate students' oral and written communication skills using a rubric at thesis defense. This SLO is evaluated using X number of criteria in the rubric: "Criterion 1 Statement", "Criterion 2 Statement", etc. All criteria are evaluated based on a 4-point scale: 1-Emerging, 2-Developing, 3-Proficient, 4-Advanced. At the end of each thesis defense, committee members will fill out an evaluation form and email it to the Director of Graduate Programs. The non-thesis track students will demonstrate oral and written communication skills through their graduate internship class, where they will be required to identify an organizational issue at their internship site and provide solutions via a written report recorded presentation, which serve as their independent project. Graduate internship class instructor will evaluate students' independent project using a rubric. This SLO is evaluated using X number of criteria in the rubric: "Criterion 1 Statement", "Criterion 2 Statement", etc. All criteria are evaluated based on a 4-point scale: 1-Emerging, 2-Developing, 3-Proficient, 4-Advanced. At the end of each academic year, the Director of Graduate Programs will aggregate the assessment data and will present the report at the faculty meeting in August for further analysis and consideration of appropriate changes to support student learning.</i>
Numeric Target	<i>At least 80% of students will achieve level of 'Advanced' (4 points) or 'Proficient' (3 points) on Oral and Written Communication rubric criterion from all committee members or from the graduate internship class instructor.</i>

PART IV: OUTCOMES, ASSESSMENT PLANS, NUMERIC TARGETS:

Please complete this template by filling in the text fields, selecting options from the drop-down menus, and checking applicable boxes. All programs are required to select at least 1 Program Outcome and at least 2 Student Learning Outcomes. Bachelor's programs are required to select at least 1 Program Outcome and at least 5 Student Learning Outcomes.

Educational program name: **PhD in Hospitality Management**

Program type: **Doctorate Degree**

College: **Dedman College of Hospitality**

Department: **Hospitality**

Location(s): ☒ Tallahassee, FL ☐ Panama City, FL ☐ Republic of Panama ☐ Distance/Online

Modality: **Face-to-Face**

Start term: **Fall 2027**

Responsible individual(s): **Director of Graduate Programs, Tarik Dogru**

Program Outcome

PO Name	<i>PO – Doctoral Program Enrollment</i>
PO Statement	<i>The number of students enrolled in the Hospitality Management PhD program will be maintained at a high level.</i>
Description of Assessment Plan	<i>For this Program Outcome, we will track our doctoral student enrollment in the fall of every academic year. Enrollment data will be gathered from the student enrollment dashboard available at the Office of Institutional Research website at: https://ir.fsu.edu/enrollment.aspx. The graduate program director will report the enrollment data and will be responsible for arranging the department discussion about the observed enrollment trends.</i>
Numeric Target	<i>Our goal is to maintain program enrollment, with each cohort consisting of four students. Each year, up to year 4, enrollment should increase by 4 students.</i> <i>Fall 2026 = at least 4 students enrolled</i> <i>Fall 2027 = at least 8 students enrolled</i> <i>Fall 2028 = at least 12 students enrolled</i> <i>Fall 2029 = at least 16 students enrolled</i>

Student Learning Outcome #1

SLO Name	<i>SLO – Theory, Analysis, and Applications</i>

SLO Statement	<i>PhD students will propose original research question and conduct independent research, critically analyzing the research question by integrating theoretical concepts/models and applying various research methodologies.</i>
Description of Assessment Plan	<i>Doctoral students produce and defend a dissertation. A committee of four professors and one external member evaluate the student's theory, analysis, and applications skills according to a rubric. This is evaluated using the initial four criteria in the rubric: "Student demonstrates the ability to describe clearly a well conceptualized problem", "Student integrates and critiques relevant literature", "Student uses appropriate research approaches and methods", and "Student presents justified and defensible conclusions". These four criteria are evaluated based on a 4-point scale: High Pass (3 Points), Pass (2 Points), Low Pass (1 Point), Fail (0 Points). Shortly after each dissertation defense, committee members will receive a copy of dissertation evaluation form and will be asked to complete it. At the end of each academic year, the Director of Graduate Programs will aggregate the assessment data and will present the report at the faculty meeting in August for further analysis and consideration of appropriate changes to support student learning.</i>
Numeric Target	<i>At least 75% of students will achieve a level of 'High Pass' (3 points) or 'Pass' (2 points) on all four rubric criteria from most committee members.</i>
Student Learning Outcome #2	
SLO Name	<i>SLO - Oral and Written Communication</i>
SLO Statement	<i>PhD students will effectively and clearly organize, communicate, and defend their research through both oral and written forms of communication.</i>
Description of Assessment Plan	<i>Doctoral students produce and defend a dissertation. A committee of four professors and one external member evaluate student's oral and written communication skills according to a rubric. This is evaluated using the last two criteria in the rubric: "Student orally presents and defends problem, objectives, approach, and conclusions of dissertation" and "Student's writing is clear, organized and of professional quality". Both criteria are evaluated based on a 4-point scale: High Pass (3 Points), Pass (2 Points), Low Pass (1 Point), Fail (0 Points). Shortly after each dissertation defense, committee members will receive a copy of the dissertation evaluation form and will be asked to complete it. At the end of each academic year, the Director of Graduate Programs will aggregate the assessment data and will present the report at the faculty meeting in August for further analysis and consideration of appropriate changes to support student learning.</i>
Numeric Target	<i>At least 75% of students will achieve a level of 'High Pass' (3 points) or 'Pass' (2 points) on both rubric criteria from most committee members.</i>



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM D



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM VI

February 24, 2026

SUBJECT: Proposal to Implement Entrepreneurship PhD Degree

PROPOSED COMMITTEE ACTION

Request to approve the Entrepreneurship PhD Request to Offer a New Degree Program

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governors Regulation 8.011

BACKGROUND INFORMATION

The proposed research doctorate will be offered by the Jim Moran College of Entrepreneurship. The degree aims to advance scholarly research and education by establishing the nation's first interdisciplinary doctoral degree in entrepreneurship. Areas of study will include entrepreneurship innovation, textile and apparel innovation, and STEM entrepreneurship. The curriculum will integrate coursework in theoretical foundations, methodological rigor, and applied research to generate transformative insights that shape the future of entrepreneurship scholarship and practice.

The degree program's mission is to cultivate a new generation of scholars equipped with the analytical expertise, research acumen, and interdisciplinary perspective necessary to produce high-impact research. By fostering collaboration across disciplines, this program will position the university as a leader in entrepreneurship research and education, addressing critical challenges in an evolving global economy.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Florida BOG Request Form to Offer a New Degree Program – Entrepreneurship PhD

Submitted by: Office of Faculty Development and Advancement



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

Jim Moran College of Entrepreneurship

Name of College(s) or School(s)

Name of Department(s)/Division(s)

Entrepreneurship

Academic Specialty or Field

Entrepreneurship

Complete Name of Degree

52.0701

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 proposed PhD in Entrepreneurship at Florida State University aims to advance scholarly research and education by establishing the nation's first interdisciplinary doctoral program focused on entrepreneurship innovation, textile and apparel innovation, and STEM entrepreneurship. This pioneering program will integrate theoretical foundations, methodological rigor, and applied research to generate transformative insights that shape the future of entrepreneurship scholarship and practice. The degree program's mission is to cultivate a new generation of scholars equipped with the analytical expertise, research acumen, and interdisciplinary perspective necessary to produce high-impact research. Graduates will contribute to the advancement of entrepreneurial theory, inform evidence-based policymaking, and drive innovation across diverse industries. By fostering collaboration across disciplines, this program will position FSU as a leader in entrepreneurship research and education, addressing critical challenges in an evolving global economy.
Degree Level(s):	Research Doctorate; PhD
Majors, Concentrations, Tracks, or Specializations	Entrepreneurship
Total Number of Credit Hours	
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	University Professor, Operations/Finance Managers



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

☒ Not Applicable

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.
2. The institution's strategic plan and goals the program will directly advance.
3. The university's mission.

1. The proposed program aligns with the State University System's strategic goals of Excellence, Productivity, and Strategic Priorities for a Knowledge Economy as follows:

Excellence

a) The PhD in Entrepreneurship establishes the nation's first interdisciplinary doctoral program in this field, ensuring rigorous academic standards and positioning Florida as a national leader in entrepreneurship education and research.

b) The program will attract and retain distinguished faculty and top-tier doctoral students, elevating FSU's reputation and producing high-impact scholarship with global relevance.

c) By embedding applied, interdisciplinary research into the curriculum, the program ensures graduates are equipped to generate knowledge that shapes entrepreneurial ecosystems, public policy, and economic development.

Productivity

a) The program leverages FSU's existing strengths in entrepreneurship education, research infrastructure, and the Jim Moran College of Entrepreneurship's community partnerships, minimizing the need for new resources while maximizing impact.

b) Students will benefit from robust mentoring and career development support, resulting in strong graduation outcomes and placement into faculty, policy, and industry leadership roles.

c) The program will catalyze competitive research grants, industry collaborations, and applied projects that contribute to both academic knowledge and Florida's economy.

Strategic Priorities for a Knowledge Economy

a) The program addresses the increasing demand for scholars capable of advancing entrepreneurship research and training future entrepreneurs, directly strengthening Florida's innovation workforce.

b) Interdisciplinary integration across business, technology, public policy, and social sciences prepares graduates to contribute solutions to complex societal and economic challenges.

c) The program contributes to Florida's economic prosperity by fostering entrepreneurial talent, supporting startup growth, and reinforcing the state's role as an innovation hub.

2. The proposed program will advance Florida State University's strategic plan goals across the five domains as follows:

Research and Academic Excellence

a) The PhD in Entrepreneurship will advance FSU's research portfolio by creating the nation's first interdisciplinary doctoral program in entrepreneurship, directly positioning FSU as a leader in a field central to economic and societal progress.

b) Faculty and students in the program will generate high-quality, peer-reviewed research with global relevance, supporting FSU's goal of producing world-class scholarship that enhances the university's reputation and research impact.

c) The program will increase FSU's competitiveness for federal and foundation funding, while also producing translational research that informs business practices and policy.

Student Success

a) The program is designed to prepare doctoral students for successful careers as faculty scholars, policy leaders, and innovation strategists, ensuring strong placement outcomes.

b) Students will benefit from robust mentorship, interdisciplinary coursework, and applied research opportunities with industry and community partners.

c) This aligns with FSU's goal of ensuring student achievement, career readiness, and leadership development at the highest levels of doctoral training.

Entrepreneurial Spirit

a) Entrepreneurship is at the core of this program, reflecting FSU's emphasis on cultivating a culture of innovation and opportunity.

b) The program supports entrepreneurial thinking not just in business, but also in policy, technology, and community development, advancing FSU's goal to be "among the nation's most entrepreneurial universities."

c) By fostering connections with startups, incubators, and business leaders, the program ensures students learn to apply research in ways that strengthen Florida's entrepreneurial ecosystem.

Inclusive Excellence

a) The program advances inclusive excellence by fostering collaboration across disciplines, ensuring that entrepreneurship scholarship is enriched by perspectives from business, technology, public policy, the social sciences, and the humanities.

b) Students will be trained to integrate ideas from multiple fields, preparing them to

tackle complex challenges and produce research with broad relevance.

c) By cultivating an environment that values interdisciplinary inquiry and open dialogue, the program ensures that varied interdisciplinary perspectives and the business community collaboratively contribute to advancing entrepreneurship knowledge and practice.

Institutional Brand Excellence

a) Launching the first interdisciplinary PhD in Entrepreneurship in the United States strengthens FSU's brand as a national and global leader in entrepreneurship education and research.

b) The program will attract distinguished faculty, exceptional doctoral students, and high-profile industry partners, raising the university's visibility and prestige.

c) Graduates of the program will serve as ambassadors of FSU, carrying the university's reputation for excellence to leading universities, policy institutions, and entrepreneurial ecosystems worldwide.

3. The proposed program will comprehensively support Florida State University's mission by fostering excellence across teaching, research, creative endeavors, and service, while also nurturing essential qualities for lifelong learning and community engagement.

Preserving, expanding, and disseminating knowledge

The PhD in Entrepreneurship advances this core mission by generating new, interdisciplinary scholarship in entrepreneurship and translating those insights into teaching, practice, and policy. Doctoral graduates will disseminate knowledge globally through research publications, academic positions, and applied collaborations with entrepreneurial ecosystems.

Rooted in the liberal arts

Entrepreneurship is inherently interdisciplinary, drawing from business, economics, psychology, sociology, and public policy. The program's design embraces this liberal arts foundation by integrating multiple perspectives to address complex societal and economic challenges, ensuring doctoral students develop broad, critical, and creative approaches to research.

Excellence in teaching, research, creative endeavors, and service

The program directly fulfills FSU's commitment to excellence by preparing doctoral students to be outstanding researchers, innovative educators, and engaged community leaders. Through applied projects and partnerships with industry, nonprofits, and government, students will provide meaningful service and generate scholarship that both advances theory and informs practice.

Instilling strength, skill, and character for lifelong learning and achievement

Doctoral training in entrepreneurship cultivates qualities essential for both scholarly

success and entrepreneurial leadership: resilience, adaptability, and ethical responsibility. Graduates will emerge with the intellectual and personal strength to navigate academic, professional, and societal challenges, embodying FSU's mission to foster lifelong learning and sustained achievement.

Fostering free inquiry and diverse viewpoints

The program reinforces FSU's mission to uphold a culture of open inquiry and robust dialogue. By engaging with a wide range of perspectives grounded in exploring free enterprise, innovation, and economic growth, the program ensures students are equipped to analyze and debate ideas critically. This approach strengthens the intellectual environment of the university and prepares graduates to contribute meaningfully to the state and nation through scholarship, policy, and entrepreneurship.

4. The proposed program will bring numerous benefits to Florida State University, the local community, and the state of Florida.

Benefits to Florida State University

The program's rigorous curriculum and focus on high-impact, interdisciplinary research will strengthen FSU's reputation as a national leader in entrepreneurship education and scholarship. Offering a distinctive and in-demand doctoral program will attract exceptional students, enhancing graduate enrollment and retention. The program will also attract and retain distinguished faculty, contributing to a vibrant academic community and elevating the quality of research and teaching across the university. In addition, the program will promote collaboration between colleges, centers, and institutes, enriching the academic environment and fostering innovative, cross-disciplinary research and pedagogy.

Benefits to the Local Community

Graduates of the program will contribute directly to entrepreneurial growth in Leon County and the broader Tallahassee region by partnering with startups, small businesses, and incubators. Faculty and students will collaborate with local organizations to provide evidence-based insights, resources, and strategies that strengthen the small business ecosystem. The program will expand opportunities for venture creation, innovation, and workforce development, supporting local economic resilience. Students and faculty will also engage in community outreach and service projects, reinforcing FSU's role as an anchor institution that supports entrepreneurial education, business literacy, and opportunity creation for the community.

Benefits to the State of Florida

The program will address the state's growing need for entrepreneurial talent and research-driven solutions that drive business creation and economic development. By attracting students, faculty, and research funding, the program will generate a positive economic impact across Florida, supporting job creation, innovation, and growth. Graduates will strengthen the entrepreneurial ecosystem statewide by preparing the next generation of faculty scholars, policy leaders, and business innovators. The program's emphasis on applied research and free enterprise will inform state-level strategies to support high-growth startups, scale businesses, and enhance Florida's



competitiveness as a hub for innovation and entrepreneurship.

- 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 the Council of Academic Vice Presidents Academic Program Coordination (CAVP ACG) on 2/5/2025 and no concerns were expressed.

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.

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

Labor Market Demand, CIP Code 52.0701

Occupations	Percent Change in Job Openings		Annual Average Job Openings		Total # of New Jobs		Education Level Needed for Entry
	FL 2024-32	U.S. 2023-33	FL 2024-32	U.S. 2023-33	FL 2024-32	U.S. 2023-33	
University Professor	3.2%	6.7%	293	8,700	112	7,000	PhD
Operations/Finance Managers	6.4%	5.8%	17,400	320,800	12,517	210,400	Bachelor's

Sources:

Date Retrieved: 08/05/2024

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>

The proposed PhD in Entrepreneurship at Florida State University directly addresses the growing demand for highly trained scholars and industry leaders in entrepreneurship. Workforce projections from Florida's Department of Commerce and the U.S. Bureau of Labor Statistics indicate a 3.2% increase in demand for university professors in Florida and 6.7% nationally, with 7,000 new annual job openings reflecting the expansion of entrepreneurship education. Additionally, operations and finance manager roles, which benefit from advanced expertise in innovation and business strategy, are expected to grow by 6.4% in Florida and 5.8% nationwide, with 12,517 and 210,400 annual openings, respectively. This program will not only prepare graduates for faculty and executive leadership positions but will also fulfill broader workforce needs by advancing research-driven innovation, supporting venture incubators, informing policy decisions, and strengthening Florida's entrepreneurial ecosystem.

- 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 (XX-XXXX)	Occupation Title	Source / Reason for Inclusion
N/A	N/A	N/A

- 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.
 - a. This program anticipates admitting an average of four students per cohort on a biennial basis, with degree completion expecting to take four years. As such, enrollment is modeled as follows:
 - i. Year 1: 4
 - ii. Year 2: 4
 - iii. Year 3: 8
 - iv. Year 4: 8
 - v. Year 5: 8 (4 new students enrolled; 4 prior students graduated)
 2. Data that supports student interest or demand for the proposed program. Include questions asked, results, and other communications with prospective students.

Student demand for a doctoral program in entrepreneurship at Florida State University has been consistently expressed through student / faculty class discussions, advising conversations, and unsolicited inquiries.

Student and Faculty Class Discussions

In multiple graduate and upper-level undergraduate entrepreneurship courses, faculty have discussed the potential for doctoral-level training in entrepreneurship. These discussions often center on career pathways in academia, research, and policy, with students expressing interest in pursuing advanced study, should FSU create a dedicated PhD in the field.

Market Gap and External Demand

Job market data from the last three years demonstrates a growing number of faculty job openings nationally for entrepreneurship faculty, with hiring managers

interviewed at the last meeting of the Academy of Management noting that there is a shortage of PhD-qualified candidates with specialties in entrepreneurship.

Communication with Prospective Students

Prospective students have expressed demand through emails, phone calls, and informal conversations at conferences and campus events. Common themes in these communications include interest in (a) conducting research with FSU's entrepreneurship faculty; (b) exploring interdisciplinary approaches that combine entrepreneurship with technology, policy, education, or social innovation, and (c) boundary-spanning efforts to formally bridge entrepreneurship with other doctoral programs.

Summary

The combination of direct student inquiries, survey data, and the absence of comparable programs in Florida strongly indicate robust demand for the proposed PhD in Entrepreneurship. This program will serve unmet student needs, attract high-quality applicants nationally and internationally, and strengthen FSU's role as a leader in entrepreneurship education and research.

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.

Currently, no other private or public state universities in Florida offer a doctoral degree program in the CIP Code 52.0701. However, we explored all the SUS universities to identify any potentially related doctoral programs. Several SUS institutions had no offerings at the doctoral level related to the discipline of entrepreneurship (Florida Agricultural and Mechanical University, University of North Florida, University of West Florida, Florida Polytechnic University, Florida Gulf Coast University, and New College of Florida). The College explored the remaining SUS institutions to gain a better understanding of their related doctoral curriculum and/or programs. In each case, the most closely related curriculum was nested within a college of business, where students studying a formal business discipline (such as Management or Marketing) could specialize and/or focus in entrepreneurship-related research, but none offered a defined major or dedicated doctorate in entrepreneurship. To ensure a comprehensive review, we contacted each program's PhD program coordinator (or senior faculty member where a formal advisor could not be identified): Dr. Mark Kohlbeck (Director of PhD Programs, College of Business, Florida Atlantic University), Dr. Erwin Danneels (Professor of Strategic Innovation and Muma Fellow, Muma College of Business, University of South Florida), Dr. Bruce Lamont (Eminent Scholar / Professor, College of Business, Florida State University), Dr. Alex Rubenstein (Associate Professor of Management and PhD program coordinator, College of Business, University of Central Florida), Dr. Amir Erez (W.A. McGiff Professor and PhD Coordinator, Warrington College of Business, University of Florida), Dr. Ochieng 'Fred' Walumbwa (Knight Ridder Byron Harless Eminent Scholar Chair and Professor, College of Business, Florida International University).

In considering the totality of all of these conversations and reviews, it was clear that the curriculum proposed for this program is substantially differentiated from all other SUS related programs in several ways, including:

1. It was built to support an interdisciplinary approach, recognizing the inherently interdisciplinary nature of entrepreneurship. Whereas other programs in the SUS focus students to study entrepreneurship within the confines of a college of business, this program exposes students to a broader view of entrepreneurship including both encouraging, and requiring, coursework from a multitude of different disciplines.
2. The proposed coursework includes a focus on entrepreneurship teaching and entrepreneurship education research, topics that are notably absent from programs at other SUS institutions.
3. The proposed curriculum emphasizes collaborative science and translational research, two core philosophies not highlighted in other SUS programs.
4. Of the other SUS schools who provided us data on their PhD graduates, the percentage of their graduates focused specifically on entrepreneurship research was minimal (e.g., 2 students over the past decade at UCF; 1 student “in recent years” at FIU), further illustrating other SUS programs are much broader in scope than the proposed program that is solely and exclusively focused on entrepreneurship.

Overall, we believe this differentiation is representative of the future of entrepreneurship research and practice and is representative of the fact that FSU’s Jim Moran College of Entrepreneurship is the first of its kind in the nation.



- 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.

Florida Agricultural and Mechanical University does not offer this degree.

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.

☒ Not Applicable

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

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

Admissions Criteria

Applicants must meet FSU's Graduate Admissions criteria, including a bachelor's degree from a regionally or nationally accredited U.S. institution or a comparable degree from an international institution with a minimum 3.0 (on a 4.0 scale) grade point average in all work attempted while registered as an upper division undergraduate student. International applicants whose native language is not English or who have not completed an undergraduate or graduate degree in an English-speaking country are required to take either the Test of English as a Foreign Language (TOEFL,) the International English Language Testing System (IELTS,) the Pearson Test of English (PTE,) Duolingo, Cambridge C1 Advanced Level, or Michigan Language Assessment and submit official test results in order to be admitted to Florida State University. The Jim Moran College of Entrepreneurship requires a minimum TOEFL score of 100 on the internet-based test, a minimum of 7.0 on the IELTS exam, or a minimum of 66 on the PTE, a minimum score of 120 on Duolingo, a minimum score of 180 on Cambridge C1 Advanced Level, or a minimum score of 55 on the Michigan Language Assessment taken within the past two (2) years.

Additionally, the Jim Moran College of Entrepreneurship requires applicants submit a personal statement articulating their research interests, including up to two Jim Moran College faculty member names who have work that aligns with these interests and could serve as potential dissertation advisors.

Graduation Requirements

The program's graduation requirements are tailored to ensure students are well-prepared for advanced research in entrepreneurship. The doctoral degree requires a minimum of 12 credits of required course work and 24 credits of elective coursework. Key milestones include a Doctoral Qualifying Exam at the end of Year 1 to assess foundational knowledge, and a Doctoral Preliminary Exam after coursework completion to enter doctoral candidacy (dissertation). Students must complete at least 24 credit hours of dissertation work, with additional credits possible depending on individual progress. The final graduation requirement is the successful defense of an original dissertation that makes a significant contribution to the field. Throughout the program, students are expected to maintain a 3.0 GPA, actively and continuously advance a top-tier research agenda, and contribute to the JMC's academic research community.

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 Entrepreneurship PhD curriculum is organized into required core courses, elective core courses, as well as required and elective courses for specialization in one of two areas: Entrepreneurship, Innovation and Society (EIS) or Textile and Apparel Innovation (TAI).

Course Prefix & Number	Course Title	Required or Elective	Credit Hours	Course Description
ENT 6XXX	Foundations of Entrepreneurship Research I	Required	3	This course introduces students to the foundational theories, key constructs, and seminal works that have shaped the field of entrepreneurship research. Students will critically engage with classic and contemporary literature to understand the evolution of entrepreneurial thought. Emphasis is placed on developing analytical skills for evaluating theoretical contributions and identifying research gaps.
ENT 6XXX	Foundations of Entrepreneurship Research II	Required	3	Building on the Foundations of ENT Research I, this seminar explores advanced topics in entrepreneurship research, including innovation, family business, ecosystems, and

				entrepreneurship policy. Students will deepen their ability to synthesize literature, connect streams of research, and refine their understanding of the field's frontiers.
ENT 6XXXr	Proseminar in Entrepreneurship Education and Research	Required	1-3	This doctoral-level seminar provides an integrative foundation for success in academic careers focused on entrepreneurship. Structured around six core pillars: PhD Fundamentals I & II, Research Impact, Teaching Entrepreneurship, Planning for Success, and Career Planning. The seminar features rotating speakers, reflective assignments, and skill-building workshops designed to complement core research training and foster long-term success.
ENT 6XXX	Interdisciplinary Topics in Entrepreneurship and Innovation	Required	3	This course examines entrepreneurship and innovation through interdisciplinary perspectives, drawing from fields such as management, sociology, psychology, economics, and the arts and humanities. Students will explore how diverse theoretical lenses enrich entrepreneurial research. The course encourages cross-disciplinary thinking and equips students to integrate varied methodologies and conceptual approaches in their own research.
ENT 6XXX	Entrepreneurship and Society	Required – EIS Track	3	This course explores the intersection of entrepreneurship, economic development, and societal change. Students will examine topics such as how entrepreneurship drives regional and national economic growth, how public policy shapes entrepreneurial ecosystems, how family enterprises contribute to community

				stability and job creation, and the intersection of poverty and entrepreneurship. The course encourages critical analysis of entrepreneurship as both an economic engine and a societal force across diverse contexts.
ENT 6XXX	Research Collaboration	Required – EIS Track	3	This course provides doctoral students with structured opportunities to engage in faculty-led research projects within the field of entrepreneurship. Under the approval of their Major Professor, students collaborate with faculty to explore mutual areas of research interest, develop and refine research skills, gain experience with specific research methodologies, and practice interpreting and writing research results. These collaborations are designed to build a strong foundation for students' dissertation work and future scholarly contributions to entrepreneurship research.
ENT6XXX	Special Topics in Entrepreneurship	Elective	3	This flexible seminar explores emerging and advanced topics in entrepreneurship research, allowing for in-depth study of specialized areas based on current trends, faculty expertise, and student interest. Topics may include entrepreneurial finance, technology commercialization, international entrepreneurship, or other timely issues shaping the field. The course is designed to expose students to cutting-edge scholarship and foster the development of research ideas in evolving areas of interest.
CTE 6XXX	User Centered Design	Required – TAI Track	3	This course examines user-centered design approaches to apparel design with a focus on the inclusion of user feedback to bring a

				product to the market. The course starts with an examination of the user-centered design framework, investigates wear trial best practices, and explores industry partnerships (patents/licensing, consulting, contracts/industry testing).
CTE 6XXX	Research Collaboration	Required – TAI Track	3	This course offers doctoral students the opportunity to collaborate with faculty on research projects related to textile and apparel innovation. With approval from their Major Professor, students engage in research aligned with mutual interests, strengthen their research skills, gain experience with specialized methodologies, and practice interpreting and writing research findings. These collaborations provide a critical foundation for dissertation research and future contributions to the advancement of innovation in the textile and apparel industry.
MAN 6917	Research Design	Elective – Method Core	3	This course covers theory and hypothesis testing, measurement of constructs, publication strategies, and various special topics in empirical research.
STA 5707	Applied Multivariate Analysis	Elective – Method Core	3	This course discusses inference about mean vectors and covariance matrices, canonical correlation, principal components, discriminant analysis, cluster analysis, and computer techniques.
MAR 6636	Multivariate Statistics	Elective – Method Core	3	This course covers topics such as psychographics, scaling, conjoint measurement, multidimensional scaling, brand switching models, and

				logit and probit regression. Students develop an understanding of these measurement techniques and apply these models with empirical data.
MAN 6934	Data Analysis	Elective – Method Core	3	Hands-on application of statistical tests utilizing computer packages to analyze various databases.
PSY 5916	Multilevel Modeling	Elective – Method Core	3	This course covers a specialized research area presented by a faculty member in his/her major research area. Students may register for a maximum of three sections within the same semester. May be repeated to a maximum of thirty-six semester hours.
PSY 6919r	ANOVA	Elective – Method Core	3	This course consists of topical seminars in psychology that vary according to offering faculty. Students may register for a maximum of three sections within the same semester. May be repeated to a maximum of thirty-six semester hours.
PSY 6919r	Regression	Elective – Method Core	3	This course consists of topical seminars in psychology that vary according to offering faculty. Students may register for a maximum of three sections within the same semester. May be repeated to a maximum of thirty-six semester hours.
SOP 6939	MLM: Dyadic and Longitudinal Data	Elective – Method Core	3	This course consists of topical seminars in social psychology that vary according to offering faculty. May be repeated to a maximum of eighteen semester hours.
SYA 6314	Advanced Qualitative	Elective – Method Core	3	In this course, students learn about qualitative

	Methods			methods and critical issues related to generating knowledge using qualitative methods. This is an advanced methods course. This means that instead of dipping their toe into a variety of methods (i.e. trying out various methods), students delve deeply into a selected set of methods.
LIS 6272	Qualitative Research in Information Studies	Elective – Method Core		This course covers a variety of qualitative research methods that may be used in library and information science. It explores general, epistemological, and ethical issues with qualitative research; methods of data collection; techniques for data analysis; and evaluation of qualitative research. It includes readings, short- and long-form writing, in-class discussions, and practical exercises in qualitative research.
LIS 6939	Seminar in Experimental and Survey Research Design	Elective – Method Core	3	This seminar course introduces students to concepts/principles related to design of research using experimental and survey methodologies and techniques. Students focus on methodological/design issues in planning experiments, quasi-experiments, and survey research rather than on analyzing the data with various statistics.
ARE 5780	The Theory and Practice of Arts Based Research	Elective – TAI Track	3	The course is suited for students from a range of disciplinary interest, including but not limited to: anthropology, art, art education, art therapy, museum education, cultural studies, dance, education, social work, sociology, psychology, theatre, and gender studies. This course opens up an understanding of alternate possibilities for doing social research,

				specifically through the development of a variety of approaches that are both sensitive to and incorporate the arts.
EIN 5445C	Technology Entrepreneurship and Commercialization	Elective – TAI Track	3	This course simulates, in an academic environment, the process of creating and analyzing business models and commercialization plans for technology-based products or services.
LIS 5751	Computers as Persuasive Technology	Elective – TAI Track	3	This course explores the design and use of digital technologies for the purpose of influencing individuals' attitudes or behaviors in a number of contexts (i.e., e-commerce, social marketing, education, health, etc.). This course emphasizes a user-centered approach that draws on theories and methods from multiple disciplines including psychology, human behavior studies, communication and human-computer interaction to inform the design of persuasive experiences delivered through interactive technologies and applications.
SOW 5455	Grant Writing and Grant Management	Elective – TAI Track	3	This course covers the basics of proposals: purpose statements, background and justification, aims or objectives, personnel, time line, methods, budget, evaluation, and how to effectively manage grants once they are funded. The needs of disenfranchised groups or communities are discussed in this course, along with the particulars of proposals that may be most effective in meeting such needs
MAN 6931	Strategy Microfoundations	Elective –EIS Track	3	This doctoral seminar in Strategy Microfoundations focuses on scholarly research that explains (1) why organizations behave as they do and (2) why some of them outperform

				others. The course focuses on theoretical and empirical contributions relevant to two large sub-streams of management research.
MAN 6795	Strategy II	Elective –EIS Track	3	This course involves a critical review of theory and research by introducing representative conceptual and empirical research in management. May be repeated to a maximum of nine credit hours.
EXP 5508	Introduction to Cognitive Neuroscience	Elective	3	This course surveys contemporary issues related to how people perceive, attend to, learn, think about, and solve problems. It covers a wide range of important topics in cognitive psychology, focusing on both classic texts and current directions in the field of cognitive science.
EDF 6475	Qualitative Methods in Educational Research	Elective –EIS Track	3	This course introduces methods of data collection: qualitative, participant observation, and ethnographic interviews. Attention is given to strengths and shortcomings for use in educational research and evaluation.
EDF 6476	Advanced Qualitative Research Seminar	Elective –EIS Track	3	Prerequisite: EDF 5464 or EDF 6475. This course explores the theoretical and pragmatic aspects of qualitative research. It is intended for students who already have a foundation in qualitative methods and are planning to use this methodological approach in their dissertation research. Students develop a “conference-ready” research paper that draws on a set of existing qualitative data and different theoretical perspectives.
EDF 6619	Advanced Qualitative Data Analysis	Elective –EIS Track	3	Prerequisites: EDF 6475 and EDF 6476. This doctoral seminar covers approaches to qualitative data analysis and writing. It introduces students to the logics undergirding data analysis

				as well as different steps, strategies, and approaches that researchers use as they collect, organize, analyze and write their findings.
SOW 6494	Advanced Research Methods	Elective – Method Core	3	Students in this course develop a more sophisticated understanding of the research enterprise. The course focuses on developing specific advanced competencies in conceptualization, sampling, design, measurement, data collection, and data analysis. Students also identify practical and ethical dilemmas common in research, especially as they relate to membership in vulnerable populations.
SOW 6358	Measurement for Social Work Research	Elective – Method Core	3	This course focuses on the development, testing, and use of measurement tools in social work practice research. It is a required course in the FSU College of Social Work doctoral curriculum. Emphasis is placed on understanding the conceptual relevance and operational clarity of theoretical constructs, and on the methods available for designing, evaluating, and validating instruments to measure them using best practices in psychometric research. Issues relevant to survey design research will be explored. Qualitative and quantitative techniques are examined for their varying contributions to item development and scale construction, and data analytic strategies for determining psychometric characteristics are explored.
MAR 6506	Seminar in Consumer Behavior Methods	Elective	3	Prerequisite: Consent of Marketing doctoral program director. This course is an advanced doctoral seminar focused on learning procedures for designing and conducting experimental research.

MAR 6575	Seminar in Marketing: Topics in Consumer Behavior	Elective	3	Prerequisite: Instructor permission. In-depth analysis of current selected topics in consumer information processing, attitudes, decision making, and social and cultural influences on consumer behavior.
MAR 6665	Seminar in Marketing Models	Elective	3	Prerequisites: Doctoral standing and instructor permission. This course examines the applicability of modeling approaches within marketing contexts. Reviews of the modeling based literature forms the cornerstone of the class, with extensive discussion and analysis. doctoral standing and instructor permission are required for admission.
MAR 6828	Seminar in Marketing: Elements and Integration of Marketing Strategy	Elective	3	Analysis of constraints and options when managing the major elements of marketing strategy, as well as optimizing opportunities, goals, and efficiency.

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.

The Jim Moran College of Entrepreneurship maintains an active Dean's Development Council composed of distinguished industry leaders, entrepreneurs, and executives. The Council provides critical input on curriculum development, student assessment, and academic workforce alignment. Council members meet regularly with College leadership to review academic programs, advise on emerging industry trends, and identify employer-driven competencies that are essential for student and researcher success. Their insights directly inform the integration of professional competencies into coursework, the design of experiential learning opportunities, and strategies to prepare students for evolving workforce needs.

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?

The Jim Moran College of Entrepreneurship is committed not only to preparing entrepreneurial leaders but also to supporting the development of new researchers. Through the College Dean's Development Council feedback, the College is incorporating industry-informed research competencies into doctoral training, ensuring that PhD students are equipped with the methodological, analytical, and practical skills necessary to produce research that is both academically rigorous and industry-relevant.

The College also maintains a formal strategy for assessing student learning outcomes and workforce alignment. Such assessment will be concentrated during the required annual reporting on program and student learning outcomes in FSU's Institutional Effectiveness Portal. At that time, additional evaluative feedback will be solicited from program leadership, instructional faculty, course evaluations, employer feedback, alumni feedback, and graduate placement data. The data associated with these outcomes will be shared with the Council for the purpose of continuous improvement planning. Moreover, the compiled data from metrics and evaluative feedback from within the unit as well as from the Council will be directly linked to curricular review, revision, and development as managed and implemented by the college's curriculum committee. This ensures that both educational and research training efforts remain closely aligned with the needs of today's entrepreneurial ecosystem and broader economy.

- 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.

- 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 PhD in Entrepreneurship is a collaborative effort between the Jim Moran College of Entrepreneurship and several academic colleges and departments within Florida State University. Formal Memoranda of Understanding (MOUs) have been established with these partner units to define shared academic responsibilities, faculty participation, and access to interdisciplinary coursework. These MOUs, included in Appendix B, reflect institutional alignment and interdisciplinary support.

Based on careful planning with partner colleges, we do not anticipate a significant impact on related academic programs or departments. The interdisciplinary coursework required of PhD students will be limited in scale and offered at the advanced graduate level, minimizing any additional demand for general education, common prerequisite courses, or undergraduate-level electives. The collaborative structure is designed to ensure that any increased enrollment in graduate-level courses outside the Jim Moran College remains manageable and beneficial to both the students and the participating departments.

In addition to these internal agreements, we obtained an external consultation from Dr. James Vardaman, PhD, Professor of Management and PhD Program Coordinator at the University of Memphis. His evaluation, included in Appendix A, affirms the program's academic rigor, structural integrity, and alignment with national best practices for doctoral education in entrepreneurship.

Together, the formalized internal collaborations and external expert review demonstrate both the institutional commitment to the program and the thoughtful measures taken to ensure its successful integration within Florida State University's broader academic landscape.

- 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.

- 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.

This program will only be offered on FSU's Tallahassee main campus.

- 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.

No recent program reviews have been conducted that are related to, or relevant for, this new program. This program conforms to all FSU requirements for university accreditation. Jim Moran College Leadership did reach out to AACSB International, the accrediting body for business school education, to verify that graduates from the proposed college would qualify under their standards for jobs at accredited colleges and business (while the Jim Moran College is not a business school and thus not governed by this body for accreditation, we verified their requirements as we envision graduates from this program looking to business schools as one pathway for employment). We were informed that they as an association would accept this doctoral degree as an acceptable terminal degree in the field, and that beyond ensuring discipline-appropriate terminal degrees are earned, they have no additional standards we need to address.

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 A.

Please see Appendix A for the External Consultant's Report and the institutions response.

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 for each identified faculty member.

Faculty Code*	Faculty Name or "New Hire" Highest Degree Held Academic Discipline	Rank	Contract Status	Initial Date for Participation in Program
A	Eric Liguori, PhD Entrepreneurship	Professor	Tenured	Fall 2026
A	Eundeok Kim, PhD Textile and Apparel Innovation	Professor	Tenured	Fall 2028
A	Jessica Ridgeway Clayton, PhD Textile and Apparel Innovation	Professor	Tenured	Fall 2026
A	Susana Santos, PhD Entrepreneurship	Associate Professor	Tenured	Fall 2026
A	Srikant Manchiraju, PhD Textile and Apparel Innovation	Associate Professor	Tenured	Fall 2027
A	Meredith McQuerry, PhD Textile and Apparel Innovation	Associate Professor	Tenured	Fall 2027
A	Changhyun Nam, PhD Textile and Apparel Innovation	Assistant Professor	Tenure-track	Fall 2028
B	Juliana Binhote, PhD Entrepreneurship	Assistant Professor	Tenure-track	Fall 2028

*Faculty Code	Code Description	Source of Funding
A	Existing faculty on a regular line	Current Education & General Revenue
B	New faculty to be hired on a vacant line	Current Education & General Revenue
C	New faculty to be hired on a new line	New Education & 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, 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 Jim Moran College of Entrepreneurship (JMC), the academic home for the proposed PhD in Entrepreneurship, has demonstrated strong and sustained productivity across teaching, research, and service. The collective record of its faculty provides clear evidence that the unit is well-prepared to support and sustain a doctoral program.

Teaching

Faculty in the Jim Moran College of Entrepreneurship deliver a robust teaching portfolio across undergraduate, master's, and professional education programs. On average, tenured and tenure-track faculty teach two courses per semester, while specialized faculty carry heavier instructional loads. Courses span core entrepreneurship, retail entrepreneurship, social and sustainable entrepreneurship, and creative arts entrepreneurship, reaching both majors and students from across campus. In 2023–2024 alone, JMC faculty generated more than 25,000 student credit hours at the undergraduate and graduate levels. Instruction is deeply experiential, with courses routinely incorporating projects with local businesses, problem-based service learning, and cross-disciplinary design challenges that mirror real-world entrepreneurial contexts. The quality of teaching within the College has been recognized at the highest levels. Faculty have received multiple university-wide awards, including the University Teaching Award for Community Engaged Teaching (2023) and nominations for the Community Engaged Teaching Award (2023, 2024). International associations have also recognized JMC faculty for innovation in design pedagogy, and one faculty member was named Entrepreneurship Educator of the Year by the United States Association for Small Business and Entrepreneurship, the discipline's largest academic body.

Beyond the classroom, JMC faculty are deeply committed to mentoring and research supervision. They regularly direct undergraduate honors theses, oversee directed individual studies, and guide master's projects. They also contribute broadly across the university by serving as members or representatives on doctoral committees in fields including business, sports management, education, kinesiology, hospitality, and music therapy. These mentoring activities highlight the College's commitment to interdisciplinary collaboration and its role in cultivating the next generation of entrepreneurial scholars and practitioners.

Research

Faculty in the Jim Moran College of Entrepreneurship maintain highly productive and internationally recognized research agendas. Collectively, they have published hundreds of peer-reviewed journal articles, book chapters, and case studies in leading

outlets such as *Journal of Management*, *Journal of Business Ethics*, *Small Business Economics*, *Journal of Small Business Management*, *Technological Forecasting and Social Change*, and *Business Horizons*. Their scholarly contributions also extend beyond traditional publications, encompassing award-winning design scholarship, juried exhibitions, and patents, underscoring the unit's breadth of expertise and commitment to both rigorous and creative research outputs.

External funding represents another area of strength. JMC faculty have secured millions of dollars in competitive research grants from agencies such as the U.S. Department of State, U.S. Department of Education, FEMA, the U.S. Department of Defense, the National Fire Protection Association, Cotton Incorporated, Visit Tallahassee, the TD Charitable Foundation, Wells Fargo, and Triumph Gulf Coast. These awards support innovative research programs that advance knowledge while addressing pressing real-world challenges.

The College's faculty also play leading roles in shaping the field of entrepreneurship scholarship. They hold prominent editorial positions including Editor-in-Chief of the *Journal of Small Business Management*, Co-Editor of the *Journal of Developmental Entrepreneurship*, Senior Editor for Entrepreneurship and Innovation at *Cogent Business and Management*, and serve on editorial boards of multiple leading journals. Their expertise and visibility amplify FSU's role in guiding the direction of entrepreneurship research worldwide.

Beyond academia, JMC scholarship has achieved significant global and public impact. Faculty research has been cited in policy documents produced by the OECD, the European Union, the Asian Development Bank, and the Swedish Agency for Economic and Regional Growth, while also being featured in major media outlets such as USA Today, U.S. News and World Report, Fast Company, Inc., and Forbes. Together, these contributions demonstrate the College's capacity not only to generate rigorous scholarship but also to shape practice, inform policy, and influence public discourse on entrepreneurship.

Service

Faculty in the Jim Moran College of Entrepreneurship serve in significant leadership roles across national and international organizations, including the United States Association for Small Business and Entrepreneurship (USASBE), the International Council for Small Business (ICSB), and the Academy of Management. Recent positions of distinction include President of USASBE, Chair of the AACSB Entrepreneurship & Innovation Affinity Group, and leadership of topical divisions within USASBE. Three faculty members have served on the USASBE Board of Directors, with one recognized with a Distinguished Service Award, reflecting the College's deep and sustained professional engagement at the national level.

At Florida State University, JMC faculty contribute actively through service on university and college-level committees, including curriculum development initiatives, search committees, and Faculty Senate assignments. Their involvement ensures that entrepreneurship perspectives are embedded in broader institutional priorities.



The College is also deeply engaged in service to the community through the Jim Moran Institute for Global Entrepreneurship (JMI), which has supported more than 1,700 entrepreneurs across Florida over the past decade. JMI delivers several flagship programs, including the Small Business Executive Program, the Nonprofit Executive Program, and specialized initiatives for veteran entrepreneurs. More recently, JMI launched the Leon Entrepreneurship and Adversity Program (LEAP), through which faculty mentor entrepreneurs from underserved populations and support community-based business growth. Many JMC faculty also bring their own entrepreneurial experience into these outreach efforts, engaging with startups, incubators, and nonprofits across the state to strengthen Florida's entrepreneurial ecosystem. Collectively, these service contributions demonstrate both institutional commitment and national visibility, reinforcing Florida State University's reputation for entrepreneurship scholarship, applied impact, and ecosystem leadership.

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
\$479.32	\$1,110.72

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.

- Provide funding sources for Years 1 and 5 of program operation.
- Provide headcount (HC) estimates of student enrollment for Years 1 through 5.

Implementation Timeframe	HC	E&G Funds	Contract & Grants Funds	Auxiliary/ Philanthropy Funds	Total Cost
Year 1	4	\$399, 738			\$399,738
Year 2	4				
Year 3	8				
Year 4	8				
Year 5	8	\$617,848			\$617,848

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

☒ Yes

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

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.

The Jim Moran College of Entrepreneurship has four dedicated classrooms available for use to help support this program, as well as conference room space for smaller group sessions and research team meetings. Students pursuing the specialization in Textile and Apparel Innovation will have access to the college's research labs, including the Body Scanning Lab, Digital Textile Printing Lab, Textile Testing Lab, Visual Merchandising Lab, and the ThermoNOLE Comfort Lab. Students will also have access to the Jim Moran Institute for Global Entrepreneurship and its statewide network of outreach facilities (Jacksonville, Tallahassee, Tampa, and Ft. Lauderdale), a value-added asset to support data collection and ensure real-world impact in their scholarship.

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

- C. 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.

- D. 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.

- E. 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 Jim Moran College of Entrepreneurship will fund four (4) doctoral students per cohort, with new cohorts admitted every other year. Across the first five years of the program, this structure will support a maximum of eight (8) students enrolled at any one time. All students will be funded through E&G-supported graduate assistantships, which include:

- A \$25,000 annual stipend per student

Year 1 Total: \$100,000

Year 5 Total: \$200,000

- Full tuition coverage through fellowship support



Year 1 Total: \$29,636

Year 5 Total: \$61,672

- Access to a shared pool of E and G funds for research and technology support, budgeted at approximately \$4,000 per student annually

Year 1 Total: \$16,000

Year 5 Total: \$32,000

By Year 3, the program will be at full capacity with two overlapping cohorts. That level of enrollment and support (eight funded students) will be maintained through Year 5. The first four students will graduate at the end of Year 4, and a new cohort of four students will enter in Year 5.

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		Yes
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		No
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
H	FSU PO and SLOs	Any new program		Yes

Table 2 Additional Appendix

	Appendix Title	Description
H	FSU Program Outcome and Student Learning Outcomes Appendix	

Appendix A: Consultant's Report

Documents Included:

- Appendix A Cover Page
- External Evaluator's Letter
- FSU Jim Moran College's Response to External Evaluation

Appendix A
Doctoral Program Proposal Consultant's Report and Response

Instructions:

According to Board of Governors Regulation 8.011, Academic Degree Program Coordination and Approval, all institutions requesting Board of Governors' approval for a new doctoral-level program are required to submit a formal written review of the proposal by a qualified external academic consultant or for newly emergent fields where there are limited qualified experts, a cross-section of visiting experts. Institutions must submit a copy of the written review and a summary document describing how feedback was incorporated into the proposal or why feedback was not addressed. The consultant's report and institutional response format shall be determined by the individual institution submitting the proposal; however, both the review and the institutional response must be present and clearly identified.

Name of Consultant:	<u>Dr. James Vardaman, PhD</u>
Affiliation:	<u>Full Professor and Free Enterprise Chair,</u> <u>University of Memphis</u>
Qualification/Area of Expertise:	<u>PhD, Entrepreneurship and Family Business</u>
Date of Review:	<u>June 10, 2025</u>

In the space provided below, please list the recommendations provided by the external consultant and explain how those recommendations were or were not incorporated into the proposal. For recommendations that were not included, provide an explanation.



Department of Management
Fogelman College of Business & Economics
Memphis, Tennessee 38152-3120

Dr. Eric Liguori
Professor and Associate Dean
Jim Moran College of Entrepreneurship
Florida State University
44 West Call Street
P.O. Box 3061115
Tallahassee, FL 32306-1115

June 10, 2025

Dear Dr. Liguori,

This letter is intended to evaluate the Jim Moran School of Entrepreneurship Ph.D. Program Proposal. To give you some information about my background, I am Professor of Management and hold the Free Enterprise Chair of Excellence in the Fogelman College of Business and Economics at the University of Memphis. Prior to that appointment I was a Professor of Management at Mississippi State University. I have extensive experience in doctoral education and have served for over a decade as the coordinator of the Ph.D. program at the University of Memphis and at Mississippi State University. I approach this review with a clear understanding of the academic rigor, structural coherence, and institutional vision required to establish a successful and sustainable doctoral program. I offer the following evaluation with the aim of supporting the advancement of high-quality doctoral education in the field of entrepreneurship. My assessment will cover the general structure of the program, the curriculum of the program (including the Entrepreneurship, Innovation and Society (EIS) and Textile Apparel and Innovation (TAI) tracks), the quality of the faculty, and the proposed program processes. I will conclude with a general summary of my assessment.

Program Structure

The proposed program is structurally sound. The full-time, face-to-face structure of the program is a particular strength. This structure is essential for reinforcing its legitimacy and competitiveness, particularly for graduates aiming to secure tenure-track academic positions. In the academic job market, traditional, in-residence doctoral programs are often viewed as more rigorous and credible, offering structured mentorship, immersive research training, and consistent engagement with faculty and peers. These elements are critical for developing the scholarly identity, research productivity, and professional networks expected of candidates in tenure-track hiring processes. A full-time, on-campus model program signals a commitment to high academic standards that ensures graduates are well-prepared to meet the demands of academic careers at research-oriented institutions.

The proposed \$25,000 annual stipend for doctoral students is consistent with the support offered by similar Ph.D. programs at R1 research institutions, particularly within the region. This amount aligns closely with stipends provided by peer universities and will ensure the program

remains competitive in attracting qualified applicants. The stipend represents a reasonable and standard level of financial support that reflects current norms in research-intensive academic environments, helping students cover basic living expenses while focusing on their scholarly and professional development.

Curriculum

The structure of the curriculum adheres to the norms of programs at peer universities. The total hours, number of core hours, and elective hours fit the model of Ph.D. programs at R1 research universities. Although my assessment is generally positive regarding the curriculum, I would like to offer some recommendations for the administrative team to consider. Although I understand the rationale for including a management history course in the entrepreneurship foundation core curriculum, this course may no longer serve the evolving priorities of contemporary scholarship. While historical foundations can provide context, a full course on management history may offer limited value for doctoral students whose focus is on developing novel theoretical contributions and advancing empirical research. History courses were once common in business school Ph.D. programs, but programs are moving away from these types of courses because they do not teach students how to develop theory-driven research. Replacing this course with offerings such as a seminar on family business would better align with current research frontiers. Family business is the most common business form in the world, and research on these firms is burgeoning in the entrepreneurship literature. A seminar on this topic would prepare future scholars to contribute to a rapidly growing body of literature and respond to the increasing demand for research and teaching expertise in this vital area of entrepreneurial study.

You might also consider including a requirement that the interdisciplinary course bank 2” course in the EIS track center on the people who inhabit entrepreneurial ventures. Human capital is a critical driver of a venture’s ability to scale. Founders, early employees, and key hires form the backbone of a startup’s strategic and operational capacity, and their recruitment, development, and retention can determine whether a venture succeeds or fails. Despite the importance of these workers, many programs underemphasize the role of human resource management in entrepreneurial contexts, treating it as peripheral rather than foundational. A dedicated course would equip doctoral students with an understanding of how talent, organizational culture, leadership, and team dynamics impact growth and innovation. Embedding this as a requirement in the EIS track could provide students with a foundation both to understand and study this important aspect. Given that this course bank is rooted in electives from outside the College, my recommendation is locate a set of courses in psychology of another domain that are centered on human capital-related issues such as personnel management, industrial psychology, or other people-related topics and require that students choose from that list to satisfy the “interdisciplinary course bank 2” requirement.

The TAI emphasis of the Ph.D. program may be overly reliant on 5000-level courses, which are typically designed for master's-level study rather than advanced doctoral work. This concentration of lower-level graduate courses may limit the depth and rigor expected at the Ph.D. level, potentially hindering students from engaging in more specialized, research-intensive learning experiences. To better align with the standards of doctoral education, the curriculum might be better served by incorporating a greater number of 6000-level or higher courses that offer advanced theoretical frameworks, methodologies, and opportunities for original research. Overall, the proposed curriculum structure is sound and in line with contemporary Ph.D. programs in entrepreneurship.

Faculty

One of the key strengths of the Ph.D. program proposal is the exceptional quality of the Jim Moran College faculty, who bring a strong blend of academic expertise, research productivity, and real-world engagement. Many faculty members have published in top-tier journals, secured competitive research funding, and held leadership roles in scholarly organizations, reflecting their active engagement in advancing the field. Their diverse research interests provide a rich foundation for mentoring doctoral students and fostering interdisciplinary inquiry. This depth and breadth of faculty expertise not only enhances the academic rigor of the program but also ensures that students receive personalized guidance in developing impactful published research.

While the proposal highlights several outstanding faculty members whose research profiles and publication records are well aligned with the expectations of a high-quality doctoral program, it is important to note that not all members of the department are active scholars. Some faculty have limited recent research output and are not currently publishing in top-tier outlets (or in some cases publishing at all). While these faculty are undoubtedly effective instructors and great citizens, the absence of a current research pipeline is a concern when it comes to doctoral education, where mentorship and instruction should be provided by faculty who are actively engaged in research and consistently publishing in A* and A journals on the ABDC list. I would recommend that all faculty involved in teaching doctoral seminars be productive scholars with demonstrated research excellence.

To that end, I further recommend that the department consider revising its criteria for graduate faculty status to reflect the elevated expectations that come with having a Ph.D. program. Raising the bar for graduate faculty designation will help ensure that only faculty with strong and current scholarly profiles are mentoring doctoral students. This will not only enhance the academic rigor of the program but also significantly improve the prospects of placing graduates at strong research universities.

Processes

The proposed processes mostly align with the norms of programs in FSU's academic footprint. However, I would like to offer some recommendations that would bring the program into full alignment. The absence of a GMAT or GRE requirement for admission to the entrepreneurship Ph.D. program raises concerns about the consistency and rigor of the admissions process. Standardized tests, while not perfect, provide a useful benchmark for assessing applicants' quantitative, analytical, and verbal reasoning skills. Without this requirement, it becomes more difficult to ensure a baseline level of academic preparedness and to compare candidates from diverse educational backgrounds objectively. These scores are also the only objective data point. These tests are not the end-all be-all for selection, but they do have an important place in the selection process. I understand that GRE and GMAT requirements were suspended for many MBA programs (and even some Ph.D. programs) during the COVID pandemic. However, many of those that did suspend standardized tests requirements have reinstated them, and norms across academia are returning to their use in selection.

Moreover, eliminating this requirement could inadvertently reduce the program's competitiveness and reputation among peer institutions, precisely because these institutions continue to use these exams as part of a holistic admissions process. While work experience and other accomplishments are valuable, they do not necessarily substitute for the analytical and

cognitive ability that standardized tests help measure. The lack of a testing requirement may also lead to greater variability in the academic preparedness of admitted students, placing added pressure on faculty to bridge skill gaps early in the program. Reinstating the GMAT or GRE could enhance the program's credibility, promote a more rigorous academic environment, and better position graduates for success in research-oriented careers.

I also suggest that the administration at least consider annual, rather than biennial, admission. A biennial admission cycle could weaken program continuity and doctoral student camaraderie and also make it much harder for programs to respond to inevitable student challenges such as health issues, changes in research direction, or difficulties with coursework. When students need to take a temporary leave (which can be common), the limited course offerings associated with a biennial cycle could significantly delay their progress and potentially add one or even two years to their timeline. This inflexibility can place undue stress on students and reduce overall retention. Furthermore, a staggered cohort structure limits options for peer support or group-based learning, particularly in small programs where course availability is already constrained. These compounded delays can also affect faculty advising plans and disrupt the alignment between research projects and student availability, creating broader inefficiencies in the program's operation. A biennial cycle is not outside of the norms of some programs in FSU's academic footprint, but it does have disadvantages for students and faculty. I encourage the administration to at least consider these disadvantages when weighing the decision to offer annual versus biennial admission.

Concluding Remarks

The proposed Ph.D. program in Entrepreneurship demonstrates a well-structured and forward-thinking approach to developing academic leaders and innovative researchers in the field. Its interdisciplinary design, with an emphasis on empirical research, positions it as a strong addition to the academic landscape. Entrepreneurship is flourishing as an academic discipline, and the demand for Ph.D. graduates is increasing in the marketplace. The program focuses on excellent objectives and will effectively prepare graduates for impactful careers in academia. I have offered several recommendations and points for you to consider, but my overall assessment is that the proposal reflects a thoughtful and strategically aligned vision with strong potential for success. Please feel free to contact me if you have any questions or require clarification on my evaluation.

Sincerely,

James Vardaman

James Vardaman, Ph.D.
Professor of Management
Free Enterprise Chair of Excellence
Ph.D. Program Coordinator
Fogelman College of Business and Economics
University of Memphis
james.v@memphis.edu
(901) 335-1209

Response to PhD in Entrepreneurship External Evaluation

We appreciate the thoughtful and thorough evaluation provided by the external reviewer. Their extensive experience with doctoral education and program administration offers valuable insight as we finalize the design and implementation strategy for the Jim Moran College Ph.D. in Entrepreneurship. Below, we provide clarifications and note adjustments made in response to the evaluator's observations:

1. **Program Modality:** We reaffirm that this will be a full-time, in-person, immersive doctoral program. We agree with the reviewer that this structure is critical for research training, academic socialization, and placement into tenure-track roles at research-intensive institutions.
2. **Curricular Adjustments:** We acknowledge and appreciate the insights shared regarding the management history course. Prior to receiving the evaluator's letter, this course had already been replaced with a second "Foundations of Entrepreneurship Research" seminar. This second foundations seminar includes modules on the history of innovation and economic development, but also formally incorporates other high-impact research streams including family business, digitalization, and commercialization.
3. **EIS Track – Human Capital Focus:** We agree with the importance of human capital-related coursework and note this perspective is covered in the foundations of entrepreneurship research seminar all students will take as part of their core. We are opting to not also make it a specific EIS-track requirement, as we seek for students to have agency to select, with guidance from their dissertation advisor, the courses that best align with their research and focal areas of interest.
4. **TAI Track – Course Level Concern:** We recognize the reviewer's observation that the TAI emphasis currently draws upon several 5000-level courses. As the program matures, we are committed to transitioning toward 6000-level doctoral courses as they are developed and approved in collaboration with the relevant departments. This phased approach ensures we maintain quality while building capacity.
5. **Faculty Qualifications:** We acknowledge and agree with the importance of having research-active faculty directly involved in doctoral education. The College is currently developing a new graduate faculty status policy that sets clear expectations for faculty research engagement, emphasizing regular publication in A-level outlets (e.g., ABDC A and A* journals), as requisite for supervising doctoral students and serving on doctoral committees.
6. **Admissions Testing Requirement:** We agree with the recommendation to include standardized testing. The program will require either a GRE or GMAT score for all applicants as part of our admissions process.
7. **Admissions Cycle:** We appreciate the recommendation to consider annual admissions. At this stage, given the size and resourcing of the program, we will maintain a biennial admissions cycle, with the long-term goal of transitioning to an annual cycle as the program scales.

We value the reviewer's endorsement of the program's structure, vision, and faculty quality, as well as their constructive suggestions for enhancing the program's long-term success. These

insights have helped us strengthen the proposal and align it more closely with national best practices in doctoral education.

Sincerely,

DocuSigned by:

SUSAN FIORITO

C1EB65EE89244B4...

Dr. Susan Fiorito, Dean

Jim Moran College of Entrepreneurship
Florida State University

and

DocuSigned by:

Eric Liguori

DDAC677FE88A414...

Dr. Eric Liguori

Associate Dean for Research and External Relations
Jim Moran College of Entrepreneurship
Florida State University

and

DocuSigned by:

Jessica Ridgway Clayton

90892EC74EAC4F3...

Dr. Jessica Ridgway-Clayton

Assistant Dean for Graduate Programs
Jim Moran College of Entrepreneurship
Florida State University

Appendix B: MOUs from other Academic Units

MOUs included from:

- FSU College of Business
- FSU College of Social Work
- FSU Anne Spencer Daves College of Education, Health, and Human Sciences
- FSU College of Arts and Sciences
- FSU College of Communication and Information
- FSU College of Social Sciences and Public Policy
- FSU College of Fine Arts
- FAMU-FSU College of Engineering

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the College of Business to facilitate the enrollment of PhD students in various graduate-level courses offered by the College of Business.

PhD students enrolled in the Entrepreneurship PhD program at the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study.

Students in the Entrepreneurship PhD program may take no more than three 3-credit hour classes from the College of Business. Students must meet the prerequisites and other requirements set forth by the College of Business and/or the instructors of the courses. Within the College of Business, potential courses are limited to the following on a space available basis and approval by the instructor:

MAN 6917 Research Design

MAN 6934 Data Analysis

MAN 6931 Strategy Microfoundations

MAN 6795 Strategy II

MAR 6636 Multivariate Statistics

MAR 6506 Seminar in Consumer Behavior Methods

MAR 6575 Seminar in Marketing: Topics in Consumer Behavior

MAR 6665 - Seminar in Marketing Models

MAR 6828 Seminar in Marketing: Elements and Integration of Marketing Strategy

Also, PhD students enrolled in the Jim Moran College may request College of Business faculty to serve on their dissertation committees as a university representative. This request will depend on students' research focus and the availability of business faculty.

This MOU may be amended by mutual written agreement of the dean of the Jim Moran College of Entrepreneurship and the dean of the College of Business. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

C1EB65EE89244B4...
Dr. Susan Fiorito

Dean, Jim Moran College of
Entrepreneurship
Date: 5/14/2025 | 6:33 AM EDT

DocuSigned by:

4CF8A684AD1745C...
Dr. Michael Hartline

Dean, College of Business
Date: 5/18/2025 | 12:33 PM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the College of Social Work to facilitate the enrollment of PhD students in various graduate-level courses offered by the College of Social Work.

PhD students enrolled in the Entrepreneurship PhD program at the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study. Students must meet the prerequisites and other requirements set forth by their respective college. Within the College of Social Work, the potential courses include, but are not limited to the following:

SOW 5455: Grant Writing and Grant Management
SOW 6494: Advanced Research Methods
SOW 6358: Measurement for Social Work Research

Also, PhD students enrolled in the Jim Moran College may request College of Social Work faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Social Work's faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Jim Moran College of Entrepreneurship and the Dean of the College of Social Work. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

C1EB65EE89244B4...
Dr. Susan Fiorito

Dean, Jim Moran College of
Entrepreneurship

Date: 5/9/2025 | 3:51 PM EDT

Signed by:

B28DD56CB994B9...
Dr. David W. Springer

Dean, College of Social Work

Date: 5/10/2025 | 2:29 AM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the Anne Spencer Daves College of Education, Health, and Human Sciences to facilitate the enrollment of PhD students in Entrepreneurship in various graduate-level courses offered by the Anne Spencer Daves College of Education, Health, and Human Sciences.

PhD students enrolled in the Entrepreneurship PhD program at the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study. Students must meet the prerequisites and other requirements set forth by their respective college. Within the Anne Spencer Daves College of Education, Health, and Human Sciences, the potential courses include, but are not limited to the following:

EDF 6475 Qualitative Methods in Educational Research
EDF 6476 Advanced Qualitative Research Seminar
EDF 6619 Advanced Qualitative Data Analysis

Also, PhD students enrolled in the Entrepreneurship program at the Jim Moran College may request the Anne Spencer Daves College of Education, Health, and Human Sciences faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the Anne Spencer Daves College of Education, Health, and Human Science's faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Jim Moran College of Entrepreneurship and the Dean of the Anne Spencer Daves College of Education, Health, and Human Sciences. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

C1EB65EE89244B4...
Dr. Susan Fiorito

Dean, Jim Moran College of
Entrepreneurship

Date: 5/6/2025 | 12:46 PM EDT

Signed by:

0101DF588B7F49C...
Dr. Damon Andrew

Dean, Anne Spencer Daves College of
Education, Health, and Human Sciences

Date: 5/6/2025 | 1:37 PM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the College of Arts and Sciences to facilitate the enrollment of PhD students in various graduate-level courses offered by the College of Arts and Sciences.

PhD students enrolled in the Entrepreneurship PhD program in the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study. Students must meet the prerequisites and other requirements set forth by their respective college. Within the College of Arts and Sciences, the potential courses include, but are not limited to the following:

EXP 5508 Intro to Cognitive Neuroscience
STA 5707 Applied Multivariate Analysis
PSY 5916 Multilevel Modeling
PSY 6919 I ANOVA
PSY 6919 II Regression
SOP 6939 MLM: Dyadic and Longitudinal Data

Also, PhD students enrolled in the Entrepreneurship program at the Jim Moran College may request the College of Arts and Sciences faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Arts and Science's faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Jim Moran College of Entrepreneurship and the Dean of the College of Arts and Sciences. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

C1E865EE89244B4...
Dr. Susan Fiorito

Dean, Jim Moran College of
Entrepreneurship

Date: 5/29/2025 | 11:25 AM EDT

DocuSigned by:

BA8410AF9E2F4DF...
Dr. Sam Huckaba

Dean, College of Arts and Sciences

Date: 5/29/2025 | 11:26 AM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the College of Communication and Information to facilitate the enrollment of PhD students in various graduate-level courses offered by the College of Communication and Information.

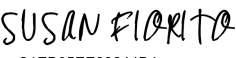
PhD students enrolled in the Entrepreneurship PhD program in the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study. Students must meet the prerequisites and other requirements set forth by their respective college. Within the College of Communication and Information, the potential courses include, but are not limited to the following:

LIS 5751. Computers as Persuasive Technology
LIS 6272 Qualitative Research in Information Studies
LIS 6939 Seminar in Experimental and Survey Research Design

Also, PhD students enrolled in the Entrepreneurship program at the Jim Moran College may request the College of Communication and Information faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Communication and Information's faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Jim Moran College of Entrepreneurship and the Dean of the College of Communication and Information. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

C1EB65EE89244B4...
Dr. Susan Fiorito

Dean, Jim Moran College of
Entrepreneurship

Date: 5/9/2025 | 4:36 PM EDT

DocuSigned by:

779CF8CD23B4441...
Dr. Michelle Kazmer

Dean, College of Communication and
Information

Date: 5/9/2025 | 4:37 PM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the College of Social Sciences and Public Policy to facilitate the enrollment of PhD students in various graduate-level courses offered by the College of Social Sciences and Public Policy.

PhD students enrolled in the Entrepreneurship PhD program at the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study. Students must meet the prerequisites and other requirements set forth by their respective college. Within the College of Social Science and Public Policy, the potential courses include, but are not limited to the following:

SYA 6314 Advanced Qualitative Methods

Also, PhD students enrolled in the Entrepreneurship program at Jim Moran College may request the College of Social Sciences and Public Policy faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Social Sciences and Public Policy faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Jim Moran College of Entrepreneurship and the Dean of the College of Social Sciences and Public Policy. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

C1E665EE89244B4
Dr. Susan Fiorito

DocuSigned by:

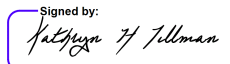
72E7277DB3D6423
Dr. Tim Chapin

Dean, Jim Moran College of
Entrepreneurship

Dean, College of Social Sciences and Public
Policy

Date: 5/23/2025 | 11:24 AM EDT

Date: 5/23/2025 | 11:39 AM EDT

Signed by:

8E80FA80BC5C4FE
Dr. Kathryn Harker Tillman

Chair of Sociology, College of Social
Sciences and Public Policy

Date: 5/23/2025 | 12:05 PM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the College of Fine Arts to facilitate the enrollment of PhD students in various graduate-level courses offered by the College of Fine Arts.

PhD students enrolled in the Entrepreneurship PhD program in the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study. Students must meet the prerequisites and other requirements set forth by their respective college. Within the College of Fine Arts, the potential courses include, but are not limited to the following:

ARE 5780. The Theory and Practice of Arts Based Research

Also, PhD students enrolled in the Entrepreneurship program at the Jim Moran College may request the College of Fine Art's faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Fine Arts' faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Jim Moran College of Entrepreneurship and the Dean of the College of Fine Arts. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

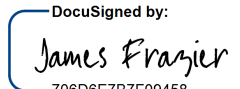
Signatures:

DocuSigned by:

C1EB65EE89244B4...
Dr. Susan Fiorito

Dean, Jim Moran College of
Entrepreneurship

Date: 5/13/2025 | 1:26 PM EDT

DocuSigned by:

706D6E7B7F09458...
Dr. James Frazier

Dean, College of Fine Arts

Date: 5/13/2025 | 1:30 PM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the FAMU-FSU College of Engineering to facilitate the enrollment of PhD students in various graduate-level courses offered by the FAMU-FSU College of Engineering.

PhD students enrolled in the Entrepreneurship PhD program at the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study. Students must meet the prerequisites and other requirements set forth by their respective college. Within the FAMU-FSU College of Engineering, the potential courses include, but are not limited to the following:

EIN 5445C Technology Entrepreneurship and Commercialization

Also, PhD students enrolled in the Jim Moran College may request FAMU-FSU College of Engineering (joint college) faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the FAMU-FSU College of Engineering's faculty. Faculty at the joint college who have their main employment affiliation with FAMU and a courtesy appointment at FSU will comply with the joint college policies regarding service on dissertation committees.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Jim Moran College of Entrepreneurship and the Dean of the FAMU-FSU College of Engineering. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

C1EB65EE89244B4...
Dr. Susan Fiorito
Dean, Jim Moran College of
Entrepreneurship

Signed by:

FC9E316AB1514B0...
Dr. James Clark
Provost & Executive VP for Academic
Affairs, Florida State University

DocuSigned by:

C527C4A7A4514B7...
Dr. Suvarnu De
Dean, FAMU-FSU College of
Engineering

DocuSigned by:

0AA71F944E4B489...
Dr. Allyson L. Watson
Provost & VP for Academic Affairs,
Florida A&M University

Date: 6/17/2025 | 11:41 AM EDT

Date: 6/9/2025 | 12:29 PM EDT

Appendix G: Faculty Curriculum Vitae

Faculty CVs Included:

- Dr. Eric Liguori, Full Professor
- Dr. Jessica Ridgway, Full Professor
- Dr. Eundeok Kim, Full Professor
- Dr. Susana Santos, Associate Professor
- Dr. Meredith McQuerry, Associate Professor
- Dr. Srikant Manchiraju, Associate Professor
- Dr. Changhyun Nam, Assistant Professor
- Dr. Juliana Binhote, Assistant Professor

DRAFT 3 Year Curriculum Vitae

Dr. Eric Liguori

Last Revised: January 25, 2025

General Information

University address: Entrepreneurship
Jim Moran College of Entrepreneurship
Jim Moran Building
Florida State University
Tallahassee FL
Phone: 727-460-7036

E-mail address: ewl0274@fsu.edu
eliguori@fsu.edu

Web site: <https://jimmorancollege.fsu.edu/about/faculty-staff/faculty-eric-liguori>

Professional Preparation (Highest Degree Only)

2012 PhD, Louisiana State University, Baton Rouge, LA USA. Major: Business Administration - Entrepreneurship. Entrepreneurship. Supervisor: K. Mark Weaver.

Nondegree Education and Training

2023 How Researchers Changed the World.

2023 Influencing Public Policy, Harvard Kennedy School.

Professional Credential(s)

2024–present Venture Capital Certificate.

2007–present Certificate in Distance Education, e-Learning & Instructional Design.

2005–present Certified Professional in Human Resources.

2004–present Certified Business Analyst.

Professional Experience

2024–present	Professor and Associate Dean for Research and External Relations, Jim Moran College of Entrepreneurship, Florida State University.
2021–2024	Founding Head, School of Innovation and Entrepreneurship, Rowan University.
2017–2024	Executive Director, Rowan Center for Innovation and Entrepreneurship, Rowan University.
2017–2024	Professor, Henry Rowan College of Engineering, Rowan University. Dual (courtesy) appointment.
2017–2024	William G. Rohrer Endowed Chair of Entrepreneurship, School of Innovation and Entrepreneurship, Rowan University.

Honors, Awards, and Prizes

Top 10 Most Impactful Paper Award, Taylor & Francis | JICSB (2025).
Top 10 Global Micro, Small, and Medium Sized Enterprise Researcher, International Council for Small Business (2024).
ICSB World Congress Best Workshop Award, International Council for Small Business (2024).
Innovations that Inspire, AACSB International (2024).
Entrepreneurship Educator of the Year, United States Association for Small Business and Entrepreneurship (2023).
New Jersey Bright Idea Award for Research Impact, State of New Jersey (2023).
ROI-NJ Higher Education Influencer Honoree, ROI New Jersey (2023).
Best Paper in Women Entrepreneurship, International Council for Small Business World Congress (2022).
Global Excellence Award for Revolutionizing Entrepreneurship Education, International Council for Small Business (2022).
Innovations that Inspire, AACSB International (2022).

Elected Fellow Status

Elected as a Fellow of United States Association for Small Business and Entrepreneurship (2021).

Current Membership in Professional Organizations

AACSB Entrepreneurship Affinity Group
Academy of Management
European Council for Small Business
International Council for Small Business
United States Association for Small Business and Entrepreneurship

Teaching

Supervision of Student Research Not Related to Thesis or Dissertation

Leichter, O. (Sep 2024–May 2025).

Owens, E. (Sep 2024–May 2025).

Parkinson, F. (Sep 2024–May 2025).

Patnala, A. (Sep 2024–May 2025).

Selig, J. (Sep 2024–May 2025).

Siew, Z. (Sep 2024–May 2025).

Research and Original Creative Work

Publications

Refereed Journal Articles

Ogundana, O., Simba, A., Dana, L. P., & Liguori, E. W. (2024). A growth model for understanding female-owned enterprises. *Journal of the International Council for Small Business*, 5(2), 85-94.

Liguori, E. W., Muldoon, J., Ogundana, O., Lee, Y., & Wilson, G. A. (2024). Charting the future of entrepreneurship: a roadmap for interdisciplinary research and societal impact. *Cogent Business and Management*, 11(1), 1-17. Retrieved from <https://doi.org/10.1080/23311975.2024.2314218>

Muldoon, J., Bendickson, J., Liguori, E. W., & Solomon, S. (2024). Relational models and entrepreneurship ecosystems. *International Journal of Entrepreneurial Behavior and Research*, 30(4), 938-944.

McLarty, B. D., Hornsby, J. S., & Liguori, E. W. (2023). Advancing entrepreneurial mindset: What do we know and where do we go? *Journal of Small Business Management*, 61(1),

- Levy, M., & Liguori, E. (2023). Algorithms and venture investment decisions: better, fairer or biased? *Journal of Small Business and Enterprise Development*, 30(2), 419-422.
- Santos, S. C., Liguori, E. W., & Garvey, E. (2023). How digitalization reinvented entrepreneurial resilience during COVID-19. *Technological Forecasting and Social Change*, 189.
- Muldoon, J., Liguori, E. W., Solomon, S., & Bendickson, J. (2023). Technological Innovation and the expansion of Entrepreneurship Ecosystems. *Review of Managerial Science*, 17(5), 1789-1808.
- Sharma, G. D., Kraus, S., Liguori, E., Bamel, U. K., & Chopra, R. (2022). Entrepreneurial challenges of COVID-19: Re-thinking entrepreneurship after the crisis. *Journal of Small Business Management*.
- Pinelli, M., Lechner, C., Kraus, S., & Liguori, E. (2022). Entrepreneurial value creation: conceptualizing an exchange-based view of entrepreneurship. *Journal of Small Business and Enterprise Development*, 29(2), 261-278.
- Nikou, S., Mezei, J., Liguori, E. W., & El Tarabishy, A. (2022). FsQCA in entrepreneurship research: Opportunities and best practices. *Journal of Small Business Management*.
- Muldoon, J., Mahto, R. V., & Liguori, E. W. (2022). Guest editorial: the early adolescence of entrepreneurship research. *Journal of Management History*, 28(4), 453-457.
- Kraus, S., Breier, M., Lim, W. M., Dabi?, M., Kumar, S., Kanbach, D., Mukherjee, D., Corvello, V., Piñeiro-Chousa, J., Liguori, E., Palacios-Marqués, D., Schiavone, F., Ferraris, A., Fernandes, C., & Ferreira, J. J. (2022). Literature reviews as independent studies: guidelines for academic practice. *Review of Managerial Science*, 16(8), 2577-2595.
- Wilson, G. A., & Liguori, E. (2022). Market orientation, failure learning orientation, and financial performance. *Journal of Small Business Management*.
- Muldoon, J., Davis, P. E., Bendickson, J. S., McDowell, W. C., & Liguori, E. W. (2022). Paved with good intentions: Moral disengagement and social entrepreneurship. *Journal of Innovation and Knowledge*, 7(4).
- Winkler, C., Liguori, E., van Gelderen, M., Noyes, E., Pittz, T., Liñán, F., Hytti, U., Walmsley, A., Cochran, S. L., Hudson, M., & McGuire, S. J. J. (2022). Publishing in Entrepreneurship Education and Pedagogy. *Entrepreneurship Education and Pedagogy*, 5(4), 511-522.
- Solomon, S., Bendickson, J. S., Liguori, E. W., & Marvel, M. R. (2022). The effects of social spending on entrepreneurship in developed nations. *Small Business Economics*, 58(3),

1595-1607.

Gruber, M., Huang-Saad, A., Liguori, E., Reid, J., & Terjesen, S. (2022). What I've learned about teaching entrepreneurship: Perspectives of five master educators. *Annals of Entrepreneurship Education and Pedagogy* - 2023, 2-29.

Refereed Book Chapters

Santos, S. C., Liguori, E., & Gibbs, S. (2023). Racial identity among successful African American entrepreneurs. In Tsedale M. Melaku, Angie Beeman, & Christoph Winkler (Eds.), *Handbook on Workplace Diversity and Stratification* (pp. 321-344). Rowman & Littlefield Publishers. Retrieved from <https://rowman.com/ISBN/9781538144381/The-Rowman-and-Littlefield-Handbook-on-Workplace-Diversity-and-Stratification>

Liguori, E., Gruber, M., Huang-Saad, A., Reid, J., & Terjesen, S. (2023). What I've learned about teaching entrepreneurship: Perspective of five master educators. In Charles H. Matthews, & Susana C. Santos (Eds.), *Annals of Entrepreneurship Education and Pedagogy*, Vol. 5 (pp. 2-29). Edward Elgar Publishing. Retrieved from <https://www.elgaronline.com/edcollbook/book/9781803926193/9781803926193.xml>

Nonrefereed Journal Articles

Liguori, E. W., Lee, Y., Wilson, G., Ogundana, O., & Muldoon, J. (2024). Unveiling cogent insights: exploring the frontiers of entrepreneurship and innovation through relevant and rigorous research. *Cogent Business and Management*, 11(1), 1-6. Retrieved from <https://doi.org/10.1080/23311975.2023.2288356>

Presentations

Invited Presentations at Conferences

Liguori, E. W., Plant, W., Lickson, M., & Kovach, J. (presented 2024, October). *Post-accelerator Acceleration across Florida: Insights from the Jim Moran Institute for Global Entrepreneurship*. Presentation at Florida Business Incubation Association Fall Conference, Florida Business Incubation Association, Tallahassee, FL. (State)

Digital Projects

Refereed Digital Projects

Liguori, E. W., Marvel, M., Solomon, S., & Bendickson, J. (2024, January). *Does social*

spending discourage entrepreneurship? [Peer-reviewed, indexed web article].
Entrepreneur and Innovation Exchange. Retrieved from <https://eiexchange.com/content/does-social-spending-discourage-entrepreneurship>

Contracts and Grants

Contracts and Grants Funded

Liguori, E. W., & Dominik, M. T. (2023–2026). *New Jersey Innovation Fellows Program*.
Funded by New Jersey Economic Development Authority. Total award \$98,400.

Liguori, E. W. (2023–2023). *eFest Global Entrepreneurship Support Grant*. Funded by Schultz
Foundation. Total award \$3,850.

Liguori, E. W. (2022–2022). *eFest Global Entrepreneurship Support Grant*. Funded by Schultz
Foundation. Total award \$1,500.

Liguori, E. W. (2018–2023). *Think Like an Entrepreneur Summer Academy*. Funded by TD
Charitable Foundation. Total award \$150,000.

Contracts and Grants Pending

Liguori, Eric William (PI). (Oct 2024). *Mandela Washington Leadership in Business Institute –
Entrepreneurial Leadership for Collective Change*. Submitted to United States
Department of State. Total award \$289,964.

Correia Santos, Susana Helena (Co-PI), & Liguori, Eric William (PI). (Mar 2024). *Capacity
Building Workshops at Palm University in Ghana for U.S. Department of State / U.S.
Embassy - Ghana*. Submitted to University of Florida. Total award \$14,989.

Reviews of My Research and Original Creative Work by Other Authors

Reviews Appearing in Journals

Phillips, R. A. (2023). Learning from active failure – learning through entrepreneurship. *Action
Learning: Research and Practice*, 20(1), 88-91. Retrieved from [https://doi.org/
10.1080/14767333.2023.2171531](https://doi.org/10.1080/14767333.2023.2171531)

Service

Florida State University

FSU University Service

Member, Ukraine Taskforce (2024–present).

Member, University Promotion & Tenure Committee (2024–present).

Member, University Tenure Upon Hire Sub-Committee (2024–present).

Member, FSU Innovation Hub Steering Committee (2024–present).

Member, International Exchange Oversight Committee (2024–present).

Member, Vision 2030 Globalization Committee (2023–present).

FSU College Service

Chair, JMC Tenure & Promotion Committee (2024–present).

JMC Representative, Council of Associate Deans for Research (CADR) (2024–present).

Chair, Tenure Track Faculty Search Committee (2024).

The Profession

Editor for Refereed Journals

Editor In Chief, *Journal of Small Business Management* (2024–present).

Senior Editor for Entrepreneurship and Innovation, *Cogent Business and Management* (2023–present).

Founding Executive Editor Emeritus, *Entrepreneurship Education and Pedagogy* (2022–present).

Contributing Editor, *Journal of the International Council for Small Business* (2020–present).

Managing Editor, *Journal of Small Business Management* (2020–2024).

Founding Executive Editor, *Entrepreneurship Education and Pedagogy* (2017–2022).

Editorial Board Membership(s)

Strategic Change (2023–present).

Entrepreneurship and Innovation Exchange (2023–present).

IEEE Transactions on Engineering Management (2022–present).

International Journal of Entrepreneurial Behavior and Research (2019–present).

Journal of Small Business and Entrepreneurship (2015–present).

Management Decision (2015–present).

Chair of a Symposium

Liguori, E. W., Vardaman, J., McLarty, B., Vattima, J., Marler, L., & Plant, W. (Chair). (2025, June). *19th Annual Theories of Family Enterprise Conference*. Symposium conducted at the meeting of Theories of Family Enterprise Conference, FSU Study Center Florence.

Matricano, D., Liguori, E. W., Marino, L., & Sorrentino, M. (Chair). (2025, June). *Entrepreneurship Processes: Leveraging innovation to start up*. Symposium conducted at the meeting of European Academy of Management (EURAM), Florence, Italy.

Conz, E., Cambrea, D., D'Angelo, A., Theodoraki, C., & Liguori, E. W. (Chair). (2025, June). *Navigating the Twin Transition: The Role of Small and Family Businesses in Digital and Green Transformations*. Symposium conducted at the meeting of European Academy of Management (EURAM), Florence, Italy.

Service to Professional Associations

Chair, Entrepreneurship Affinity Group, AACSB (Association to Advance Collegiate Schools of Business) (2023–present).

Lead Organizer, Theories of Family Enterprise Conference (2024–2025).

Interviews

Kulikowski, A. (2023, May). Supporting youth and other underrepresented populations through entrepreneurship education: An Interview with 2023 Entrepreneurship Educator of the Year Dr. Eric Liguori. *ICSB Annual Global Micro-, Small and Medium-Sized Enterprises Report* [United Nations / ICSB Report]. Retrieved from <https://www.un.org/sites/>

un2.un.org/files/icsb-global-msmes-report-2023.pdf

Christoph Winkler. (2023, January). Entrepreneurship Education & Pedagogy: An Interview With Eric Liguori. *Entrepreneurship Education and Pedagogy* [Journal]. Retrieved from <https://doi.org/10.1177/25151274231151633>

Service to Other Universities

PhD Program Development and Accreditation, *Al-Quds University (Jerusalem, Palestine)* (2024–present).

Facilitator - Faculty Entrepreneurship Certificate Program, *Tulane University* (2024–2025).

University Entrepreneurial Ecosystem Consultant, *UMass Amherst* (2024).

External Tenure Reviewer, *East Carolina University* (2023).

External Tenure Reviewer, *New Jersey Institute of Technology* (2023).

External Research Fellowship Evaluator, *Oakland University* (2023).

External Tenure Reviewer, *Toronto Metropolitan University* (2022).

The Community

NJ State Coordinator, Global Entrepreneurship Week (2022–2023).

Consultation

Amazon Small Business Academy. Subject Matter Expert for Amazon Small Business Academy (2023).

3 Year Curriculum Vitae

Jessica Lee Ridgway

February 25, 2025

General Information

University address: Retail Entrepreneurship
Jim Moran School of Entrepreneurship
Shaw 238
Florida State University
Tallahassee, Florida 32306-1492
Phone: 850/644-1754

E-mail address: jridgway@fsu.edu

Professional Preparation (Highest Degree Only)

2014 Ph.D., The University of Missouri, Columbia, MO. Major: Human
Environmental Science. Designing with Technology. Supervisor: Jean
Parsons.

Ridgway, J. L. (2014). *Women's self-perceptions: an exploratory study of
optical illusion garments*. (Doctoral dissertation, The University of
Missouri, Columbia, MO). Retrieved from MOspace, [https://
hdl.handle.net/10355/46434](https://hdl.handle.net/10355/46434).

Professional Credential(s)

2023–present Breastfeeding Counselor Certification.

Professional Experience

2023–present Carol Avery Named Professorship, Jim Moran College of Entrepreneurship,
Florida State University.

2020–present Associate Professor, Jim Moran College of Entrepreneurship, Florida State
University.

2020–present Director of Graduate Studies, Jim Moran College of Entrepreneurship, Florida
State University.

2017–present Assistant Professor, Retail Entrepreneurship, Florida State University.

Honors, Awards, and Prizes

International Textile and Apparel Association Award for Innovative Design Scholarship,
International Textile and Apparel Association (2023). (\$300).

University Teaching Award for Community Engaged Teaching, Florida State University (2023).
(\$2,000).

ATEXINC Award for Excellence in Marketable Textile Design, International Textile and Apparel
Association (2022). (\$500).

Current Membership in Professional Organizations

American Association of Textile Chemist and Colorists
International Textiles and Apparel Association

Teaching

Courses Taught

Computer Applications for Retail Entrepreneurship (CTE3055)

Retail Technologies (CTE3416)

Retail Technologies (CTE5815)

Hist. Influence on Costumes (CTE5906)

Directed Individual Study (CTE4905)

Curriculum Development

Creative Arts Entrepreneurship Master's Degree Program, Jim Moran College of
Entrepreneurship, Florida State University (2023)

Combined Bachelor's/Master's Pathway Program, Jim Moran College of Entrepreneurship,
Florida State University (2022)

Graduate Certificate Program, Jim Moran College of Entrepreneurship, Florida State University
(2022)

Doctoral Committee University Representative

Prevett, T., doctoral candidate. *Educational Leadership and Policy: An examination of 4-H
Extension Programs.*

Tornay, R., doctoral candidate. *Investigation of Guided Pathways Implementation in the California Community College System.*

Bachelor's Committee Member

Sarra, E., graduate. (2022). *Association between Trait Reactance, Freedom-Threat, State Psychological Reactance, and Behavioral Intentions Among a Sample of Adult, E-Cigarette Users' Self- Report Responses to Anti-Vaping PSAs.* Retrieved from http://purl.flvc.org/fsu/fd/honors_thesis_submission-33082072-efd6-4b27-99f2-e66ef08afae8

Janzen, A., student. *Sustainable Consumption: Dyadic Evaluation.*

Supervision of Student Research Not Related to Thesis or Dissertation

Piperno, Y. (Aug 2024–present).

Young, M. (Aug 2024–present).

Golden, A. (Aug 2023–May 2024).

Valentin, R. (Aug 2023–May 2024).

Gassman, E. (Aug 2022–May 2024).

Weck, E. (Aug 2022–May 2023).

Significant Teaching Accomplishments

Clayton, J. L. R. (2022). *FSU Plaid Project.* Florida State University.

Research and Original Creative Work

Program of Research and/or Focus of Original Creative Work

Research and creative scholarship in textiles and apparel are comprised of interrelated areas of knowledge. My research program consists of three interrelated areas: (1) body image, (2) user-centered design, and (3) designing with technology. I address my research questions through a variety of methodologies including both qualitative and quantitative methods. Importantly, the Jim Moran College of Entrepreneurship recognizes juried exhibitions as equivalent to peer-reviewed journal articles. To date, my body of scholarship has yielded 1,133 citations, per Google Scholar.

Publications

Refereed Journal Articles

Kharkwal, A., Clayton, R. B., Park, J., Ridgway, J. L., & Merle, P. (2025). Are Instagram Gym Advertisements Working Out? An Experimental Study of Model Body-Size and Slogan-Type. *Health Communication*, 40(2), 210-221. doi:10.1080/10410236.2024.2342489

Nam, L., Chung, H., & Ridgway, J. L. (2024). New Filaments from Used Disposable Face Masks as an Alternative 3D Printing Filament in the 3D Printing Industry. *Clothing and Textiles Research Journal*. doi:10.1177/0887302X241264484

Ridgway, J. L. (2024). Color Hearing: Creating a Body of Creative Design Scholarship Using Psychomimicry. *Clothing and Textiles Research Journal*. doi:10.1177/0887302X241254787

Compton, C., Clarke-Sather, A., Ridgway, J. L., & Naylor, L. (2023). Body map image coding to support wearable design for skin-to-skin contact. *The Design Journal*. doi:10.1080/14606925.2023.2257559

Refereed Proceedings

Ridgway, J. L., Cobb, K., & Parsons, J. (2023). Collaboration in Creative Design Practice: An (Un)braided Approach. In *International Textile and Apparel Association (ITAA) Annual Conference Proceedings*. Baltimore, MD.

Nam, L., Chung, H., & Ridgway, J. L. (2023). Evaluation of New Filaments from Used Disposable Face Masks in the 3D Printing Industry: Part II. In *International Textile and Apparel Association (ITAA) Annual Conference Proceedings*. Baltimore, MD.

Ridgway, J. L. (2022). Color Hearing: The Use of Psychomimicry to inform design questions, challenges, and process. In *International Textile and Apparel Association (ITAA) Annual Conference Proceedings*. Denver, CO.

Ridgway, J. L. (2022). Design Process: Creating a Clip System for Nursing Bras to Assist with Breast Exposure. In *International Textile and Apparel Association (ITAA) Annual Conference Proceedings*. Denver, CO.

Nam, L., Ridgway, J. L., & Chung, H. (2022). New Filaments from Used Face masks as PLA Filament Alternative For 3D Printing: Part I. In *International Textile and Apparel Association (ITAA) Annual Conference Proceedings*. Denver, CO.

Ridgway, J. L., & Clarke-Sather, A. (2022). Simultaneous Use Dyad Design Model for User-Centered Design: A case study of kangaroo care garments developed for use in NICU environments. In *International Textile and Apparel Association (ITAA) Annual Conference Proceedings*. Denver, CO.

Exhibitions

Juried Exhibitions

Cobb, K., Ridgway, J. L., & Parsons, J. (2024). *La Vie en Roses: Together and Apart, an (Un)Braided Model Approach* [Juried Exhibition]. Long Beach, CA: International Textile and Apparel Association.

Ridgway, J. L., & Palmer, M. (2023). *A Simultaneous Use Dyad Design: Clip for Care, Breaking Barriers to Kangaroo Care in the NICU* [Juried Exhibition]. Baltimore, MD: International Textile and Apparel Association.

Ridgway, J. L. (2023). *Nursing Bra Clip System* [Juried Exhibition]. Baltimore, MD: International Textile and Apparel Association.

Ridgway, J. L., & Kane, L. (2023). *Color Hearing: Somewhere Over the Rainbow* [Juried Exhibition]. Baltimore, MD: International Textile and Apparel Association.

Ridgway, J. L., & Cobb, K. (2022). *Two Sides to Every Story: A Reversible Kangaroo Care Garment Designed for a Mother and Infant's Shared Lived Experience in the NICU* [Juried Exhibition]. Denver, CO: International Textile and Apparel Association.

Patented Inventions

Clayton, J. L. R. (2024). *Clip System for Nursing Bra*. 17/972,973, Florida State University. Tallahassee, FL.

Contracts and Grants

Contracts and Grants Funded

Ridgway, J. L (PI). (Jan 2024–Dec 2024). *Simultaneously Use Dyad Design: Exploring the Use of Cotton in Kangaroo Care Garments*. Funded by Cotton, Inc. (None). Total award \$7,000.

Ridgway, J. L (PI). (Jan 2023–Dec 2025). *SEED:Exploring Apparel Options for NICU Mothers: Designing of a Nursing and Kangaroo Care Garment System*. Funded by FSU CRC.

(None). Total award \$27,143.

Ridgway, J. L (PI). (2023–2023). *Exploring Apparel Options for NICU Mothers: Development of Nursing and Kangaroo Care Garments*. Funded by Center for Undergraduate Research and Academic Engagement, Florida State University. Total award \$1,250.

Ridgway, J. L (PI), Nam, L., & Lopez, R. (2023–2023). *3D Design Lab for Enhancement of Interdisciplinary Entrepreneurial Education*. Funded by Florida State University. Total award \$23,340.

Ridgway, J. L. (2023–2023). *Provost's Faculty Travel Grant*. Funded by Florida State University. Total award \$1,000.

Ridgway, J. L (PI). (2022–2022). *Apparel Design for NICU Moms*. Funded by Center for Undergraduate Research and Academic Engagement, Florida State University. Total award \$1,000.

Ridgway, J. L. (2022–2022). *Provost's Faculty Travel Grant*. Funded by Florida State University. Total award \$1,000.

Contracts and Grants Pending

Saludo, R. (Co-PI), Ridgway, J. L (Co-PI), Hackett, T. (Co-PI), & Nam, C. (PI). (Nov 2023). *Bridging the Gap: Fostering Sustainable Innovation through Recycled Materials and 3D Printing in Higher Education*. Submitted to National Collegiate Inventors And Innovators Alliance. Total award \$4,500.

Contracts and Grants Denied

Ridgway, J. L (Co-Pi), & Nam, L. (Oct 2024). *Full Recycling Extruder Setup and Sewing Machines for Enhancement of Interdisciplinary Entrepreneurial Education*. Submitted to Florida State University. Unspecified award amount.

Ridgway, J. L (Co-Pi), & Nam, L. (Oct 2024). *Acquisition of Filament Extruder Set (FES) Equipment*. Submitted to FSU CRC. Unspecified award amount.

Ridgway, J. L (PI). (2023). *Nursing Bra Clip System-Wear Trail Testing*. Submitted to FSU Office of Commercialization. Unspecified award amount.

Ridgway, J. L (PI). (2022). *Garment System for NICU Mother's to Perform Kangaroo Care*. Submitted to FSU CRC. Unspecified award amount.

Ridgway, J. L (PI). (2022). *Nursing Bra Clip System*. Submitted to FSU Office of

Commercialization. Unspecified award amount.

Invited Research Talks

Ridgway, J. L. (2024). *Power Forward. Clip for Care- Nursing Bra Clip System Presentation*. Florida State University.

Service

Florida State University

FSU University Service

Member, Graduate Policy Committee (2019–present).

Member, Graduate Policy Subcommittee for Review of the department of Art History (2024).

Member, Graduate Policy Subcommittee for Review of the Risk Management/Insurance Department (2022).

FSU College Service

Member, Retail Specialized Teaching Faculty Search Committee (2024–present).

Member, Merit Committee (2023–present).

Member, Promotion and Tenure Committee (2021–present).

Chair, Graduate Admissions Committee (2020–present).

Chair, Graduate Curriculum Committee (2020–present).

Chair, Graduate Scholarship Committee (2020–present).

Member, Jim Moran School of Entrepreneurship Technology Committee (2018–present).

Member, Graduate Program Coordinator Search Committee (2024).

Member, Graduate Program Coordinator Search Committee (2022).

FSU Department Service

Member, Institutional Effectiveness Committee (2023–present).

Member, Retail Entrepreneurship Curriculum Committee (2020–present).

Marshal, Graduation (2019–present).

Faculty Advisor, American Association of Textile Chemists and Colorists Student Organization (2016–2023).

The Profession

Editor for Refereed Journals

Associate Editor, *Clothing and Textile Research Journal* (2024–present).

Editorial Board Membership(s)

Clothing and Textile Research Journal (2023–present).

Guest Reviewer for Refereed Journals

Clothing and Textile Research Journal (2018–present).

Journal of Fashion Marketing and Merchandising (2018–present).

Cyberpsychology: Journal of Psychosocial Research on Cyberspace (2017–present).

Fashion and Textiles (2017–present).

Journal of Media Psychology (2017–present).

Psychology of Popular Media Culture (2017–present).

Body Image (2016–present).

Cyberpsychology, Behavior, and Social Networking (2016–present).

Service to Professional Associations

Committee Member, Philosophical Missions Committee, International Textile and Apparel Association (2017–present).

Committee Member, Design Education and Scholarship Committee, International Textile and Apparel Association (2014–present).

Juror, Juror of the Undergraduate Level Design Exhibition, International Textile and Apparel Association (2023).

Juror, Juror of the Graduate Level Design Exhibition Submissions, International Textile and Apparel Association (2022).

Committee Member, AATCC Faculty Advisor Award Development Committee, American Association of Textile Chemists and Colorists (2018–2022).

External Review for Tenure and Promotion

Ridgway, J. L. (2024). *Dr. Krissi Riewe Stevenson*. Kent State University.

Ridgway, J. L. (2022). *Dr. Ling Zhang, Assistant to Associate*. Iowa State University.

Ridgway, J. L. (2022). *Dr. Sandra Starkey, Assistant to Associate*. University of Nebraska.

DRAFT 3 Year Curriculum Vitae

Eundeok Kim

Last Revised: March 06, 2025

General Information

University address: Jim Moran College of Entrepreneurship
111 South Monroe Street
Florida State University
Tallahassee, FL 32301-1110
Phone: 850-644-2789

E-mail address: ekim@fsu.edu

Web site: <https://jimmorancollege.fsu.edu/about/faculty-staff/eundeok-kim>

Professional Preparation (Highest Degree Only)

2002 Doctor of Philosophy, Iowa State University of Science and Technology,
Ames, IA. Major: Textiles and Clothing.

Nondegree Education and Training

2024 US Capacity Building Workshop: Refining the Business School.

2024 "A Systems Lens on Management Studies" Webinar.

2024 "B Impact Teams Conversation".

2024 "Corporate Action to Advance a Just Transition" Webinar.

2024 "Using Experiential Methods for Impactful Sustainability Research" Webinar.

2024 "Views to Happiness and Disadvantage in Finland" Webinar.

2024 Applying the Quality Matters Rubric Training offered by Quality Matters.

2024 Discover the Power of AI in Teaching.

Professional Experience

2021–present	Faculty Affiliate, The Center for the Advancement of Human Rights, Florida State University. Teaching and Research.
2018–present	Professor, Jim Moran College of Entrepreneurship, Florida State University. Research, Teaching, and Service.
2012–present	Faculty Affiliate, The Family Institute, Florida State University. Research.
2008–2025	Associate Professor (with Tenure), Retail Merchandising and Product Development, Florida State University. Responsible for teaching, research, and service.

Visiting Professorship(s)

2021–2022	Management Division, Columbia Business School, Columbia University, New York, NY.

Honors, Awards, and Prizes

FSU-Certified as High Quality Course: CTE 4470 & CTE 5471, Florida State University (2024).
 QM (Quality Matters) Certification: CTE 4470 & CTE 5471, Quality Matters (2024). (\$1,500).
 Nominated for the Community Engaged Teaching Award (pending), Florida State University (2024). (\$2,000).
 The Minority and Women Entrepreneurship SIG Scholar Award, The United States Association for Small Business and Entrepreneurship (2024).
 The Most Popular Session Award, The International Council for Small Business (2024).
 Finalist for the 2023 Sustainability Research Award (Journal Publication-Engagement category), The Association for the Advancement of Sustainability in Higher Education (2023).
 Nominated for the Community Engaged Teaching Award, Florida State University (2023).
 The Social Entrepreneurship SIG Award for Excellence in Social Entrepreneurship Teaching, The United States Association for Small Business and Entrepreneurship (2023).

Current Membership in Professional Organizations

B Academics
 Catalyst 2023
 International Council for Small Business
 International Society for Quality-of-Life Studies
 The Academy of Management
 The Association for the Advancement of Sustainability in Higher Education
 The United States Association for Small Business and Entrepreneurship

Teaching

Courses Taught

Sustainability and Human Rights in the Business World (CTE 5471)

Doctoral Committee Chair

Brathwaite, C., doctoral candidate.

Doctoral Committee University Representative

Fernandez, E., doctoral student. [Urban and Regional Planning Department]

Bachelor's Committee Member

Patel-Qadir, D., student. *From Passion to Action: Unveiling the Realities of Clothing for More Awareness when Shopping*. [Religion and Human Rights major]

Freeman, K., student. [Theater Department]

Research and Original Creative Work

Publications

Refereed Journal Articles

Kim, E., & Fairley, A. (2024). Social enterprise as a catalyst for progress toward the Sustainable Development Goals: A multi-case study. *International Journal of Costume and Fashion*, 24(2), 27-40. doi:<https://doi.org/10.7233/ijcf.2024.24.2.027>

Kim, E. (2023). Sustainable New Product Development for Ten Thousand Villages, a Fair-Trade Social Enterprise: Empowering Women and Economic Development through Problem-Based Service Learning. *Sustainability*, 15. doi:10.3390/su15086452

Kim, E., & Coonan, T. (2023). Advancing Sustainability Education through a Cross-Disciplinary Online Course: Sustainability and Human Rights in the Business World. *Sustainability*, 15. doi:10.3390/su15064759

Kim, E. (2023). Industry-academic collaboration and problem-based service learning implemented into a Trend Analysis and Forecasting course. *International Journal of Fashion Design, Technology and Education*, 16(2), 234-245.

Kim, E., & Fairley, A. (2022). Scaling a circular business model through an innovation platform to implement sustainable technology into the supply chain: A case study. *China-USA Business Review*, 21(4), 181-193.

Refereed Proceedings

Williams, K., Hunter, K., Davis, A., & Kim, E. (2024). Transdisciplinary Network for Impact Research and Practice: Enabling Sustainable-as-flourishing Futures. In *7th Principles of Responsible Management Education (PRME) North America Conference, University of Victoria, Saanich Core, BC, Canada*. The Principles of Responsible Management Education (PRME).

Nonrefereed Books

Byers, T., Dripps, W., Garg, A., Gruter, F., Hull, R. W., Johnson, V., Kim, E., Kimura, A. H., Poggioli, N., Szczys, P., Vasishth, A., & Wang, G. (2024). *Teaching Sustainability Competencies across the Disciplines: A Guide for Instructors*. The Association for the Advancement of Sustainability in Higher Education. Retrieved from https://storage.googleapis.com/hub-private/Teaching_Sustainability_Competencies_-_Aug_2024.pdf

Presentations

Invited Presentations at Conferences

Kennedy, E. D., Bernaciak, J., Ducharme, J., Kim, E., Perry, L., & Raible, S. (presented 2024, January). *Around the World in 50 Minutes: Designing Social Entrepreneurship Study Abroad Experiences*. Presentation at The 2024 United States Association for Small Business and Entrepreneurship Annual Conference, The United States Association for Small Business and Entrepreneurship, Birmingham, AL. (National)

Refereed Presentations at Conferences

Kim, E. (presented 2024, September). *Scaling up sustainability education: The student perspective*. Presentation at The 2024 International Conference on Sustainable Development, Columbia University. (International)

Refereed Presentations at Symposia

Williams, K., Kim, E., Gregersen-Hermans, J., Salva, G. P., Begum, H., Annelin, A., Hunter, K., & Ivanochvo, T. (presented 2024, October). Sowing seeds for regenerative futures: Transdisciplinary approaches in higher education. In *The 2024 Transatlantic Symposium on Sustainable Development*. Presentation at the meeting of PXL University of Applied Sciences and Arts, Hasselt, Belgium. (International)

Williams, K., Hunter, K., Davis, A., & Kim, E. (presented 2024, June). Transdisciplinary network for impact research and practice: Enabling sustainable-as-flourishing futures. In *The 7th Principles of Responsible Management Education (PRME) Chapter North America Biennial Meeting*. Presentation at the meeting of The Principles of Responsible Management Education (PRME), University of Victoria, Saanich Core, BC, Canada. (International)

Invited Lectures and Readings of Original Work

Kim, E. (2024). *The North America Social Entrepreneurship Education Forum*. Delivered at Catalyst 2030, Online. (International)

Contracts and Grants

Contracts and Grants Funded

Williams, K., Kim, E., Gregersen-Hermans, J., Begum, H., Brown, J., Annelin, A., Aldersey, H., MacGregor, S., Palau Salvador, G., & Hunter, K. (May 2024–Apr 2025). *Transdisciplinary Network for Impact Research and Practice*. Funded by The Social Sciences and Humanities Research Center of Canada. Total award \$51,076.

Kim, E. (May 2024–Aug 2024). *Climate Justice: Transforming Business and Entrepreneurship Education for a Sustainable Future*. Funded by College of Entrepreneurship, Florida State University. Total award \$10,000.

Contracts and Grants Pending

Kim, E. (2024). *Advancing the Sustainable Development Goals for a Sustainable Future*. Submitted to Department of State--Fulbright US Scholar Program. Unspecified award amount.

Service

Florida State University

FSU University Service

Chair, Faculty Senate Sustainability Education Committee (2024–present).

Steward, United Faculty of Florida-Florida State University Chapter (2023–present).

Senator, United Faculty of Florida-Florida State University Chapter (2016–present).

Member, The Faculty Senate (2014–present).

Member, Faculty Senate Election Committee (2024–2025).

Member, Faculty Senate Library Committee (2013–2025).

Faculty Panelist, The Human Rights Film Fest (2024).

Member, Faculty Senate Technology Committee (2014–2023).

FSU College Service

Member, Textile and Apparel Entrepreneurship Graduate Program Curriculum Committee (2019–present).

Member, Retail Entrepreneurship Undergraduate Program Curriculum Committee (2018–present).

Chair, Faculty Merit Review Committee (2023–2024).

Mentor, Mentor for the New Faculty (2023–2024).

Member, Promotion and Tenure Committee (2023–2024).

FSU Department Service

Coordinator, 3-D body scanner (2008–present).

The Profession

Editor for Refereed Journals

Deputy Editor, *International Journal of Sustainability in Higher Education* (2024–present).

Editorial Board Membership(s)

Clothing and Textiles Research Journal (2011–present).

Guest Reviewer for Refereed Journals

Clothing and Textiles Research Journal (2008–present).

Journal of Fashion Marketing and Management (2008–present).

Service to Professional Associations

Member, Teaching and Curriculum Innovation Committee, B Academics (2024–present).

Member, Catalyst 2030 (2024–present).

Member, The Minority and Women Entrepreneurship SIG, The United States Association for Small Business and Entrepreneurship (2020–present).

Chair, The Social Entrepreneurship SIG, The United States Association for Small Business and Entrepreneurship (2024–2025).

Member, Educators for Socially Responsible Apparel Business Committee, International Textile and Apparel Association (2009–2022).

Service to Other Universities

External Reviewer, *The University of Arkansas* (2024).

The Community

Mentor, International Incubator Programs, Bridge for Billions (2021–present).

Webinar Co-Host

Kim, E., & Perry, L. (2024). *"Bead" the Change You Want to See in the World*. The United States of Association for Small Business and Entrepreneurship.

Webinar Host

Kim, E. (2024). *Hosted the "In Search of the Altruism: AI and the Future of Social Entrepreneurship Education" Webinar*. The United States of Association for Small Business and Entrepreneurship.

Kim, E. (2024). *Hosted the "Practical Strategies for Effective Systems Change" Webinar*. The United States of Association for Small Business and Entrepreneurship.

DRAFT 3 Year Curriculum Vitae

Susana C. Santos

Last Revised: April 09, 2025

General Information

University address: Jim Moran College of Entrepreneurship
Jim Moran College of Entrepreneurship
644 W Call St
Florida State University
Tallahassee 32306-FLA
Phone: 3526171532

E-mail address: sc23cy@fsu.edu
ssantos@jmc.fsu.edu

Web site: <https://scholar.google.com/citations?user=090OIYMAAAAJ&hl=en>

Professional Preparation (Highest Degree Only)

2013 Ph.D., ISCTE-IUL Business School, Instituto Universitário de Lisboa, Portugal. Major: Human Resources Management and Organizational Behavior.

Professional Experience

2024–present Tenured Associate Professor in Entrepreneurship, Jim Moran College of Entrepreneurship, Florida State University.

2021–2023 Associate Director of the Rowan Center for Innovation and Entrepreneurship, Rowan University.

2018–2023 Tenure-Track Assistant Professor in Entrepreneurship, Rowan University.

Honors, Awards, and Prizes

2025 State of Florida Entrepreneurship Book of the Year, Jim Moran Institute and Jim Moran College of Entrepreneurship (2025).

Teaching

Courses Taught

Foundations of Entrepreneurship and Leadership (ENT5216)

Doctoral Committee Member

Lago, N., doctoral candidate. *Innovation, Funding and Success of Startups*. [PhD Student from Universidade Federal Do Rio Grande Do Sul Escola De Engenharia Programa De Pós-Graduação Em Engenharia De Produção, Brazil]

Hodge, A., doctoral candidate. *Navigating the Legitimacy Paradox in the Pursuit of Social Movement Market Opportunities*. [PhD Student from the College of Business at Florida State University]

Villas-Boas, J., doctoral student. [PhD Student from ISPA – Instituto Universitário de Psicologia Aplicada, Lisbon, Portugal]

Supervision of Student Research Not Related to Thesis or Dissertation

Akhil Patnala (Oct 2024–present).

Ella Owens (Oct 2024–present).

Faith Parkinson (Oct 2024–present).

Joshua Selig (Oct 2024–present).

Olivia Leichter (Oct 2024–present).

Zhen Siew (Oct 2024–present).

Leon Entrepreneurship and Adversity Program LEAP

Santos, S. C. (2024). *Taught the Community Bootcamp for the Leon Entrepreneurship and Adversity Program (LEAP)*. Jim Moran Institute for Global Entrepreneurship.

Research and Original Creative Work

Publications

Invited Journal Articles

- Santos, S. C., & Morris, M. H. (2024). Editor's note: Commodity traps: The challenge of sustainability in poverty entrepreneurship. *Journal of Developmental Entrepreneurship*. Retrieved from <https://doi.org/10.1142/S1084946724010027>
- Santos, S. C. (2024). Building sustainable communities through entrepreneurship and innovation. *Sustainable Communities*. Retrieved from <https://doi.org/10.1080/29931282.2024.2361061>
- Santos, S. C. (2024). A policy pathway for entrepreneurship in poverty: The role of public policy and community ecosystems. *Journal of Developmental Entrepreneurship*. Retrieved from <https://doi.org/10.1142/S1084946724010040> doi:<https://doi.org/10.1142/S1084946724010040>
- Santos, S. C., & Morris, M. H. (2024). Editor's note: Advancing entrepreneurship among the poor starts with understanding poverty. *Journal of Developmental Entrepreneurship*, 29(1). Retrieved from <https://doi.org/10.1142/S1084946724010015>
- Santos, S. C., Suomi, K., Fayolle, A., & Landström, H. (2024). Special Issue Guest Editorial: Entrepreneurship under adversity: Mapping definitions, boundaries, and future research. *Revue de l'Entrepreneuriat / Review of Entrepreneurship*, 23. Retrieved from <https://shs.cairn.info/revue-de-l-entrepreneuriat-2024-3-page-9?lang=en>
- Costa, S., Tegtmeier, S., Santos, S. C., & Schenkel, M. T. (2023). Special Issue Guest Editorial: The challenges of experimental designs in entrepreneurship education research - An interview with Thomas D. Cook. *Entrepreneurship Education and Pedagogy*, 7(1), 3–21. Retrieved from <http://dx.doi.org/10.1177/25151274231207726> doi:10.1177/25151274231207726
- Santos, S. C. (2023). Editor's note: Poverty, entrepreneurship and opportunity horizons. *Journal of Developmental Entrepreneurship*, 28(03). Retrieved from <http://dx.doi.org/10.1142/s1084946723010021> doi:10.1142/s1084946723010021
- Santos, S. C., & Morris, M. H. (2023). Editor's note: Faith and the poverty entrepreneur. *Journal of Developmental Entrepreneurship*, 28(4). Retrieved from <https://doi.org/10.1142/S1084946723010033>

Refereed Journal Articles

- Neumeyer, X., Santos, S. C., Liguori, E., Walsh, S., & Mahto, R. (2025). The ever-evolving relationship between technology, innovation, and entrepreneurship: Current state and future research needs. *Technological Forecasting and Social Change*. Retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S0040162525000903>

- Tsukanova, T., Santos, S. C., & Liguori, E. (2024). Navigating the digital shift: Exploring the online dimension in entrepreneurial ecosystems. *Journal of the International Council for Small Business*. Retrieved from <https://doi.org/10.1080/26437015.2024.2406926>
- Santos, S. C., Liguori, E., Morris, M. H., & Gibbs, S. (2024). A racial identity approach to entrepreneurship: the lived experiences of African American and Black entrepreneurs. *Small Business Economics*. Retrieved from <https://doi.org/10.1007/s11187-024-00909-z>
- Morris, M. H., Kuratko, D. F., Santos, S. C., & Soleimanof, S. (2024). Fear and the poverty entrepreneur: The paradox of failure and success. *Business Horizons*, 67(1), 41–54. Retrieved from <http://dx.doi.org/10.1016/j.bushor.2023.07.002> doi:10.1016/j.bushor.2023.07.002
- Junça-Silva, A., Duarte, H., & Santos, S. C. (2023). Personal initiative, risk-taking, creativity and opportunity discovery among students. *Journal of Enterprising Communities: People and Places in the Global Economy*, 18(1), 49–71. Retrieved from <http://dx.doi.org/10.1108/jec-10-2022-0150> doi:10.1108/jec-10-2022-0150
- Santos, S. C., Caetano, A., & Brochado, A. (2023). Why am I so successful? Self-presentation and deliberative attributions of success in entrepreneurship. *Journal of Business Venturing Insights*, 19, e00396. Retrieved from <http://dx.doi.org/10.1016/j.jbvi.2023.e00396> doi:10.1016/j.jbvi.2023.e00396
- Santos, S. C., Liguori, E. W., & Garvey, E. (2023). How digitalization reinvented entrepreneurial resilience during COVID-19. *Technological Forecasting and Social Change*, 189, 122398. Retrieved from <http://dx.doi.org/10.1016/j.techfore.2023.122398> doi:10.1016/j.techfore.2023.122398
- Santos, S. C., & Neumeyer, X. (2023). The Technologization of Entrepreneurial Processes: A Poverty Perspective. *IEEE Transactions on Engineering Management*, 70(3), 1174–1185. Retrieved from <http://dx.doi.org/10.1109/TEM.2022.3195485> doi:10.1109/tem.2022.3195485
- Neumeyer, X., & Santos, S. C. (2023). Educating the Engineer Entrepreneur of the Future: A Team Competency Perspective. *IEEE Transactions on Engineering Management*, 70(2), 684–699. Retrieved from <http://dx.doi.org/10.1109/TEM.2021.3086778> doi:10.1109/tem.2021.3086778
- Rodrigues, A. C., Carvalho, H., Caetano, A., & Santos, S. C. (2022). Micro-firms way to succeed: How owners manage people. *Journal of Business Research*, 150, 237–248. Retrieved from <https://doi.org/10.1016/j.jbusres.2022.05.062>
- Morris, M. H., Kuratko, D. F., Audretsch, D. B., & Santos, S. C. (2022). Overcoming the liability of poorness: Disadvantage, fragility and the poverty entrepreneur. *Small Business*

Economics, 58, 41–55. Retrieved from <https://doi.org/10.1007/s11187-020-00409-w>

Refereed Books

Morris, M. H., & Santos, Susana C., (2024). *Poverty, disadvantage and the promise of enterprise: A capabilities perspective*. Lanham, MD: Lexington Books. Retrieved from <https://rowman.com/ISBN/9781666933819/Poverty-Disadvantage-and-the-Promise-of-Enterprise-A-Capabilities-Perspective>

Edited Books

Santos, S. C., & Simmons, S. (Eds.). (2024). *Annals of Entrepreneurship Education and Pedagogy - 2025 Vol. 6*. Edward Elgar Publishing. Retrieved from <https://www.elgar.com/shop/usd/annals-of-entrepreneurship-education-and-pedagogy-2025-9781035325788.html?srsId=AfmBOorDVsjTk9XV6N9F7B8Se4wX4fHAcyo0auzc8ky8PYzwWbcz2H7g>

Santos, S. C., & Morris, M. (Eds.). (2024). *De Gruyter Handbook of Poverty, Disadvantage*. De Gruyter. Retrieved from <https://www.degruyter.com/document/doi/10.1515/9783111215013/html?lang=en&srsId=AfmBOopp-P3zGeFrb03T2yU4pXfqBHsLxAXdRGWEAogM7fFXrPj3kQ9#contents>

Matthews, C., & Santos, S. C. (Eds.). (2022). *Annals of Entrepreneurship Education and Pedagogy - 2023 Vol. 5*. Edward Elgar Publishing. Retrieved from <https://www.elgaronline.com/edcollbook/book/9781803926193/9781803926193.xml>

Refereed Book Chapters

Morris, M. H., & Santos, S. C. (2025). Necessity Entrepreneurship as a Misnomer: Lessons Learned from Working with Poverty Entrepreneurs. In S. Bacq, K. M. Smolka, A. F. Slade Shantz, & P. P. M. A. R. Heugens (Eds.), *Necessity Entrepreneurship: Getting Beyond the Binary (Research in the Sociology of Organizations, Vol. 92)* (pp. 89-110). Emerald Publishing Limited, Leeds. Retrieved from <https://doi.org/10.1108/S0733-558X20250000092010>

Santos, S. C. (2024). Opportunity Recognition Through the Lens of Poverty. In Michael Morris, & Susana C. Santos (Eds.), *De Gruyter Handbook of Poverty, Disadvantage and Entrepreneurship*. De Gruyter. Retrieved from <https://www.degruyter.com/document/doi/10.1515/9783111215013-003/html>

Simmons, S., Tantawy, M., & Santos, S. C. (2024). Preface: Annals of Entrepreneurship Education and Pedagogy – 2025 - Vol. 6. In Charles Matthews, & Eric Liguori (Eds.),

Annals of Entrepreneurship Education and Pedagogy – 2025 - Vol. 6. Edward Elgar Publishing.

Morris, M. H., & Santos, S. C. (2024). Toward a New Paradigm for Poverty Entrepreneurship. In Michael Morris, & Susana C. Santos (Eds.), *De Gruyter Handbook of Poverty, Disadvantage and Entrepreneurship*. De Gruyter. Retrieved from <https://www.degruyter.com/document/doi/10.1515/9783111215013-001/html>

Venesaar, U., Antonelli, G., Dorożyński, T., Duarte, H., Kallaste, M., Riviezzo, A., Räisänen, M., & Santos, S. (2022). Entrepreneurship competence among students and employees: a comparative study in five European countries. In Matthews, C. H., & Santos, S. C. (Eds.), *Annals of Entrepreneurship Education and Pedagogy* – 2023 - Vol. 5. Edward Elgar Publishing.

Matthews, C. H., & Santos, S. C. (2022). Preface: Entrepreneurship education: Challenges and possibilities. In Matthews, C. H., & Santos, S. C. (Eds.), *Annals of Entrepreneurship Education and Pedagogy* – 2023 - Vol. 5. Edward Elgar Publishing.

Presentations

Refereed Papers at Conferences

Liguori, E., Parkinson, F., Owens, E., Siew, Z., Leichter, O., Selig, J., Cedeno, M., Santos, S. C., & Fuentes, V. (presented 2025, April). *Entrepreneurship during crisis: Resilience and recovery in wartime Ukraine*. Paper presented at Morehouse Symposium on Social Justice and Social Entrepreneurship, Morehouse University. (National)

Santos, S. C., Morris, M. H., Stewart, G., & Bendickson, J. (presented 2024, August). *Enhancing capabilities and functionings in poverty through adult training in entrepreneurship*. Paper presented at Management Education Division Writers Workshop, Academy of Management Conference 2024. Chicago, USA, Academy of Management, Chicago. (International)

Santos, S. C., Mustaciuolo, G. M., McLarty, B. D., & Liguori, E. (presented 2024, July). *Roots and recipes: Exploring family and cultural dynamics in food and beverage family businesses*. Paper presented at ICSB 2024 World Congress, International Council for Small Business. (International)

Tsukanova, T., Santos, S. C., & Liguori, E. (presented 2024, July). *The virtual shift: The future of entrepreneurial ecosystems in a digital world*. Paper presented at ICSB 2024 World Congress, International Council for Small Business. (International)

Liguori, S., Santos, S. C., McLarty, B., Kraus, S., Hoobler, J., Botero, I., & Daspit, J. (presented 2024, June). *Leveraging gatekeeper's collective brain trust: publishing interesting and*

impactful family business scholarship in an ever-evolving environment. Paper presented at 2024 International Family Enterprise Research Academy, International Family Enterprise Research Academy. (International)

Santos, S. C., & Morris, M. H. (presented 2024, May). *Entrepreneurship education under conditions of poverty: Implications from the Capabilities theory*. Paper presented at 3E Conference, European Council for Small Business, European Council for Small Business. (International)

Morris, M. H., & Santos, S. C. (presented 2024, January). *Exploring the reciprocal relationship between poverty engagement and entrepreneurship research*. Paper presented at USASBE 2024, United States Association for Small Business and Entrepreneurship. (International)

Refereed Workshops

Costa, S. F., & Santos, S. C. (2024, May). *Conducting experiments in entrepreneurship education research*. Workshop delivered at 3E Conference, European Council for Small Business, Amsterdam. (International)

Contracts and Grants

Contracts and Grants Funded

Correia Santos, Susana Helena (PI), Fuentes, Vilma Elisa (Co-PI), & Liguori, Eric William (Co-PI). (Oct 2024–Sep 2026). *U.S.-Armenia Higher Education Partnership in STEM and Social Entrepreneurship*. Funded by United States Department of State. (SAM10024CA0023). Total award \$374,760.

Service

Florida State University

FSU University Service

Member of the General CRC Committee, Council on Research + Creativity (2024–present).

Member of the Summer Research Support Grant Subcommittee, Summer Research Support Grant Subcommittee for CRC (2024–present).

FSU College Service

Member of the JMC Graduate Curriculum Committee, JMC Graduate Curriculum Committee (2024–present).

Member of the JMC Search Committee for Tenure Track Position in Entrepreneurship, JMC Search Committee for Tenure Track Position (2024).

The Profession

Editor for Refereed Journals

Editorial Review Board, *Entrepreneurship Education and Pedagogy* (2024–present).

Section Editor, *Sustainable Communities, Entrepreneurship and Innovation* section (2024–present).

Editorial Review Board, *Journal of Business Venturing Insights* (2023–present).

Editorial Review Board, *Entrepreneurship Theory and Practice* (2022–present).

Co-Editor, *Journal of Developmental Entrepreneurship* (2022–present).

Editorial Review Board, *Academy of Management Perspectives* (2020–present).

Associate Editor, *Journal of Small Business Management* (2020–present).

Guest Editing for Refereed Journals

Santos, S. C., Fayolle, A., Landström, H., & Suomi, K. (Eds.). (2025, January). Inclusiveness, necessity, poverty, disabilities, underdog, disadvantaged in entrepreneurship: What are we talking about and what do we know? [Special Issue]. *Revue de L'Entrepreneuriat, Review of Entrepreneurship*.

Santos, S. C., Liguori, E., Neumeyer, X., Matho, R., Phillips, F., & Walsh, S. (Eds.). (2024, September). Winds of change: The evolving relationship of entrepreneurship, small businesses, technology, and innovation [Special Issue]. *Technological Forecasting and Social Change, and Journal of Small Business Management joint Special*.

Pidduck, R., Santos, S. C., Newman, A., Liguori, E., & Tucker, R. (Eds.). (2024). Marginalisation and entrepreneurship: Unpacking the nuanced roles of sociocultural outsidership in new venture development [Special Issue]. *International Small Business Journal*.

Chair of a Symposium

Santos, S. C., & Corbett, A. (Chair). (2025, February). *USASBE 2025 Doctoral Consortium*. Symposium conducted at the meeting of United States Association for Small Business and Entrepreneurship, Las Vegas and Online.

Santos, S. C. (Chair). (2024, July). *ICSB 2024 Doctoral Consortium*. Symposium conducted at the meeting of ICSB - International Council for Small Business and Entrepreneurship, Berlin.

Santos, S. C. (Chair). (2023, July). *ICSB 2023 Doctoral Consortium*. Symposium conducted at the meeting of ICSB - International Council for Small Business and Entrepreneurship, South Korea.

Reviewer or Panelist for Grant Applications

FSU - Institute of Successful Longevity (ISL) (2024).

The Community

Program Director, Leon Entrepreneurship and Adversity Program, Jim Moran Institute for Global Entrepreneurship (2024–present).

3 Year Curriculum Vitae

Meredith McQuerry

April 09, 2025

General Information

University address: Retail Entrepreneurship
Jim Moran College of Entrepreneurship
644 W Call Street, Shaw Building
Florida State University
Tallahassee, Florida 32306-1492
Phone: 850-644-6838

E-mail address: mmcquerry@fsu.edu

Professional Preparation (Highest Degree Only)

2016 Ph.D., North Carolina State University. Major: Textile Technology and Management. Supervisor: Dr. Roger Barker; Dr. Emiel DenHartog.

Meredith McQuerry. (2016). *Clothing Modifications for Heat Strain Reduction in Structural Firefighter Protective Clothing Systems*. Unpublished doctoral dissertation, North Carolina State University. Retrieved from <http://repository.lib.ncsu.edu/ir/handle/1840.16/11306>.

Nondegree Education and Training

2025 Sweating Guarded Hot Plate Training.

2024 ANDI Dynamic Thermal Manikin Training.

Professional Experience

2023–present Carol E. Avery Associate Professor, Retail Entrepreneurship, Florida State University.

2021–present Associate Professor, Retail Entrepreneurship, Florida State University. Director, Textile Testing Laboratory and ThermaNOLE Comfort Lab®.

2017–present Affiliate, Institute of Sports Sciences and Medicine, Institute of Sports

Sciences and Medicine, Florida State University.

Honors, Awards, and Prizes

Innovation Domi Awards Nominee, DomiStation (2025).

Horizon Award, University of Kentucky Martin-Gatton College of Agriculture, Food and Environment (2024).

Mid-Career Excellence Award, International Textile and Apparel Association (2024).

Editor's Choice Award, Fire Technology (2022).

Fellowship(s)

Sara Douglas Fellowship for Professional Promise, International Textile and Apparel Association (2015).

Graduate School Fellowship, North Carolina State University (2014).

Current Membership in Professional Organizations

American Association of Textile Colorists and Chemists

American Society of Testing and Materials

International Textile and Apparel Association

National Fire Protection Association

Teaching

Courses Taught

Analysis of Hypothermia Model (ENT4900)

Directed Individual Study (CTE5906)

Quality Assurance Assessment (CTE5444)

Textile Technologies (CTE5445)

Cotton Performance Technology (CTE4937)

New Course Development

Cotton Forward Textiles for Interiors (2025)

Cotton Performance Technology (2023)

Doctoral Committee Member

Munevar, L., graduate. (2024). *Effects of accelerated aging on the performance of moisture barriers used in firefighters' protective clothing*. [Outside Member at University of Alberta]

Doctoral Committee University Representative

Renteria, L., graduate. (2024). *Betaine improves chronic physiological stress in firefighters and acute thermoregulatory outcomes during a live burn*. [FSU Department of Health, Nutrition, and Food Science]

Evers, C., doctoral candidate. *A study on scalable carbon nanotube yarn composites*. [FSU Department of Materials Science and Engineering]

Domeier, C., doctoral student. [FSU Department of Health, Nutrition, and Food Science]

Master's Committee Member

Pandey, A., graduate. (2023). *A sustainable hybrid personal flotation device and jacket design*. [Outside Member at Cornell University]

Supervision of Student Research Not Related to Thesis or Dissertation

Lain, D. (Sep 2024–present).

Serfozo, J. (Sep 2024–present).

Henry, L. (May 2024–present).

Vives, L. (Jan 2024–present).

Brasfield, C. (Apr 2023–present).

Bernal-Diez, S. (Sep 2022–present).

Livin, L. (Sep 2022–present).

van Grieken, A. (Sep 2022–present).

Dennis, L. (Sep 2023–May 2024).

Kessner, J. (Sep 2023–May 2024).

McCray, M. (Sep 2023–May 2024).

Parkis, M. (Sep 2023–May 2024).

Pokharel, A. (Sep 2023–May 2024).

Rodriguez-Armada, D. (Sep 2023–May 2024).

Henderson, J. (Aug 2023–May 2024).

Poley-Bogan, M. (Aug 2022–Aug 2023).

Tobin, A. (Jan–May 2023).

Reding, J. (Sep 2022–May 2023).

Wilson, R. (Sep 2022–May 2023).

Hanson, D. (Jan 2022–May 2023).

Poley-Bogan, M. (May 2021–Aug 2022).

Maya, I. (Aug 2019–May 2022).

Barnes, A. (Sep 2021–Apr 2022).

Grande, A. (Sep 2021–Apr 2022).

Visiting Scholar Mentor

McQuerry, M., & Beresford, M. (2024). *Mentored Mary Beresford through UKITSS Knowledge Exchange Placement at Florida State University*. Manchester Metropolitan University.

Research and Original Creative Work

Publications

Invited Journal Articles

McQuerry, M., Kwon, C, & Poley-Bogan, M. (2023). Female firefighters' increased risk of occupational exposure due to ill-fitting personal protective clothing. *Frontiers in Materials Polymeric and Composite Materials*, 10, 1-10. doi:10.3389/

McQuerry, M., & Schofield, S. (2023). Structural firefighter personal protective clothing user needs in the US: a mobility perspective. *Emergency Management Science and Technology*, 3(15), 1-9. Retrieved from <https://www.maxapress.com/data/article/emst/preview/pdf/EMST-2023-0015.pdf> doi:10.48130/EMST-2023-0015

Refereed Journal Articles

Bolaji, J., Qiu, Z., McQuerry, M., & Kwon, C. (2025). A comparative anthropometric analysis of U.S. female firefighters versus the general female population. *Journal of Safety Research*, 93, 206-213. Retrieved from <https://authors.elsevier.com/a/1kgOa56WajH3i> doi:10.1016/j.jsr.2025.02.021

Zong, W. *, Elangovan, T. *, McQuerry, M., Poley-Bogan, M. *, Simonson, N. *, & Park, H. (2025). Sustainable survival jacket design for the homeless population. *International Journal of Fashion Design, Technology, and Education*, 1-11. doi:10.1080/17543266.2025.2480784

McQuerry, M., & Dodson, A. (2024). An antimicrobial zinc ion fiber for COVID-19 prevention in nonwoven face coverings for healthcare settings. *Journal of Occupational and Environmental Hygiene*, 21(4), 239-246. doi:10.1177/15280837221150649

Riedy, R. *, Maya, I. *, & McQuerry, M. (2024). Analysis of predicted thermal manikin physiological responses when wearing compression gear for American college and pro-level football athletes. *AATCC Journal of Research*, 11(6), 433-444. Retrieved from <https://doi.org/10.1177/24723444241276000> doi:10.1177/24723444241276000

Bolaji, J., & McQuerry, M. (2024). Impact of self-contained breathing apparatus on air gaps in structural firefighting personal protective clothing. *Applied Sciences*, 15(6), 11. Retrieved from <https://www.mdpi.com/2076-3417/15/1/6> doi:10.3390/app15010006

Riedy, R. *, McQuerry, M., & Schofield, S. (2024). Relationship between firefighter protective clothing design ease and heat stress. *International Journal of Clothing Science and Technology*, 36(5), 836-848. doi:10.1108/IJCST-11-2023-0160

McQuerry, M., & Riedy, R. *. (2023). Thermal comfort analysis of auto-racing suits using a sweating thermal manikin. *Journal of Industrial Textiles*, 53, 1-16. doi:10.1177/15280837221150649

McQuerry, M., & Grzywacz, J. G. (2023). Thermal comfort assessment of active cooling technology for agricultural end use: a field study. *Journal of Textile Engineering & Fashion Technology*, 9(1), 1-6. doi:10.15406/jteft.2023.09.00327

- Jo, J. *, Sokolowski, S., McQuerry, M., Griffin, L., & Park, H. (2022). Firefighters' feet: differences by sex and weight-bearing. *Applies Ergonomics*, 102, 1-23. doi:10.1016/j.apergo.2022
- Sokolowski, S., Marks, M. *, Park, H., Griffin, L., & McQuerry, M. (2022). Visual, volumetric and anthropometric measurements comparisons between boot interior and 3d foot scans to improve firefighters safety. *AHFE International*, 48, 91-99. doi:10.54941/ahfe1002020
- McQuerry, M., & Easter, M. (2022). Wildland firefighting personal protective clothing cleaning practices in the United States. *Fire Technology*, 58(3), 1667-1688. doi:10.1007/s10694-021-01212-z

Refereed Reports

- National Academies of Sciences, Engineering, and Medicine. (2024). *Reusable Health Care Textiles for Use in Personal Protective Equipment: Proceedings of a Workshop* (Research Report). Washington, DC: The National Academies Press. Retrieved from <https://doi.org/10.17226/27762>
- Xu, X., McQuerry, M., Poley-Bogan, M., Jacques, J., Rioux, T., Gonzalez, J., & Hoyt, R. (2023). *Evaluation of three cold weather ensembles with a heated base layer at -20°C using a thermal manikin with dynamic heat flux sensors* (Research Report). U.S. Army Research Institute of Environmental Medicine (USARIEM) Technical Report T23-000. Retrieved from <https://discover.dtic.mil/>
- Xu, X., McQuerry, M., Poley-Bogan, M., Rioux, T., Gonzalez, J., & Hoyt, R. (2023). *Thermal properties of three cold weather ensembles and an unpowered heated base layer ensemble* (Research Report). U.S. Army Research Institute of Environmental Medicine (USARIEM) Technical Report T23-004. Retrieved from <https://discover.dtic.mil/>

Nonrefereed Journal Articles

- McQuerry, M., & Kwon, C. (2023). Personal protective clothing inequities for female structural and wildland firefighters. *Fire Engineering PPE Supplement*, 16-17. Retrieved from <https://www.fireengineering.com/apparatus-equipment/the-2023-firefighter-ppe-supplement/#gref>

Presentations

Invited Papers at Conferences

- McQuerry, M., Schofield, S., Ormsbee, M. J., Renteria, L., Poley-Bogan, M., Griest, T., Wilson,

R., Livin, L., Cross, B., & Paterson, K. (presented 2023). *Ergonomic assessment of structural firefighter turnout suit designs for improved mobility*. Paper presented at Human Factors and Ergonomics Society 67th Annual Meeting and Exhibition, Human Factors and Ergonomics Society, Washington, D.C. (International)

Refereed Papers at Conferences

Bolaji, J., Qiu, Z., McQuerry, M., & Kwon, C. (presented 2024). *A comparative anthropometric analysis of female firefighters versus the general U.S. female population*. Paper presented at 2024 International Textile and Apparel Association Conference, International Textile and Apparel Association, Long Beach, CA. (International)

Bernal-Diaz, S. *, van Grieken, A. *, & McQuerry, M. (presented 2024). *Development and validation of an induced hypothermia thermoregulation model for assessing patient warming devices*. Paper presented at 2024 International Textile and Apparel Association Conference, International Textile and Apparel Association, Long Beach, CA. (International)

McQuerry, M. (presented 2024). *Experiential learning in an accelerated classroom: Experiments and field trips and competitions, Oh my!* Paper presented at 2024 International Textile and Apparel Association Conference, International Textile and Apparel Association, Long Beach, CA. (International)

Chen, K. *, McQuerry, M., & Yentes, J. (presented 2024). *Female firefighters are at higher risk for turnout gear fit issues*. Paper presented at South Central American Society of Biomechanics, American Society of Biomechanics, Fort Worth, TX. (Regional)

Chen, K. *, McQuerry, M., & Yentes, J. (presented 2024). *Female firefighters are at higher risk for turnout gear fit issues*. Paper presented at American Society of Biomechanics National Conference, American Society of Biomechanics, Madison, WI. (National)

Pokharel, A. *, Rodriguez Armada, D. *, Bolaji, J., & McQuerry, M. (presented 2024). *Impact of self-contained breathing apparatus on air gaps in structural firefighting personal protective equipment*. Paper presented at 2024 International Textile and Apparel Association Conference, International Textile and Apparel Association, Long Beach, CA. (International)

Riedy, R. *, Maya, I. *, & McQuerry, M. (presented 2023). *Analysis of physiological effects of compression gear on American college and pro-level football athletes*. Paper presented at 2023 International Textile and Apparel Association Conference, International Textile and Apparel Association, Baltimore, MA. (International)

McQuerry, M., Schofield, S., & Riedy, R. *. (presented 2023). *Evaluating engineered ease in structural firefighting protective clothing and its impact on wearer heat loss*. Paper

presented at 2023 Applied Human Factors and Ergonomics International Conference, Applied Human Factors and Ergonomics, Honolulu, HI. (International)

Kwon, C., & McQuerry, M. (presented 2023). *Evaluating female firefighter anthropometrics for improved mobility and design in personal protective clothing for the United States fire service*. Paper presented at 10th European Conference on Protective Clothing, ECPC, Arnhem, Netherlands. (International)

Riedy, R. *, McQuerry, M., & Schofield, S. (presented 2023). *Relationship between structural firefighter protective clothing ease and heat loss*. Paper presented at 2023 International Textile and Apparel Association Conference, International Textile and Apparel Association, Baltimore, MA. (International)

Riedy, R. *, & McQuerry, M. (presented 2022). *Analyzing the heat loss of motorsports racing suits*. Paper presented at 2022 International Textile and Apparel Association Conference, International Textile and Apparel Association, Denver, CO. (International)

Zong, W., Elangovan, T., McQuerry, M., Poley-Bogan, Simonson, N., & Park, H. (presented 2022). *Recycled tent converted to a survival jacket for homeless people*. Paper presented at 2022 International Textile and Apparel Association Conference, International Textile and Apparel Association, Denver, CO. (International)

Invited Presentations at Conferences

Neale-McFall, C., Medina, A., McQuerry, M., & Reynolds, R. (presented 2024, October). *Beyond traditional funding: Exploring alternative grant opportunities for institutions*. Presentation at Women in Leadership, National Diversity Congress, Harvard Faculty Club, Cambridge, MA. (International)

McQuerry, M., & Kwon, C. (presented 2024, October). *Development of novel personal protective clothing designs for structural and wildland female firefighters*. Presentation at FEMA FP&S R&D Annual PI Meeting, Federal Emergency Management Agency, Emmitsburg, MD. (National)

McQuerry, M., Kwon, C., Bolaji, J., & Qiu, Z. (presented 2024, October). *It's not just the measurements: What we know about gear for women*. Presentation at 2024 Nerdstock Science to the Station, Science to the Station, Emmitsburg, MD. (International)

Bolaji, J., Qiu, Z., McQuerry, M., & Kwon, C. (presented 2024, September). *U.S. female firefighters versus general female population: a comparative study*. Presentation at Body Data Application Forum North America, Humanetics, Stillwater, OK. (International)

Jahnke, S., McQuerry, M., & Sellers, B. (presented 2024, January). *Women's Health and Well-Begin in the Fire Service*. Presentation at Affiliate Leadership Training Summit,

International Association of Fire Fighters, Lake Buena Vista, FL. (International)

Hollerbach, B., McQuerry, M., & Kwon, C. (presented 2023, August). *Women in the fire service and the female PPE study*. Presentation at Redmond Health and Safety Symposium, International Association of Fire Fighters, New York City, NY. (International)

McQuerry, M. (presented 2022, October). *Equitable Sizing Standards for Female Firefighter PPE*. Presentation at Equitable Personal Protective Equipment Protections Workshop, Centers for Disease Control (CDC), National Institute for Occupational Safety and Health (NIOSH), National Personal Protective Technology Laboratory (NPPTL), Virtual Workshop. (International)

Refereed Presentations at Conferences

Poley-Bogan, M. *, & McQuerry, M. (presented 2024). *Analysis of cooling mechanisms to combat heat stress in the construction industry*. Poster presentation at 2024 International Textiles and Apparel Association Conference, International Textiles and Apparel Association, Long Beach, CA. (International)

Poley-Bogan, M. *, & McQuerry, M. (presented 2024). *Analysis of cooling mechanisms to combat heat stress in the construction industry*. Poster presentation at 2024 International Textiles and Apparel Association Conference, International Textiles and Apparel Association, Long Beach, CA. (International)

Chen, K. *, Yentes, J. M., & McQuerry, M. (presented 2024). *Female firefighters are at higher risk for turnout gear fit issues*. Poster presentation at American College of Sports Medicine Texas Chapter, American College of Sports Medicine, Waco, TX. (State)

Dalton, V. *, & McQuerry, M. (presented 2024). *Mind the gaps: A comprehensive literature review of surf wetsuits and ensemble accessories*. Presentation at 2024 Symposium of the Institute of Textile Science, Institute of Textile Science, Edmonton, Canada; Virtual. (International)

McQuerry, M., & Dodson, A. (presented 2022). *Physiological comfort of first responders when wearing a novel zinc ion face covering for COVID-19 prevention*. Presentation at 2022 COVID-19 Research Symposium, University of Florida Clinical and Translational Science Institute, Virtual. (State)

Jo, J., Sokolowski, S., McQuerry, M., Griffin, L., & Park, H. (presented 2022). *Visual, volumetric and anthropometric measurements comparisons between boot interior and 3d foot scans to improve firefighters safety*. Presentation at 13th International Conference on Applied Human Factors and Ergonomics, Applied Human Factors and Ergonomics, Manhattan, New York. (International)

McQuerry, M., & Easter, E. (presented 2022). *Wildland firefighting personal protective clothing cleaning practices in the United States*. Presentation at 4th Global Summit on Future Materials Science and Research, Future Materials, Virtual; Las Vegas, NV. (International)

Refereed Presentations at Symposia

McQuerry, M. (presented 2024). Impact of PPE Design on Heat Stress: Optimizing ease and air gaps in structural firefighting turnout gear. In Robert Tutterow (Chair), *2024 FIERO PPE Symposium*. Presentation at the meeting of Fire Industry Education Resource Organization (FIERO), Greenville, SC. (National)

McQuerry, M., & Kwon, C. (presented 2024). U.S. women versus women in the U.S. fire service: Are female firefighters anthropometrically different from the general U.S. female population? In Robert Tutterow (Chair), *2024 FIERO PPE Symposium*. Presentation at the meeting of Fire Industry Education Resource Organization (FIERO), Greenville, SC. (National)

McQuerry, M., & Kwon, C. (presented 2023). Outfitting Female Firefighters: Why female specific personal protective clothing is important for the fire service. In Robert Tutterow (Chair), *8th Biennial FIERO PPE Symposium*. Presentation at the meeting of Fire Industry Education Resource Organization (FIERO), Greenville, SC. (National)

Nonrefereed Presentations at Conferences

McQuerry, M., Bolaji, J., Kwon, C., & Qiu, Z. (presented 2024). *Protective clothing user needs and anthropometrics of wildland female firefighters*. Poster presentation at W3192 Multi-State University Annual Meeting, National Institute of Food and Agriculture (NIFA), Baton Rouge, LA. (National)

McQuerry, M., & Easter, E. (presented 2024). *Wildland protective clothing cleaning practices in the United States*. Poster presentation at W3192 Multi-State University Annual Meeting, National Institute of Food and Agriculture (NIFA), Baton Rouge, LA. (National)

Nonrefereed Presentations at Symposia

McCray, M. *, Kessner, J. *, & McQuerry, M. (presented 2024). Bring on the heat: ventilation in structural firefighter suits. In *2024 Florida State University Undergraduate Research Symposium*. Poster presentation at the meeting of Florida State University Center for Undergraduate Research and Academic Engagement, Tallahassee, FL. (Local)

Dennis, L. *, Parkis, M. *, & McQuerry, M. (presented 2024). Heated garments for warfighter operations in subarctic conditions. In *2024 Florida State University Undergraduate*

Research Symposium. Poster presentation at the meeting of Florida State University Center for Undergraduate Research and Academic Engagement, Tallahassee, FL. (Local)

Pokharel, A. *, Rodriguez Armada, D. *, & McQuerry, M. (presented 2024). Impact of self-contained breathing apparatus on air gaps in structural firefighter PPE. In *2024 Florida State University Undergraduate Research Symposium*. Poster presentation at the meeting of Florida State University Center for Undergraduate Research and Academic Engagement, Tallahassee, FL. (Local)

Arencibia, L. *, & McQuerry, M. (presented 2024). Using thermal cooling to fight heat stress in the construction industry. In *2024 Florida State University Undergraduate Research Symposium*. Poster presentation at the meeting of Florida State University Center for Undergraduate Research and Academic Engagement, Tallahassee, FL. (Local)

Bernal-Diaz, S. *, van Grieken, A. *, & McQuerry, M. (presented 2023). Evaluation of warfighter PPE in subarctic conditions. In *2023 Florida State University Undergraduate Research Symposium*. Poster presentation at the meeting of Florida State University Center for Undergraduate Research and Academic Engagement, Tallahassee, FL. (Local)

Reding, J. *, & McQuerry, M. (presented 2023). Relationship between fabric thickness and thermal insulation for upper body outerwear. In *2023 Florida State University Undergraduate Research Symposium*. Poster presentation at the meeting of Florida State University Center for Undergraduate Research and Academic Engagement, Tallahassee, FL. (Local)

Livin, L. *, Wilson, R. *, & McQuerry, M. (presented 2023). Turnout gear effect on fire fighters range of motion. In *2023 Florida State University Undergraduate Research Symposium*. Poster presentation at the meeting of Florida State University Center for Undergraduate Research and Academic Engagement, Tallahassee, FL. (Local)

Invited Lectures and Readings of Original Work

Qiu, J., Bolaji, J., McQuerry, M., & Kwon, C. (2024). *Body data application for workforce PPE*. Delivered at Humanetics: Future of Fit, Season 3, Episode 2, Virtual Webinar. (International)

McQuerry, M., Kwon, C., & Lehtonen, K. (2024). *Fit for Her: Innovating turnout gear for female firefighters' safety and performance*. Delivered at Fire Engineering, Virtual Webcast. (International)

McQuerry, M. (2023). *Structural firefighter fit and other PPE issues*. Delivered at International Association of Fire Fighters, Washington, D.C. (presented virtually). (International)

McQuerry, M. (2023). *Textile and Apparel Entrepreneurship Graduate Program Presentation*.

Delivered at Dean's Development Council, Jim Moran College of Entrepreneurship, Florida State University, Tallahassee, FL. (Local)

McQuerry, M., & Easter, E. (2023). *Wildland firefighting personal protective clothing and cleaning practices in California*. Delivered at State of California Occupational Safety and Health Standards (OSHA) Board, presented virtually. (National)

McQuerry, M., & Kwon, C. (2022). *Investigation of design, comfort, and mobility issues for female firefighter personal protective clothing*. Delivered at National Fire Protection Association, Fire Protection Research Foundation, Technical Panel, Virtual Presentation. (International)

McQuerry, M., & Kwon, C. (2022). *The future of women's gear: a comparison of NFPA 1971 and 1977 sizing standards to U.S. female firefighter anthropometrics*. Delivered at National Fire Protection Association, Fire Protection Research Foundation, 2022 Webinar Series. (International)

McQuerry, M. (2022). *Thermal Comfort Analysis of Performance Apparel: Using Thermal Manikins and Human Wear Testing*. Delivered at Cornell University, Virtual Guest Lecture. (National)

Contracts and Grants

Contracts and Grants Funded

McQuerry, M. (Jan 2025–Dec 2025). *Analysis of cotton performance technologies and sustainability in the consumer apparel and home textiles industries*. Funded by Cotton Incorporated Cotton in the Curriculum Program. Total award \$39,211.

McQuerry, M., Hackett, T., & Lopez, R. (Jan 2025–Dec 2025). *Jim Moran College Textile Lab Technology Enhancement*. Funded by Student Technology Fees Grant, Florida State University. Total award \$10,711.

McQuerry, M. (Aug 2024–Dec 2024). *Faculty Travel Grant*. Funded by Florida State University. Total award \$1,000.

McQuerry, M. (May 2024–May 2025). *Physiological performance analysis of heated garments for warfighters under arctic conditions*. Funded by Congressionally Directed Funding (Army). Total award \$180,890.

McQuerry, M. (Mar 2024–Dec 2024). *Materials Research Grant*. Funded by Florida State University, Undergraduate Research Opportunity Program (UROP). Total award \$1,225.

van Grieken, A. *, Bernal-Diaz, S. *, & McQuerry, M. (Jan 2024–Jan 2025). *Manikin*

physiological control (ManikinPC) testing of medical warming devices on an ANDI dynamic thermal manikin. Funded by ASTM Student Project Grant Program. Total award \$500.

McQuerry, M., & Kwon, C. (Sep 2023–Sep 2026). *Development of novel personal protective clothing designs for structural and wildland female firefighters.* Funded by Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), FY 2018 Assistance to Firefighters Grant Program. (EMW-2022-FY-00601). Total award \$1,539,374.

McQuerry, M. (Aug 2023–Jul 2024). *Acquisition of the Textile Technology Complete Database.* Funded by Robert B. Bradley Library Research Grant; Florida State University. Total award \$5,251.

McQuerry, M. (Aug 2023–Dec 2023). *Faculty Travel Grant.* Funded by Florida State University. Total award \$1,000.

McQuerry, M. (Mar 2023–Dec 2023). *Materials Research Grant.* Funded by Florida State University, Undergraduate Research Opportunity Program (UROP). Total award \$1,000.

McQuerry, M., Hackett, T., & Lopez, R. (Jan 2023–Dec 2023). *Jim Moran College Textile Lab Technology Enhancement.* Funded by Student Technology Fees Grant, Florida State University. Total award \$16,349.

McQuerry, M. (Jan 2023–May 2023). *Faculty Travel Grant.* Funded by Florida State University. Total award \$1,000.

McQuerry, M. (Jan 2023–Dec 2023). *Enhancing apparel product development: A survey and analysis of cotton performance technologies.* Funded by Cotton Incorporated Cotton in the Curriculum Program. Total award \$32,471.

Poley-Bogan, M. *, & McQuerry, M. (Jan 2023–Jan 2024). *Analysis of thermal comfort cooling mechanisms to combat heat stress in the construction industry.* Funded by AATCC Foundation Student Research Support Grant Program. Total award \$550.

McQuerry, M. (Aug 2022–Dec 2022). *Faculty Travel Grant.* Funded by Florida State University. Total award \$1,000.

McQuerry, M. (Jul 2022–Jul 2023). *Dynamic Heat Flux Analysis of Heated Garments for Warfighters under Arctic Conditions.* Funded by U.S. Army Medical Research Institute of Environmental Medicine (USARIEM). Total award \$61,500.

McQuerry, M. (Mar 2022–Dec 2022). *Materials Research Grant.* Funded by Florida State University, Undergraduate Research Opportunity Program (UROP). Total award \$1,000.

McQuerry, M., & Whalen, J. (May 2021–Aug 2022). *Magnetic compliance testing for structural firefighter turnout gear in relation to internal cardiac devices*. Funded by LION, Group. Total award \$15,391.

Maya, I. *, & McQuerry, M. (May 2021–Sep 2022). *Analysis of physiological effects of compression gear on American college and pro-level football athletes*. Funded by 2021 Phi Eta Sigma Undergraduate Research Award (IDEA Grant), Center for Undergraduate Research and Academic Engagement (CER), Florida State University. Total award \$2,000.

McQuerry, M. (Jul 2020–Jul 2022). *Wear assessment of novel mask for COVID-19 and other illness prevention*. Funded by Ascend Performance Materials Face Covering Research Grant Program. Total award \$34,814.

McQuerry, M., & Kwon, C. (Sep 2019–Dec 2023). *Investigation of design, comfort, and mobility issues for female firefighter personal protective clothing*. Funded by Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), FY 2018 Assistance to Firefighters Grant Program. Total award \$403,632.

McQuerry, M., Schofield, S., & Ormsbee, M. (Jan 2019–Dec 2025). *Development of a new turnout suit design for reduced heat stress and physiological strain*. Funded by Fire-Dex Firefighter Research Grant Program. Total award \$145,723.

Resource Grant

Bye, E., Griffin, L., Michaelson, D., Sun, G., Shaw, A., McQuerry, M., Sokolowski, S., Morris, K., Xiang, C., Wu, Y., Wheeler, W., Ruppert-Stroescu, M., Park, H., Mandal, S., Liu, H., Lin, S. H., Goncu-Berk, G., Frey, M., Freeman, C., & Baytar, F. (2022, October–2027, September). A grant of USDA. *Personal protective technologies for current and emerging occupational and environmental hazards*. Sponsored by North Central Association of Agricultural Experiment Station Directors, United States Department of Agriculture (USDA).

McQuerry, M., Stannard, C., McKinney, E., Easter, E., Meyer, S., DenHartog, E., Martindale, A., & Hwang, C. (2019, October–2024, September). A grant of USDA. *Improving safety and health of wildland firefighters through personal protective clothing*. Sponsored by Western Association of Agricultural Experiment Station Directors, United States Department of Agriculture (USDA).

Contracts and Grants Denied

Chen, R., Cai, S., & McQuerry, M. (Apr 2024). *Integration and assessment of novel hydrogel and thermoelectric cooling for enhanced chemical resistance and reduced heat stress in*

firefighter protective clothing. Submitted to Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), FY 2023 Assistance to Firefighters Grant Program. Unspecified award amount.

Yentes, J., McQuerry, M., Moats, J., & Bruce, S. (Apr 2024). *Development of effective measures to mitigate ergonomic risks associated with firefighting tasks among male and female structural firefighters*. Submitted to Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), FY 2023 Assistance to Firefighters Grant Program. Unspecified award amount.

Watso, J., Smith, K., McQuerry, M., Ormsbee, M., & Fleeman, J. (Apr 2024). *Hyperoxia for reducing physiological stress and improving firefighter performance*. Submitted to Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), FY 2023 Assistance to Firefighters Grant Program. Unspecified award amount.

Bowles, A., McQuerry, M., & Martinez, F. (2024). *Warfighter and defense related outfits to buffer extreme environments (WarDROBE)*. Submitted to STTR: HR0011ST2024D-P01, Defense Advanced Research Projects Agency (DARPA), Open Topic (white paper submission). Unspecified award amount.

McQuerry, M., & Nam, L. (2024). *Acquisition of a moisture management tester for material liquid management assessment*. Submitted to Equipment and Infrastructure Enhancement Grant, Florida State University, Council on Research and Creativity. Unspecified award amount.

Patterson, V., Neville, A., & McQuerry, M. (2024). *TacCOOL: A wearable tactical cooling solution for the us air force operator and maintenance personnel*. Submitted to Air Force STTR Open Topic Phase I Application: AFWERX Topic No. AFX24D-PTCSO. DoD Proposal No. FX24D-PTCS01-0584. Unspecified award amount.

Freeman, C., Black, C., Burch, R., Ball, J., Gurbuz, A., Harish, C., & McQuerry, M. (2022). *Saving Lives in the Water - Development of a Wearable Buoyancy Product for Commercial and Sport Fishermen for use in Occupational Activities*. Submitted to National Science Foundation Partnerships for Innovation: Building Innovation - Technology Translations. Unspecified award amount.

Postdoctoral Supervision

Bolaji, J. (Jan 2024–present).

Reviews of My Research and Original Creative Work by Other Authors

Reviews Appearing on a Web Site

PBS NOVA. (2024). Building Stuff: Reach It! *PBS NOVA*. Retrieved from <https://www.pbs.org/video/building-stuff-reach-it-0n0hbb/>

Haughney, K. (2024). FSU expert in PPE for first responders to be honored by International Textile and Apparel Association. *Florida State University News*. Retrieved from <https://news.fsu.edu/news/science-technology/2024/06/24/fsu-expert-in-ppe-for-first-responders-to-be-honored-by-international-textile-and-apparel-association/>

McNees, M. (2024). Episode 34: Innovating Female Firefighter Gear: A Deep Dive with Dr. Meredith McQuerry. *InNOLEvation® Mindset Podcast; Jim Moran College of Entrepreneurship; Florida State University*. Retrieved from https://www.youtube.com/watch?v=C-jkA_S1Ino&list=PL9I2CKAWr6oYj7TBVGhppONquTbUKqKIV&index=50

Country Fire Authority (CFA). (2024). Personal Protective Equipment & Clothing Summit. *Country Fire Authority; Melbourne, Australia*. Retrieved from <https://www.youtube.com/watch?v=xc9EIds0JuQ>

SEO Service USA. (2024). Future Trends in Racing Gear: Predicting Innovations and Developments. *FastRacer*. Retrieved from <https://www.fastracer.com/blogs/news/future-trends-in-racing-gear-predicting-innovations-and-developments?srltid=AfmBOopLFGxID--zaQiPp47hlxIsZ-6JaMRswH2bK07PVHqkFQR6z0G1>

Patterson, S. (2023). FSU VP: How Florida State University's research is shaping our everyday lives. *Tallahassee Democrat & Yahoo News*. Retrieved from <https://news.yahoo.com/fsu-vp-florida-state-universitys-091321580.html>

Blackwell, M. (2023). FSU researcher earns \$1.5 million FEMA grant to continue inquiry into improving gear for female firefighters. *Florida State University News*. Retrieved from <https://news.fsu.edu/news/university-news/2023/09/28/fsu-researcher-earns-1-5-million-fema-grant-to-continue-inquiry-into-improving-gear-for-female-firefighters/>

Blackwell, M. (2023). Trip to Cotton Incorporated headquarters gives FSU students hands-on experience. *Florida State University News*. Retrieved from <https://news.fsu.edu/news/university-news/2023/08/23/trip-to-cotton-incorporated-headquarters-gives-fsu-students-hands-on-experience/>

Zapp, A. (2023). Episode 65: The S**** doesn't fit with Meredith McQuerry Ph.D. and Cassandra Kwon Ph.D. *Fire Rescue Wellness Podcast*. Retrieved from <https://www.firerescuewellness.org/podcast/episode-65-the-s-doesnt-fit-with-meredith-mcquerry-phd-and-cassandra-kwon-phd>

Floyd, C. (2022). Why women in the fire service need better-fitting gear. *NFPA Today*. Retrieved from <https://www.nfpa.org/News-and-Research/Publications-and-media/Blogs-Landing->

Kelman, B. (2022). Disposable hospital gowns could expose health workers to infection. *Scientific American*. Retrieved from <https://www.scientificamerican.com/article/disposable-hospital-gowns-could-expose-health-workers-to-infection/>

Service

Florida State University

FSU University Service

Invited Member, FSU Center for Undergraduate Research and Academic Engagement (CRE) Faculty Advisory Committee (2023–2025).

Invited Panelist, FSU First Year Assistant Professor Workshop (2022–2025).

Jim Moran College of Entrepreneurship Representative, Council on Research and Creativity (2021–2025).

Jim Moran College of Entrepreneurship Representative, Council of Associate Deans of Research (2019–2025).

Appointed Chair, FSU CRC Summer Research Support Subcommittee (2023–2024).

Appointed Member, FSU Office of Research, A Strategic Plan Inspiring Research Excellence (ASPIRE) Advisory Committee (2023–2024).

Nominated Member, FSU Vice President of Research Search Committee (2022).

FSU College Service

Member, JMC Specialized Teaching Faculty Interview Committee (2024–present).

Member, JMC Entrepreneurship Tenure Track Interview Committee (2024).

Member, JMC Grants Analyst Interview Committee (2024).

Member, Member, JMC Graduate Scholarship Review Committee (2021–2022).

FSU Department Service

Member, Master's of Textile and Apparel Entrepreneurship Admissions Committee (2019–present).

Member, Retail Entrepreneurship Curriculum Committee (2018–present).

Faculty Advisor, American Association of Textile Chemists and Colorists Student Organization (2016–present).

Member, Merit Review Committee (2023).

Member, Merit Review Committee (2022).

FSU Institute or Center Service

Supervisor, ThermanOLE Manikin Lab® (2019–present).

Supervisor, Textile Testing Lab (2016–present).

The Profession

Guest Reviewer for Refereed Journals

International Journal of Clothing Science and Technology (2024–present).

Journal of Occupational and Environmental Hygiene (2023–present).

American Journal of Infection Control (2021–present).

AATCC Review (2020–present).

Fire Technology (2020–present).

Journal of Textile and Apparel, Technology Management (2020–present).

Applied Ergonomics (2019–present).

Ergonomics (2019–present).

Journal of Occupational Medicine and Toxicology (2019–present).

Military Medical Research (2019–present).

Industrial Health (2018–present).

International Journal of Heat and Mass Transfer (2018–present).

International Journal of Wildland Fire (2018–present).

American Association of Chemists and Colorists Journal of Research (2016–present).

American Society of Testing and Materials, Selected Technical Papers (2016–present).

Clothing and Textiles Research Journal (2016–present).

Journal of Industrial Textiles (2016–present).

Journal of the Textile Institute (2016–present).

Textile Research Journal (2015–present).

Journal of Strength and Conditioning Research (2014–present).

Service to Professional Associations

Invited Scientific Committee Member and Abstract Reviewer, 13th International Manikin & Modeling Meeting (I3M) and The Clothing and Textile Sciences Research Meeting (CTSRM) (2025–present).

Associate Editor, AATCC Journal of Research (2024–present).

Invited Member, NFPA 1950 (1977) Sizing Task Group; National Fire Protection Association (2024–present).

Invited Member, F1930 Female Flash Fire Manikin Task Group; American Society of Testing and Materials (2023–present).

Track Chair of Textile and Apparel Science, International Textile and Apparel Association (2023–present).

Invited Member, PPE Reimagined Council; International Association of Fire Fighters (2023–present).

Member, RA63 Subcommittee; American Association of Textile Chemists and Colorists (2023–

present).

Invited Member, C7 Publications Committee; American Association of Textile Chemists and Colorists (2021–present).

Member, NC170 Multistate Structural Firefighter Research Project, NIFA (2017–present).

Member of D13 Committee on Textiles, American Society for Testing and Materials (2016–present).

Member of F23 Committee on Personal Protective Clothing, American Society for Testing and Materials (2015–present).

Elected, Member-at-Large, Nominating Committee, International Textile and Apparel Association (2024–2026).

Invited Guest Editor, Special Issue on "Innovative Functional Textiles and Their Applications", Applied Sciences Journal (2024–2025).

Chair, W3192 Multistate Wildland Firefighter Research Project, NIFA (2019–2024).

Session Presider, Applied Human Factors and Ergonomics (2023).

Abstract Reviewer for Textile and Apparel Science Research Category, Invited research paper abstract reviewer, International Textile and Apparel Association (2017–2023).

Session Presider, Presider of Textile and Apparel Science Session, International Textile and Apparel Association (2022).

Voting Member of RA112 Thermal Regulation Test Methods Committee, American Association of Textile Chemists and Colorists (2019–2022).

Member of Student Awards and Fellowships Committee, International Textile and Apparel Association (2016–2022).

Service to Other Universities

Invited Medical and Science Board Member, *National Heat Safety Coalition (NHSC)*, *Korey Stringer Institute (KSI)*, *University of Connecticut* (2021–present).

Invited External Reviewer, *Deployed Warfighter Protection Program (DWFP)*, *Arthropod Vector Protection 3 (AVP-3)*, *for the Armed Forces Pest Management Board (AFPMB)* (2025).

Invited External Reviewer for DHS, FEMA, Fire Prevention and Safety (FP&S) Research and

Development (R&D), Assistance to Firefighters Grant (AFG) Program, FY 2023,
Department of Homeland Security, Federal Emergency Management Agency (2024).

Invited External Reviewer, *Natural Sciences and Engineering Research Council of Canada (NSERC) Alliance Grant Program (2024).*

Invited External Reviewer for DHS, FEMA, Fire Prevention and Safety (FP&S) Research and Development (R&D), Assistance to Firefighters Grant (AFG) Program, FY 2022,
Department of Homeland Security, Federal Emergency Management Agency (2023).

Invited External Reviewer, *National Institute for Occupational Safety and Health (NIOSH); National Personal Protective Technology Laboratory (NPPTL) (2023).*

Invited External Reviewer, *National Institute for Occupational Safety and Health (NIOSH); National Personal Protective Technology Laboratory (NPPTL) (2022).*

Invited Member, *UCONN's Korey Stringer Institute's Inter-Association Task Force on Heat Safety in the Industrial Space (2020–2022).*

The Community

Invited Legacy Member, Science to the Station: A Health and Wellness Alliance; National Development and Research Institutes (2022–present).

Consultation

Champions of Change Coalition, Australia. Research Consultant (2024–present).

Cotton Incorporated. Education Consultant (2021–present).

Payne & Fears, LLP. Expert Witness (2021–present).

Wolter Van Dyke Davis, PLLC. Expert Witness (2020–present).

Country Fire Authority, Victoria, Australia. Research Consultant (2023–2024).

MagCorp. Research Consultant (2019–2023).

DRAFT 3 Year Curriculum Vitae

Srikant (Sri) Manchiraju

Last Revised: February 20, 2025

General Information

University address: Retail Entrepreneurship
The Jim Moran College
644 W Call Street, 237 Shaw
Florida State University
Tallahassee 32306-FL
Phone: 850.644.1479

E-mail address: smanchiraju@fsu.edu

Professional Preparation (Highest Degree Only)

2015 PhD, Iowa State University. Major: Apparel, Events, and Hospitality Management. Apparel Merchandising and Design. Supervisor: Dr. Mary Lynn Damhorst.

Srikant Manchiraju. (2015). *Extension of the Tripartite Model of Body Influence: The Role of Materialism on Body Satisfaction and Fashion Involvement*. Unpublished doctoral dissertation, Iowa State University. Retrieved from <http://lib.dr.iastate.edu/etd/14526/>, 14526.

Nondegree Education and Training

2021–present An Introduction to Bibliometric Techniques, Research HUB, Norway.

Professional Experience

2019–present Department Liaison, Honors Program, The Jim Moran School of Entrepreneurship, Florida State University.

2019–present Assistant Professor, Retail Entrepreneurship, Florida State University.

2015–present Faculty Affiliate, The Family Institute, College of Human Sciences, Florida State University.

2015–present Assistant Professor, Retail, Merchandising and Product Development, Florida State University. First academic year: 70% Research; 25% Teaching; 5% Service Second academic year: 45% Research; 50% Teaching; 5% Service.

Current Membership in Professional Organizations

American Psychological Association
Association of Consumer Research
Educators for Socially Responsible Apparel Practices (ESRAP)
International Society of Quality-of-Life Studies
International Textile and Apparel Association
Society of Consumer Psychology
Society of Personality and Social Psychology
Transformative Consumer Research

Teaching

Courses Taught

Consumer in A Complex Marketpl (CTE3808)
Research Analysis in Clothing and Textiles (CTE5911)
The Psychology of Entrepreneurship (ENT4804)
Consumers in a Complex Marketplace (COA5400)

Research and Original Creative Work

Publications

Refereed Journal Articles

Manchiraju, S., Akbari, M., & Seydavi, M. (2024). Is entrepreneurial role stress a necessary condition for burnout? A necessary condition analysis. *Current Psychology*, 43. doi:<https://doi.org/10.1007/s12144-023-04704-z>

Shir, N., Wiklund, J., & Manchiraju, S. (2024). Satisfaction with Life as an Entrepreneur: From Early Volition to Eudaimonia. *Journal of Business Ethics*, 1-22. doi:<https://doi.org/10.1007/s10551-024-05832-7>

Neena Gopalan, Nicholas J. Beutell, Joseph G. Grzywacz, Wendy Middlemiss, Srikant Manchiraju, & Sapna Srivastava. (2023). Work–Family Conflict and Its Sustainability Implications among Married Immigrants Working in the USA. *Sustainability*. doi:10.3390/su151914595

Aosai Liu, Srikant Manchiraju, Nicholas J. Beutell, Neena Gopalan, Wendy Middlemiss, Sapna Srivastava, & Joseph G. Grzywacz. (2023). Regulatory Focus, Family--Work Interface, and Adult Life Success. *Journal of Adult Development*. doi:10.1007/s10804-022-09423-6

Liu, A., Manchiraju, S., Beutell, N. J., Gopalan, N., Middlemiss, W., Srivastava, S., & Grzywacz, J. G. (2022). Regulatory Focus, Family?-Work Interface, and Adult Life Success. *Journal of Adult Development*.

Presentations

Refereed Presentations at Conferences

Nam, C., Yu, H., Manchiraju, S., & Anderson, A. (presented 2024). *Consumers' Smart Fitness Apparel Purchase Intention: Do Social Acceptability Attributes, Environmental Concerns, and Health Beliefs Matter?* Presentation at International Textile and Apparel Association Annual Conference Proceedings (Vol. 81, No. 1), ITAA, Long Beach, California. (International) Retrieved from <https://doi.org/10.31274/itaa.15877>

Sadachar, A., & Manchiraju, S. (presented 2024). *The Relationship between Morality and Consumer-related Retail Loss: Does Emotional Intelligence Matter?*. *Iowa State University Digital Press*. Presentation at International Textile and Apparel Association Annual Conference Proceedings (Vol. 81, No. 1), ITAA, Long Beach, California. (International) Retrieved from <https://doi.org/10.31274/itaa.18583>

Nam, C., Yu, J., & Manchiraju, S. (presented 2024). *Virtual Vogue: Unveiling Privacy Trade-offs in the Fashion Metaverse*. Presentation at International Textile and Apparel Association Annual Conference Proceedings (Vol. 81, No. 1), ITAA, Long Beach, California. (International) Retrieved from <https://doi.org/10.31274/itaa.13888>

Service

Florida State University

FSU University Service

Member, Name, Image, and Likeness (NIL) Committee, FSU (2020–present).

Member, University Curriculum Committee, FSU (2020–present).

Alternate Senator, United Faculty of Florida-Florida State University (2016–present).

FSU College Service

Search Chair, Teaching Faculty Hiring Committee (2023–present).

Honors Liaison, Jim Moran College of Entrepreneurship (2019–present).

Member, Retail Entrepreneurship Curriculum Development Committee (2018–present).

FSU Department Service

Member, Promotion & Tenure By-Laws Committee (2015–present).

FSU Institute or Center Service

Faculty Affiliate, The Family Institute (2015–present).

The Profession

Editorial Board Membership(s)

EC Fashion Technology and Textile Engineering (2018–present).

International Journal of Marketing Studies (2018–present).

Fashion, Style, & Popular Culture (2015–present).

Guest Reviewer for Refereed Journals

Journal of Business Ethics (Feb 2025–present).

World Futures: The Journal of New Paradigm Research (Feb 2025–present).

Business Strategy and the Environment (Oct 2023–present).

Psychology Research and Behavior Management (Jun 2022–present).

Service to Professional Associations

Reviewer, Entrepreneurship Track, Academy of Marketing (2023–present).

Ad-Hoc Reviewer, Critical Studies in Men's Fashion - Journal (2021–present).

Ad-Hoc Reviewer, SAGE Open - Journal (2021–present).

Ad-Hoc Reviewer, CyberPsychology Journal (2020–present).

Ad-Hoc Reviewer, Journal of Small Business Management (2020–present).

Ad-Hoc Reviewer, PlosOne - Journal (2020–present).

Ad-Hoc Reviewer, Clothing and Textile Research Journal (2019–present).

Ad-Hoc Reviewer, Journal of Cleaner Production (2019–present).

Ad-Hoc Reviewer, Current Psychology (2018–present).

Ad-Hoc Reviewer, Family and Consumer Science Research Journal (2018–present).

Ad-Hoc Reviewer, Journal of Sustainability Science and Management (2018–present).

Ad-Hoc Reviewer, Psychology of Popular Media Culture (2017–present).

Ad-Hoc Reviewer, Journal of Fashion Marketing and Management (2015–present).

Member, Teaching Innovation Resources Committee, International Textile and Apparel Association (2014–present).

Member, Philosophical Mission Committee, International Textile and Apparel Association (2013–present).

Service to Other Universities

Tenure/Promotion Reviewer, *University of North Texas* (2024–present).

Tenure Promotion Reviewer, *University of Rhode Island* (2024–present).

Grant Reviewer, *The National Science Foundation (NSF)* (2019–present).

3 Year Curriculum Vitae

Changhyun (Lyon) Nam

April 19, 2025

General Information

University address: Retail Entrepreneurship
Jim Moran College of Entrepreneurship
Jim Moran College of Entrepreneurship
236 Shaw Building
Florida State University
Tallahassee, FL 32306
Phone: 850-645-7176

E-mail address: cn12@fsu.edu

Web site: <https://jimmorancollege.fsu.edu/>

Professional Preparation (Highest Degree Only)

2019 Doctoral Degree, Iowa State University, Ames, IA. Major: Apparel,
Merchandising, and Design.

Unspecified Name. (2019). *Sustainable Shoe Design and Evaluation Using
Kinematic and Kinetic Analysis*. Unpublished doctoral dissertation,
Iowa State University, Ames, IA.

Honors, Awards, and Prizes

Exploring the environmental impact of recycling 3D printing filaments: A case study on
advancing sustainability initiatives, Internal Council on Research Creativity (CRC)
Grant, FSU (2024). (\$20,000).

Best Research Award, Global Research Institute for Arts & Culture Education (2023).

Teaching

Courses Taught

Product Design (ENT5608)

Entrepreneurial E-Commerce Fundamentals (ENT4811)

Research and Original Creative Work

Publications

Refereed Journal Articles

- Nam, C., & Kim, K. (2025). Stacked crystalline nanomembrane GaAs/Si tunnel diodes on polypropylene substrates derived from disposable masks. *Material Letters*, 393, 5. Retrieved from <https://authors.elsevier.com/c/1kyp1,3pssFmdw> doi:<https://doi.org/10.1016/j.matlet.2025.138604>
- Nam, C. (2025). Case study of potential design perceptions for 3D printed accessories made of used face masks. *Clean Technologies and Recycling*, 5(1), 21. doi:10.3934/ctr.2025001
- Nam, C., Stephenson, M., Xiang, C., & Sanders, E. (2024). Biomechanical effect of men's dress shoes made of bacterial cellulosic composite. *International of Clothing Science and Technology*. Retrieved from <https://doi.org/10.1108/IJCST-02-2024-0029> doi:10.1108/IJCST-02-2024-0029
- Nam, C., Chung, H. Y., & Ridgway, J. (2024). Evaluation of new filaments from used disposable face masks in the 3D printing industry. *Clothing Textile Research Journal*, 1-15. Retrieved from <https://doi.org/10.1177/0887302X241264484> doi:10.1177/0887302X241264484
- Nam, C., Yu, H., & Manchiraju, S. (2024). Smart fitness apparel influencing consumers' purchase intention: An application of the technology acceptance model. *Asian Sport Management Review*, 18, 65-84. Retrieved from <https://www.asiansportmanagement.com/index.php/2024/07/02/the-18th-volume-of-asmr-has-been-published/>
- Nam, C., Bernardoni, J., & Min, S. (2024). Virtual design pedagogy: Understanding the Metaverse and improving creative design skills using ZEPETO studio platform™. *International Journal of Fashion Design, Technology and Education*. Retrieved from <https://doi.org/10.1080/17543266.2024.2329756> doi:10.1080/17543266.2024.2329756
- Kim, Y., Yu, H., Nam, C., & Dabbs, S. (2023). The influence of a college athletic department's pro-environmental initiatives on the tri-component model of attitude: An experimental examination. *Sustainability and Sport Science Journal*, 1(2), 53-72. Retrieved from <https://doi.org/10.61486/VQNO6883> doi:10.61486/VQNO6883
- Nam, C., & Manchiraju, S. (2022). Medical apparel development: A case of project and service-

learning in entrepreneurship. *Annals of Entrepreneurship Education & Pedagogy*, 371-377. Retrieved from <https://doi.org/10.4337/9781803926193.00037>
doi:10.4337/9781803926193.00037

- Nam, C., Yang, J., & Kwon, W. (2022). Sustainable footwear in outdoor sportswear industries: An effect of recycled fabric configuration on a thermal sensation model in the foot. *Research in Dance and Physical Education. Research in Dance and Physical Education*, 6(2), 1-16. Retrieved from <https://doi.org/10.26584/RDPA.2022.12.6.3.1> doi:10.26584/RDPA.2022.12.6.3.1

Presentations

Refereed Papers at Conferences

- Villanustre, L., Roberson, K., & Nam, C. (presented 2025, February). *AI image-generation in higher education: Enhancing creativity and learning with Gemini and Copilot*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Las Vegas, NV. (International)
- Allen, L., Ahmed, I., Datchinamoorthi, D. D., & Nam, C. (presented 2025, February). *Bridging sustainability and entrepreneurship: From a kombucha-based material to a green world in higher education*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Las Vegas, NV. (International)
- Iushenko, E., Villanustre, L., & Nam, C. (presented 2025, February). *Optimizing M-commerce for young consumer engagement with second-hand luxury goods websites: Qualitative approach*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Las Vegas, NV. (International)
- Nam, C., Roberson, K., & Villanustre, L. (presented 2025, February). *Sustainability-focused art and product development for entrepreneurial learning and intentions in higher education: A proposed conceptual framework*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Las Vegas, NV. (International)
- Lenzi, M., Schrimpf, E., Euke, R., & Nam, C. (presented 2024, November). *Beyond clothing: Expanding adaptive apparel to include accessories*. Paper presented at Annual ITAA Conference, International Textile Apparel, and Association, Long Beach, CA. (International) Retrieved from <https://doi.org/10.31274/itaa.18913>
- Nam, C., Yu, H., Manchiraju, S., & Anderson, A. (presented 2024, November). *Consumers' smart fitness apparel purchase intention: Do social acceptability attributes, environmental concerns, and health beliefs matter?* Paper presented at Annual ITAA Conference, International Textile Apparel, and Association, Long Beach, CA.

(International) Retrieved from <https://doi.org/10.31274/itaa.15877>

- Nam, C., & Sanders, E. (presented 2024, November). *The digital world by storm: fashion podcasts in higher education*. Paper presented at Annual ITAA Conference, International Textile Apparel, and Association, Long Beach, CA. (International) Retrieved from <https://doi.org/10.31274/itaa.18566>
- Nam, C., Yu, J., & Manchiraju, S. (presented 2024, November). *Virtual Vogue: Unveiling Privacy trade-offs in the fashion metaverse*. Paper presented at Annual ITAA Conference, International Textile and Apparel Association, Long Beach, CA. (International) Retrieved from <https://doi.org/10.31274/itaa.13888>
- Nam, C., Bernardoni, J., & Cyrille, C. (presented 2024, January). *AI's transformative impact in education and businesses: Product development, fashion design, and entrepreneurship*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Birmingham, AL. (International)
- Nam, C., & Cyrille, C. (presented 2024, January). *Entrepreneurs' behavior intention toward the 17 sustainable development goals: Small businesses*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Birmingham, AL. (International)
- Nam, C., & Bernardoni, J. (presented 2024, January). *Virtual design pedagogy: Understanding the metaverse and improving creative design skills using ZEPETO studio platform™*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Birmingham, AL. (International)
- Nam, C., Riley, B., & Saludo, R. (presented 2023). *Developing an open-loop recycled filaments for 3D printing: A pedagogical approach*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Tallahassee, Florida. (International)
- Nam, C., Chung, H. Y., & Ridgway, J. (presented 2023). *Evaluation of new filaments from used disposable face masks in the 3D printing industry: Part II*. Paper presented at Annual ITAA Conference, International Textile Apparel, and Association, Baltimore, Maryland. (International)
- Nam, C., & Bernardoni, J. (presented 2023). *Improvement of creative design skills on metaverse using ZEPETO studio platform*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Tallahassee, Florida. (International)
- Nam, C., & Kim, K. (presented 2023). *Semiconductor nanomembrane devices with a plastic substrate formed from a facial mask*. Paper presented at The 2023 IEEE 23rd International Conference on Nanotechnology, IEEE NANO, Jeju Island, Korea.

(International)

Nam, C., & Bernardoni, J. (presented 2023). *Virtual design pedagogy: Understanding the metaverse and improving creative design skills using ZEPETO studio platform™*. Paper presented at Annual ITAA Conference, International Textile Apparel, and Association, Baltimore, Maryland. (International)

Nam, C., Chung, H. Y., & Ridgway, J. (presented 2022). *New filaments from used face masks as PLA filament alternative for 3D printing: Part I*. Paper presented at Annual ITAA Conference, International Textile Apparel, and Association, Denver, Colorado. (International)

Service

Florida State University

FSU University Service

Mentor, Undergraduate Research Opportunity Program (2024–present).

Mentor, Undergraduate Research Opportunity Program (2023–2024).

FSU College Service

Review of MSE application, Master of Science in Entrepreneurship Committee (2021–present).

Updated Newsletter information, JMC Newsletter Team Member (2021–2023).

The Profession

Guest Reviewer for Refereed Journals

Discover Artificial Intelligence (2025–present).

Service to Professional Associations

Award Committee, at International Textile and Apparel Association (2025–present).

Co-Chair of Design/Product Development (DPD) Track, International Textile Apparel, and Association (2025–present).

Philosophical Missions Committee, International Textile Apparel, and Association (2025–present).

Reviewer, • Sustainability/Social Responsibility Track (9 conference papers & 1 full paper) • Design/Product Development Track (9 conference papers & 1 full paper), International Textile and Apparel Association (2024).

Volunteer, Reviewer for conference papers, United States Association for Small Business and Entrepreneurship (2021–2023).

Volunteer, • Presider and projector setting. ITAA Conference, Baltimore, MD • Virtual section mentoring. Virtual ITAA Conference • The reception desk. ITAA Conference, St. Petersburg, FL • The reception desk. ITAA Conference, Vancouver, Canada, International Textile and Apparel Association (2014–2023).

Juliana Binhote

Curriculum Vitae

PhD Candidate at University of Louisville
Partner at Korumak Serviços
Lawyer Specialized in Family Law, Brazil

jmbinhote@gmail.com

juliana.binhote@louisville.edu

Online Profiles

Research Gate: https://www.researchgate.net/profile/Juliana_Binhote2

Google Scholar: <https://scholar.google.com.br/citations?user=44iT114AAAAJ&hl=pt-BR&authuser=3&oi=ao>

LinkedIn: <https://www.linkedin.com/in/juliana-binhote-a7ba7021/>

ORCID: <https://orcid.org/0000-0002-9071-7712>

Publons: <https://publons.com/researcher/3213687/juliana-molina-binhote/>

EDUCATION

2020-present	Ph.D. Candidate in Entrepreneurship at College of Business, University of Louisville. Working title: The impact of work-life (im)balance on entrepreneurial family firms' succession. Advisor: Prof. Dr. Carl Maertz and Prof. Dr. Kristen Lucas Committee members: Dr. Manju Ahuja, Dr. Kimberly Eddleston, Dr. James O. Fiet.
2018-2020	Ph.D. interrupted in Business Administration at The Coppead Graduate School of Business/ Federal University of Rio de Janeiro in Brazil. Working Title: Internationalization of Brazilian family firms.
2016-2018	Master's in Business Administration at Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil. Title: Who builds the History and Memory of Organizations? Reflections on the use of organizational memory and companies' producers of organizational histories. Committee: Dr. Alessandra de Sá Mello Costa (Chair), Dr. Luis Alexandre Grubits de Paula Pessoa, Dr. Ana Christina Celano Teixeira.
2014-2015	MBA in Management at Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil. Title: Succession in family businesses: a case study of Gafeng LLC. Advisor: M.Sc. Renata Coutinho.
2009-2011	Specialization in Civil Law (Master's Degree interrupted) at the University of Lisbon School of Law, Lisbon, Portugal. Title: The (in) alienability of parental responsibilities and their apparent contradictions in the perspective of Portuguese-Brazilian law. Advisor: Dr. Carlos Pamplona Corte-Real and Dr. Jorge Duarte Pinheiro.

- 2009-2009** Extension course in Real Estate Law at Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil.
- 2003-2008** Bachelor's Degree in Law at Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil.
- Title: The real-estate concession of use for housing purposes and possession of public real estate.
- Committee: Dr. Daniela Trejos Vargas (Chair), Dr. Roberta Mauro Medina Maia, Dr. Augusto H.P.S. Werneck Martins.

CONTINUOUS EDUCATION & CERTIFICATES

- 2021** Certificate from IFERA Summer School on Family Business Research Methods – May-June 2021.
- 2020** Harvard Business School Online – Certificate on Negotiation Mastery (40 hours).
- 2018** Ph.D. Disciplines of Qualitative Methods (45 hours) and Survey Method (45 hours) with Dr. Angela da Rocha. Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil, March-June, 2018.
- 2017** Ph.D. Discipline of Business History: Theoretical Approaches and Case Studies. (25 hours). Faculty of Economics, Administration and Accounting, University of São Paulo, FEAC/USP with Dr. Jacques Marcovitch (USP), Dr. Alexandre Saes (USP), Dr. Armando Dalla Costa (Federal University of Paraná) and Dr. Carolina Gonçalves (USP), São Paulo, Brazil, October 23-27, 2017.
- 2014** Qualitative Methods Workshop: Doing Case Studies and Qualitative Research in International Business with Dr. Catherine Welch at the 40th EIBA Conference, Uppsala, Sweden, December 11, 2014.

ACADEMIC EXPERIENCE

- Spring 2025** Instructor of MGMT 301 (Management and Organizational Behavior), College of Business, University of Louisville, KY, U.S.
- Spring 2024** Instructor of ENTR 350 (Entrepreneurial Creativity & Innovation), College of Business, University of Louisville, KY, U.S.
- Fall 2023** Instructor of ENTR 350 (Entrepreneurial Creativity & Innovation), College of Business, University of Louisville, KY, U.S.
- Spring 2023** Instructor of ENTR 350 (Entrepreneurial Creativity & Innovation), College of Business, University of Louisville, KY, U.S.
- Fall 2022** Instructor of ENTR 350 (Entrepreneurial Creativity & Innovation), College of Business, University of Louisville, KY, U.S. Evaluation 5/5.
- Spring 2022** Research assistant of Dr. Carl Maertz, College of Business, University of Louisville, KY, U.S.
- Spring 2022** Research assistant of Dr. Isabel Botero, College of Business, University of Louisville, KY, U.S.
- Fall 2021** Research assistant of Dr. Carl Maertz, College of Business, University of Louisville,

	KY, U.S.
Fall 2021	Research assistant of Dr. Isabel Botero, College of Business, University of Louisville, KY, U.S.
Fall 2020-Fall 2021	Research assistant of Dr. Isabel Botero, College of Business, University of Louisville, KY, U.S.
2019 Oct to Dec	Teaching internship/assistant of Dr. Renato Cotta de Mello in the discipline of Strategic Planning of the Undergraduate of Defense and International Strategic Management, Federal University of Rio de Janeiro, Brazil.
2018-2019	Coordinator of Foreign Trade and International Business Program at Alumni COPPEAD.
2018-2019	Lecturer of disciple of “Culture and International Negotiations” at Alumni COPPEAD.
2018-2019	Assistant researcher at the International Business Study Center at COPPEAD.
2016-2016	Teaching internship/assistant of Dr. Andréa Cherman in the discipline of Organizational Behavior and General Theory of Administration of the Undergraduate Business Administration at Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil.
2006-2008	Teaching internship/assistant of Dr. Daniela Trejos Vargas in the discipline of In Rem Rights of the Undergraduate Law School at Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil.
2007	Scientific Initiation in Under graduation Law School at Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil. Usucapio in public properties: social function of public property. Supervisor: Dr. Daniela Trejos Vargas.

Dissertation

The impact of work-life (im)balance on family firms' succession

Essay 1: Work-life balance in family firms: An integrative literature review

Essay 2: The role of work-life (im)balance in Kentuckian family firms.

Essay 3: The effects of work-life (im)balance on family firms' succession: An Episodic Approach

Chairs: Dr. Carl Maertz & Dr. Kristen Lucas

Committee Members: Dr. Manju Ahuja, Dr. Kimberly Eddleston, Dr. James O. Fiet.

HONORS AND AWARDS

2024	Graduate Teaching Excellence Award - Finalist
2023	Spring Semester Student Champion – Nomination by students and Recognition given by the UofL President and Provost for faculty that went above and beyond their duties to provide exceptional or critical support to their students.
2021	Best Paper Contribution to Practice Award at 2021 International Family Enterprise Research Academy. 14-25 June, 2021, Virtual Edition.
2019	Best Reviewer Award at 2019 International Family Enterprise Research Academy. 17-21 June, 2019, Bergamo, Italy.

FELLOWSHIPS

- 2024-2025** Recipient of 2024 Junior Fellowship for Institute of Humane Studies at George Mason University.
- 2021-2022** Recipient of Don Lavoie Fellowship from Mercatus Center at George Mason University.

REFEREED JOURNAL PUBLICATIONS

- Botero, I. C., Barroso Martínez, A., Sanguino, G., & **Binhote, J.** (2021). The family's effect on knowledge sharing in family firms. *Journal of Knowledge Management*, 26(2), 459-481. <https://doi.org/10.1108/JKM-08-2020-0653>
- Pinho, V. M., Monteiro, J. G. M. R., & **Binhote, J. M.** (2021). Wanderlust without wandering: Managing a travel blog during the COVID-19, *Journal of Contemporary Administration/ Revista de Administração Contemporânea*. 25(spe), e200243. <https://doi.org/10.1590/1982-7849rac2021200243.en>
- Binhote, J. M.**, Pinho, V. M., Monteiro, J. G. M. R., & Almeida, V. M. C. (2020). Anitta: A Star Born to Be Global?, *Emerald Emerging Markets Case Studies*, 10(4). <https://doi.org/10.1108/EEMCS-10-2019-0286>
- Kogut, C.S., **Binhote, J.**, Mello, R.D.C., & Caballero, A.J.M. (2020). Bazzar Case Exporting Gourmet Brazil, *Emerald Emerging Markets Case Studies*, 10(4). <https://doi.org/10.1108/EEMCS-10-2019-0284>
- Binhote, J. M.** (2011). A interpretação do negócio jurídico no Draft Common Frame of Reference (Interpretation of the juridical act in the Draft Common Frame of Reference). *O Direito* (Lisboa), v.143º, p.337 - 365.

BOOK CHAPTERS

- Holt, D. T., & **Binhote, J.** (2024). Legacy. *Elgar Encyclopedia of Family Business*. Carole Howorth and Allan Discua Cruz (Editors). Edward Elgar Publishing. ISBN: 978 1 80099 871 5. <https://www.elgar.com/shop/usd/elgar-encyclopedia-of-family-business-9781800888715.html>

PAPERS IN PROGRESS

- Maertz, C.P., Shockley, K. M., & **Binhote, J.** In the eye of the beholder? A theory of work-life interface episode processing. (Preparing to submit. Target: *Academy of Management Review*).
- Binhote, J.**, Lucas, K., Maertz, C.P. The role of work-life (im)balance in Kentuckian family firms. (Finishing analysis. Target: *Entrepreneurship Theory & Practice*).
- Binhote, J.**, Conz, E., Ahuja, M., The effects of promoting the organizational past on innovative work behavior of employees. (Data collection stage. Target: *Entrepreneurship Theory & Practice*).
- Binhote, J.** Developing Committed Next Generation Members in Family Firms: The Role of Socialization Processes. (Preparing to submit. Target: *Journal of Small Business Management*).

COMPETITIVELY SELECTED CONFERENCE PAPERS

- Botero, I.C., Wittmeyer, C., **Binhote, J.**, & Astrachan, J. Building a Competent Next Gen – What do we need to do? 2022 Family Firm Institute Global Conference, October 26-29, 2022, Boston/Cambridge, MA, USA, 2022.
- Botero, I. C., **Binhote, J.** & Fediuk, T. Employee Innovative Work Behavior: A Missing Piece in Understanding Family Firm Innovation. Academy of Management. 82nd Annual Meeting of the Academy of Management. 5-9 August 2002, Seattle, Washington, USA, 2022.
- Binhote, J.** & Conz, E. The effects of promoting the organizational past on innovative work behavior of non-family members employees. International family enterprise research academy (IFERA). June 22-24, Santander, Spain, 2022.
- Binhote, J.**, Wittmeyer, C., Botero, I.C., & Astrachan, J. Translating Research to Practice. United States Association for Small Business and Entrepreneurship (USASBE). January 5th-9th, Raleigh, NC, USA, 2022.
- Binhote, J.**, Wittmeyer, C., Botero, I.C., & Astrachan, J. Emerging Experiential Exercises Studio Track - The role of socialization for committed next generation members. United States Association for Small Business and Entrepreneurship (USASBE). January 5th-9th, Raleigh, NC, USA, 2022.
- Binhote, J.** The Strategic Use of History and Memory to Enhance Family Business Branding. 16th EIASM Workshop on Family Firm Management Research Family Firms Between Local and Global Challenges, Online, September 16 – October 21, 2021.
- Binhote, J.**, Botero, I.C., Wittmeyer, C., & Astrachan, J. Developing Committed Next Generation Members in Family Firms: The Role of Socialization Processes. 81st Annual Meeting of the Academy of Management. 29 July-4 August 2021, Virtual Edition.
- Botero, I.C., **Binhote, J.**, Astrachan, J., & Wittmeyer, C. Does working outside the firm make next generation members more successful inside their family firm? International family enterprise research academy (IFERA). 14-25 June 2021, Virtual Edition.
- Binhote, J.** Family business in crisis management and the struggle for power within the family: Evidences from a Brazilian family firm. International family enterprise research academy (IFERA). 20-24th June, Spain, 2020 (Conference cancelled due to covid-19).
- Kogut, C.S.; **Binhote, J.**; Mello, R.D.C., Planned and Incidental Internationalization: a Case Study on Two Small Emerging Market B2B Firms. Academy of International Business. Chapter Latin America and the Caribbean. 30th June-1st July, Miami, USA, 2020.
- Binhote, J. M.**, Pinho, V. M., Monteiro, J. G. M. R., & Almeida, V. M. C., Anitta: Uma Estrela que Nasceu Global? XLIII National Association of Postgraduate and Research in Administration (EnAnpad - Encontro da ANPAD-Associação Nacional de Pós-Graduação e Pesquisa em Administração). Annual Meeting. 02-05, October, São Paulo, Brazil, 2019.
- Kogut, C.S., **Binhote, J.**, Mello, R.D.C., & Caballero, A.J.M., Bazaar Case Exporting Gourmet Brazil. XLIII National Association of Postgraduate and Research in Administration (EnAnpad - Encontro da ANPAD-Associação Nacional de Pós-Graduação e Pesquisa em Administração). Annual Meeting. 02-05, October, São Paulo, Brazil, 2019.

Binhote, J., Kogut, C.S., Mello, R.D.C., & Caballero, A.J.M., Specialty foods, SMEs and country-of-origin: a case study of Bazzar. 23rd McGill International Entrepreneurship Conference University of Southern, August 28 – 30, Denmark, 2019.

Binhote, J. & Costa, A.S.M. A História De Quem Constrói As Histórias Empresariais: Caso Expomus e Museu Banco Do Brasil (The Story of who builds Business Stories: Case of Expomus and Banco do Brasil Museum) at Red Pilares V Conference, 26-29 September, Chile, 2018.

Binhote, J. Corporate Historical-Social Responsibility: can socioemotional wealth, uses of history and memory of a family firm help overcome a disruption caused by corruption: Reflections on a case study of an engineering company in Brazil at International family enterprise research academy (IFERA), 3-6 July, Zwolle, The Netherlands, 2018.

Binhote, J. & Dib, L.A. Family firm's succession within the Brazilian culture: as engineering firm case study at Latin American and European Organization Studies (LAEMOS), March 22-24, Buenos Aires, Argentina, 2018.

Trindade, T.O., **Binhote, J.**, & Costa, A.S.M. A Past in Dispute: Politics of Memory and Forgetting in the Memorial of Resistance of São Paulo at the 10th International Critical Management Studies Conference, Liverpool, UK, July 2017.

Barbosa, I., **Binhote, J.**, & Costa, A.S. Tempo & Memória: um estudo inicial sobre a produção de Memória e História Empresarial. (Tempo&Memória: a initial study on the production of Memory and Business History) at VIII Congresso Nacional de Administração e Contabilidade (VIII AdCont), Rio de Janeiro, 19-21 October, 2017.

SESSION CHAIR, DISCUSSANT & CONFERENCE PARTICIPANT

Session Chair

Chair (2023). Special Interest Group (SIG) Family Business. United States Association for Small Business and Entrepreneurship (USASBE). January 18th-22nd, 2023. Tallahassee, FL, USA.

Chair (2021). Session SE 101. PhD Students Social: What's Next. Co-chair with Carlotta Benedetti and Marco Mismetti. International family enterprise research academy (IFERA). 14-25 June 2021, Virtual Edition.

Chair (2019). Session 10. Teaching Cases for Business Administration. XLIII National Association of Postgraduate and Research in Administration (EnAnpad - Encontro da ANPAD-Associação Nacional de Pós-Graduação e Pesquisa em Administração). Annual Meeting. 02-05, October 2019, São Paulo, Brazil.

Discussant

Discussant (2022). Family Firm Institute Global Conference, October 26-29, 2022, Boston/Cambridge, MA, USA, 2022.

Discussant (2022). Academy of Management. 82nd Annual Meeting of the Academy of Management. 5-9 August 2022, Seattle, Washington, USA, 2022.

Discussant (2022). International family enterprise research academy (IFERA). June 22-24, Santander, Spain, 2022.

Discussant (2022). United States Association for Small Business and Entrepreneurship (USASBE). January 5th-9th, Raleigh, NC, USA, 2022.

- Discussant (2021). 16th EIASM Workshop on Family Firm Management Research Family Firms Between Local and Global Challenges, Online, September 16 – October 21, 2021.
- Discussant (2021). 81st Annual Meeting of the Academy of Management. 29 July-4 August 2021, Virtual Edition.
- Discussant (2021). International family enterprise research academy (IFERA). 14-25 June 2021, Virtual Edition.
- Discussant (2019). XLIII National Association of Postgraduate and Research in Administration (EnAnpad - Encontro da ANPAD-Associação Nacional de Pós-Graduação e Pesquisa em Administração). Annual Meeting. 02-05, October 2019, São Paulo, Brazil.
- Discussant (2019). 23rd McGill International Entrepreneurship Conference University of Southern, August 28 – 30, 2019, Denmark.
- Discussant (2018). Red Pilares V Conference. Santiago, Chile, 26-29, September 2018.
- Discussant (2018). International Family Enterprise Research Academy (IFERA). Annual Meeting. Zwolle, The Netherlands, 3-6 July 2018.
- Discussant (2018). Latin American and European Organization Studies (LAEMOS). Buenos Aires, Argentina, 22-24 March., 2018.
- Discussant (2017). National Congress of Administration and Accounting (VIII AdCont - Congresso Nacional de Administração e Contabilidade). Rio de Janeiro, Brazil, 19-21 October, 2017.

Participant

- Participant (2024). Doctoral Consortium. Academy of Management Annual Conference. August 9-13. Chicago, USA.
- Participant (2023). Doctoral Consortium. Southern Management Association (SMA). Late-Stage Student Consortium. October 24-28, 2023 St. Pete Beach, FL, USA.
- Participant (2023) Academy of Management Annual Conference. August 4-8, 2023, Boston, Massachusetts, USA.
- Participant (2023). Doctoral Consortium. Family Enterprise Research Conference. June 15-17, 2023. Delray, FL, USA.
- Participant (2023). Doctoral Consortium. United States Association for Small Business and Entrepreneurship (USASBE). January 18th-22nd, 2023. Tallahassee, FL, USA.
- Participant (2020). International Council for Small Business 1st Virtual Family Business Research & Practice Conference. 26 May 2020. On-line Conference.
- Participant (2019). Family Firm Institute Global Conference. 23-25 October, Miami, USA.
- Participant (2019). 3rd Culture and Consumer Meeting. 05-06 September, Rio de Janeiro, Brazil.
- Participant (2019). International Family Enterprise Research Academy Doctoral Consortium. International Family Enterprise Research Academy (IFERA). Annual Conference. University of Bergamo, 17-21 June 2019, Italy.
- Participant (2018). International Family Enterprise Research Academy (IFERA). Latin America Meeting. Buenos Aires, Argentina, 21-22 November 2018.

Participant (2016). National Association of Postgraduate and Research in Administration (EnAnpad - Encontro da ANPAD-Associação Nacional de Pós-Graduação e Pesquisa em Administração). Annual Meeting. Costa do Sauípe, Brazil, 25- 28 September 2016.

Participant (2015). Meeting of Strategy Studies of National Association of Postgraduate and Research in Administration (3Es - Encontro de Estudos de Estratégia). Brasília, Brazil, 21-23 June 2015.

Participant (2015). European International Business Academy (EIBA). Annual Meeting. Rio de Janeiro, Brazil, 1-3 December 2015.

Participant (2014). European International Business Academy (EIBA). Annual Meeting. Uppsala, Sweden, 11-13 December 2014.

Participant (2014). National Association of Postgraduate and Research in Administration (EnAnpad - Encontro da ANPAD-Associação Nacional de Pós-Graduação e Pesquisa em Administração). Annual Meeting. Rio de Janeiro, Brazil, 14-17 September 2014.

INVITED PRESENTATIONS

October 2024. 3rd Entrepreneurship Research Conference. University of Wisconsin – La Crosse. The impact of work life balance on family firms. October 09th-10th, 2024.

May 2021. The importance of planned succession of the ownership and the management for the family and for the family business survival. Family Business Week organized on the 24-28.05.2021 by the Family Business Institute (Instytut Biznesu Rodzinnego Sp. z o.o.)

PROFESSIONAL SERVICES

Editorial Board

Associate Editor ad hoc

Brazilian Administration Review (BAR) December 2023 - present

Editorial Board

Entrepreneurship Research Journal

Invited Reviewer

Academy of Management Perspectives

Business Ethics: A European Review

Business Ethics, the Environment & Responsibility

Elgar Encyclopedia of Family Business Book

Entrepreneurship Research Journal

Entrepreneurship Theory and Practice

European Management Review

Journal of Small Business Management

RAC – Revista de Administração Contemporânea/Journal of Contemporary Administration

Emerald Emerging Markets Case Studies Journal

BASE - Revista de Administração e Contabilidade da Unisinos

Reviewer for Conferences

United States Association for Small Business and Entrepreneurship (USASBE)

Reviewer for 2022 Annual Meeting.

Academy of Management Annual Conference – Entrepreneurship and Organization Behavior Divisions

Reviewer for 2024 Annual Meeting.

Reviewer for 2023 Annual Meeting.
 Reviewer for 2022 Annual Meeting.
 Reviewer for 2021 Annual Meeting.

International Family Enterprise Research Academy

Reviewer for 2024 Annual Meeting.
 Reviewer for 2023 Annual Meeting.
 Reviewer for 2022 Annual Meeting.
 Reviewer for 2019 Annual Meeting.

McGill International Entrepreneurship Conference

Reviewer for 2019 Annual Meeting.

National Association of Postgraduate and Research in Administration (ANPAD-Associação Nacional de Pós-Graduação e Pesquisa em Administração).

Reviewer for 2019 Annual Meeting.

Research in Entrepreneurship and Small Business (RENT)

Reviewer for 2024 Annual Conference.

PROFESSIONAL MEMBERSHIPS

Academy of Management (2020 – present)
 Brazilian Bar Association (OAB-Rio de Janeiro) (2008 – present)
 British Academy of Management (2021 – present)
 European International Business Academy (2014 – 2016)
 Family Firm Institute (2019 – present)
 International Family Enterprise Research Academy (IFERA, 2018 – present)
 National Association of Postgraduation and Research in Administration (Brazil) (2016 – present)
 Project Management Institute (2019 –2021)
 United States Association for Small Business and Entrepreneurship (USASBE) (2021-present)
 Southern Management Association (2023 – present)

OTHER PROFESSIONAL EXPERIENCES

Jan 2022 –January 2023 Co-Chair Special Interest Group Family Businesses (USASBE)
 July 2021 – June 2023 Ifera PhD Ambassador.
 July 2021 – June 2023 Ifera Research Development Team
 July 2020 – June 2023 Ifera Latam Communications and Community Coordinator.
 Aug 2008 – Present Lawyer associated at OAB (Brazilian Bar Association) – Section of Rio de Janeiro, Brazil.
 Jul 2011 – Aug 2021 Partner at DDJ Desenvolvimento Profissional Ltda.
 May 2014 – Present Partner at Korumak Serviços Ltda.

Appendix H: PO and SLOs

Documents Included:

- PO and SLO Plan
- SLO 2 Assessment Rubric

Please complete this template by filling in the text fields, selecting options from the drop-down menus, and checking applicable boxes. All programs are required to select at least 1 Program Outcome and at least 2 Student Learning Outcomes. Bachelor's programs are required to select at least 1 Program Outcome and at least 5 Student Learning Outcomes.

Educational program name: **PhD in Entrepreneurship**

Program type: **Doctorate Degree**

College: **Jim Moran College of Entrepreneurship**

Department: **N/A**

Location(s): ☒ Tallahassee, FL ☐ Panama City, FL ☐ Republic of Panama ☐
Distance/Online

Modality: **100% Face-to-Face**

Start term: **Fall 2026**

Responsible individual(s): **Graduate Program Coordinator**

Program Outcome

PO Name	<i>PO – Degree Program Enrollment</i>
PO Statement	<i>The number of students enrolled in the Doctoral program will increase.</i>
Description of Assessment Plan	<i>For this Program Outcome, we will track our unduplicated student enrollment in the fall of each academic year. Enrollment data will be gathered from the student enrollment dashboard available at the Office of Institutional Research website at: https://ir.fsu.edu/enrollment.aspx. Only degree-seeking students enrolled in the PhD in Entrepreneurship program will be included in the degree program enrollment count. The JMC Graduate Program Coordinator will report the enrollment data and will be responsible for arranging the department discussion every August/September.</i>
Numeric Target	<i>Over the next 5 years, we aim to increase enrollment as outlined below:</i> <i>Year 1 (Fall 2026) = enrollment of 4 students</i> <i>Year 2 (Fall 2027) = enrollment of 4 students</i> <i>Year 3 (Fall 2028) = enrollment of 8 students</i> <i>Year 4 (Fall 2029) = enrollment of 8 students</i> <i>Year 5 (Fall 2030) = enrollment of 8 students</i>

Student Learning Outcome #1

SLO Name	<i>SLO - Research Communication</i>
SLO Statement	<i>Students will demonstrate effective oral and written communication.</i>
Description of Assessment Plan	<i>This SLO will be assessed through two graded assignments in the Foundations of Entrepreneurship Research II course. Assignment #1 will be a written research proposal. Assignment #2 will be an oral presentation of the proposed research. An analytic rubric will be used to determine a score for each assignment. The two assignment grades will be combined in order to be used for an overall communication score.</i>
Numeric Target	<i>At least 75% of the students scored an 80% or higher for the overall communication score (Assignment #1 grade + Assignment #2 grade = Overall Communication Score)</i>
Student Learning Outcome #2	
SLO Name	<i>SLO – Original Research</i>
SLO Statement	<i>Students will ask original research questions and conduct research studies using appropriate methodology to address them.</i>
Description of Assessment Plan	Doctoral students produce and defend a dissertation. A committee of three professors and one external member evaluate student's original research skills according to a rubric. The rubric has 4 criteria: Conceptual Adequacy and Mastery of Literature, Coherence and Organization, Methodological and Technical Adequacy, Significance of Contribution to the Field. Each criterion is evaluated based on a 3-point scale: Exemplary (4 Points), Proficient (3 Points), Developing (2 Points or below). Only criteria #1, 3 and 4 are used in assessment of this SLO on original research skills. Committee members' scores will be averaged for each criterion. See the rubric attached. At the end of each dissertation defense, committee members will receive a link to the dissertation evaluation form and will be asked to complete it. At the end of each academic year (Summer, Fall, Spring), the Graduate Program Director will aggregate the assessment data and will present the report at the Graduate Committee meeting in August for further analysis and consideration of appropriate changes to support student learning.
Numeric Target	<i>At least 75% of the students will earn an average score of 3 points or higher on the 3 rubric criteria.</i>

PhD Entrepreneurship

Original Research Rubric

Criterion	Exemplary (4)	Proficient (3)	Developing (2 or below)
(1) Conceptual Adequacy & Mastery of Literature	Research questions and hypotheses are original, precise, and strongly grounded in literature. Literature review is comprehensive, integrates seminal and current works, and frames a clear gap. Conclusions are insightful, advance theory/practice, and outline future directions.	Research questions and hypotheses are clear and relevant. Literature review covers most important works, though integration may be uneven. Conclusions are aligned with findings but provide limited implications.	Research questions/hypotheses are vague, misaligned, or absent. Literature review has major omissions or lacks synthesis. Conclusions are weak, inconsistent, or unsupported.
(2) Coherence & Organization	Paper is highly organized, polished, and accessible to readers beyond the field. Logical flow enhances comprehension. Language is precise, professional, and free of jargon misuse. Few or no proofreading errors.	Paper is generally organized, though some sections lack clarity or cohesion. Language is serviceable but occasionally vague or jargon-heavy. Noticeable proofreading errors but they do not impede meaning.	Paper is disorganized and difficult to follow. Writing requires specialized knowledge to understand. Language is unclear, inappropriate, or full of jargon. Frequent proofreading errors interfere with comprehension.
(3) Methodological & Technical Adequacy	Methods are highly appropriate and rigorously applied. Analyses are clearly described, correctly executed, and fully justified. Conclusions are consistently	Methods are appropriate but inconsistently described or applied. Some analyses contain errors or are incomplete. Most conclusions are	Methods are inappropriate or poorly applied. Analyses are incorrect or unclear. Conclusions are invalid, misleading, or unsupported by data.

	supported by results.	supported by results.	
(4) Significance of Contribution to the Field	Contribution is groundbreaking: develops new theory, uses innovative methods, or generates unique data. Demonstrates strong scholarly and/or practical impact.	Contribution is meaningful: addresses underexplored issues, applies theory in new contexts, or extends current debates. Some practical or scholarly value.	Contribution is minimal: revisits well-trodden topics without originality, lacks relevance, or adds little theoretical/practical value.

Scoring Guidance:

Each criterion may be scored from 1–4. Each criterion is weighed equally at 25%. Partial points are possible (e.g., 2.75 points). Only criteria #1, 3 and 4 are used in assessment of learning outcome on original research.



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM E



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM VII

February 24, 2026

SUBJECT: Proposal to Terminate STEM Teaching BS Degree

PROPOSED COMMITTEE ACTION

Request to approve the termination of the Anne Spencer Daves College of Education, Health, and Human Sciences STEM Teaching Bachelors of Science Degree

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governor Regulation 8.012

BACKGROUND INFORMATION

The Florida Board of Governors Regulation 8.012 states that each university's Board of Trustees has the responsibility and authority to terminate degree programs in order to "ensure the efficient use of state resources and maintain quality and relevancy of academic programs."

The Anne Spencer Daves College of Education, Health, and Human Sciences and the College of Arts and Sciences has identified continued low student demand for the STEM Teaching degree. Much of the degree content will be offered in the newly created FSU-Teach STEM Teaching undergraduate certificate program, affording students in STEM disciplines across campus the ability to complete the necessary coursework for careers in K-12 STEM education.

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) has been notified of the University's intention to terminate this program, pending Board of Trustees approval.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Florida BOG Academic Degree Program Termination Form – STEM Teaching with Attached SACSCOC Notification of Termination

Submitted by: Office of Faculty Development and Advancement



Academic Degree Program Termination

In Accordance with Board of Governors Regulation 8.012,
Academic Program Termination and Temporary Suspension of New Enrollments

Institution: Florida State University

Program Name: STEM Teaching

Degree Level(s): BS **CIP Code:** 13.1205

Effective term for termination: Summer 2026

First term when no new students will be accepted into the program

Anticipated phase-out term: Summer 2030

First term when no student data will be reported for this program

Each university board of trustees has the responsibility and authority to approve termination of degree programs at the undergraduate, graduate, and professional levels with the exception of master's degree programs in nursing, which must be approved by the Board of Governors in accordance with Board Regulation 8.008. Upon termination of a degree program, the university will submit to the Board of Governors' office a request for termination prior to the start of the effective term. Upon resolution of any outstanding issues regarding the program's termination, the change will be added to the State University System Academic Degree Program Inventory, and a letter of notification shall be provided to the institution.

1. Does the proposed program qualify as a Program of Strategic Emphasis, as described in the Florida Board of Governors 2030 System Strategic Plan, "[SUS 30 Extraordinary Impact?](#)"

[Programs of Strategic Emphasis List](#)

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

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

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 are eligible for the Programs of Strategic Emphasis waiver. Refer to [Board Regulation 7.008](#).

X No

2. Was the program identified by Board staff as not meeting the degree productivity threshold on the degree productivity report?

X Yes

☐ No

3. Will this degree program be offered as a major under a different CIP code?

☐ Yes. If yes, what will the new CIP be for this major? CIP _____

X No

Much of the degree program content will be offered in the new FSU-Teach STEM Teaching undergraduate certificate program (CIP 13.1205).

4. Provide a narrative rationale for the request to terminate the program.

The degree program is being terminated due to lack of student demand. In order to enter the associated major, students must be enrolled in a primary degree in math or science, thus making it difficult for students to complete the additional 32 credits hours associated with the STEM Teaching degree major. Offering the content in the form of an undergraduate certificate program will lead to more students completing the necessary coursework to pursue a career in K-12 STEM education.

5. Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.

The degree is only being offered on the Tallahassee campus. Negative impacts on enrollments and enrollment planning have not been identified, and resources will not be reallocated due to the offering the new undergraduate certificate program.

6. Explain how the university intends to accommodate any students or faculty currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program.

All students currently admitted and enrolled in the degree will be afforded the opportunity to complete the degree through Spring 2030. Faculty associated with the degree program will continue to teach STEM teaching courses and the undergraduate certificate coursework. Faculty associated with the degree will also teach math and science coursework in our high-demand Elementary Education BS and MS degree programs.

7. Provide the date the teach-out plan was submitted to the institution's accreditor. Include a copy of the notification letter with your submission.

December 17, 2025; see attached.

8. Identify the process for evaluating and mitigating any potential negative impact of the proposed action on the current representation of faculty and students in the program.

Negative impacts to the representation of faculty and students have not been identified, as the faculty are being retained and students interested in the content can pursue the undergraduate certificate program.

9. If this is a baccalaureate program, explain how and when the Florida College System institutions have been notified of its termination so that students can be notified accordingly.

In accordance with university policy, CEHHS has notified the Office of Admissions and the Division of Undergraduate Studies of their intention to terminate the degree program. All current admitted and enrolled students in the degree have been notified in writing of the intended termination, with Spring 2030 being the final semester to complete the degree. All academic advising websites have been updated and a university-wide communication has been issued to all FSU academic advisors and academic support units. CEHSS has also notified all state college institutions and their academic advising units of their intent to terminate the degree program.

Required Signatures

Provost's Signature

Date

Board of Trustees Chair's Signature

Date

Date Approved by the Board of Trustees



FLORIDA STATE UNIVERSITY
OFFICE OF THE PROVOST

December 17, 2025

Dr. Michelle Madden
Director of Substantive Change
Southern Association of Colleges and Schools, Commission on Colleges
1866 Southern Lane
Decatur, GA 30033-4588

Dear Dr. Madden:

This serves as notification (SC034393) that the university intends to close the **Bachelor of Science (B.S.) in STEM Teaching** effective May 11, 2026.

Program faculty made the decision in Fall 2025 to terminate this program due to low student demand. There are 38 students currently enrolled in the B.S. in STEM Teaching degree plan codes who intend to complete the program. The program coordinator notified students of the degree termination via email and asked them to clarify their intentions of either completing within the teach out period. Students will not incur any additional charges as a result of the program closure.

The termination will not negatively impact any faculty members or staff, all of whom will continue teaching and supporting programs within the School of Teacher Education in the College Education, Health, and Human Sciences. The School of Teacher Education website, the Undergraduate Academic Program Guide, and the University Bulletin have been revised to reflect the termination of the B.S. in STEM Teaching program.

The closure is pending approval from the FSU Board of Trustees. It is also pending approval from SACSCOC.

Please let me know if you need additional information.

Sincerely,

Ruth Storm, Ph.D.
Associate Provost and Associate Vice President for Academic Affairs

cc:	Provost James Clark	Dr. Joe O'Shea	Mr. John Barnhill
	Dr. Jeannette Taylor	Ms. Hege Ferguson	Dr. Amy Guerette
	Dr. Damon Andrew	Dr. DeOnte Brown	Dr. Galiya Tabulda
	Dr. Kim Barber	Dr. James Hunt	



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM F



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM VIII

February 24, 2026

SUBJECT: Amended FSU Regulation 5.098 – Textbook and Instructional Materials Affordability and Transparency

PROPOSED COMMITTEE ACTION

Request to approve amendments to FSU Regulation 5.098, including updated title and content.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governors Regulation 8.003

BACKGROUND INFORMATION

This amendment brings the current FSU Regulation 5.098 into compliance with Board of Governors Regulation 8.003: Textbook and Instructional Materials Affordability and Transparency. The amended regulation includes the requirement for faculty to post course syllabi at least 45 days before the first day of classes for each term. Per BOG Regulation, syllabi will remain posted for at least 5 years in an online syllabus library.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: FSU Regulation 5.098 – Textbook and Instructional Materials Affordability and Transparency

Submitted by: Office of the Provost; Office of Faculty Development and Advancement

FSU-5.098 Textbook and Instructional Materials Affordability and Transparency Requirements for Course Syllabi, Textbooks, and Instructional Materials

The Board of Trustees of Florida State University establishes the following procedures for posting course syllabi, ~~and~~ approving and adopting textbooks and instructional materials, and minimizing the cost of textbooks and instructional materials to students while maintaining the quality of their educational experience and continuing to ensure academic freedom.

(1) COURSE SYLLABI:

(a) To maximize informed student choice, faculty must post course section syllabi for lecture, discussion, lab, and medicine courses to the FSU Syllabus Library at least 45 days before the first day of class for each term. Syllabi will be posted beginning Spring 2026 semester and remain posted for at least 5 years.

1. If course sections are added after the 45-day period, faculty must post those syllabi and required instructional materials when the course section is added in the registration system. If instructors are assigned to course sections after the 45-day period, the syllabi and required instructional materials for those sections must be posted when the instructors are assigned to the course sections in the registration system.

2. Syllabi must contain the components outlined in the FSU Syllabus Template which is aligned to Florida Board of Governors requirements and Faculty Senate University Curriculum Committee syllabus statement requirements.

(b) Attestation: The instructor of record must review all required course materials for each course they teach each semester, and must:

1. ~~The instructor of record must~~ attest that they will review all required materials for each course they teach each semester before the materials are presented or assigned to students.

2. ~~The instructor of record must~~ attest that the materials are appropriate for the course. If the materials for the course have been selected by someone other than the instructor of record, the individual responsible for selecting the materials for the course must complete this attestation.

3. The Office of Faculty Development and Advancement is responsible for developing and implementing processes to ensure compliance with these attestation requirements.

(2) TEXTBOOKS AND INSTRUCTIONAL MATERIALS

(a) Definitions:

1. The term “materials” includes but is not limited to textbooks, test and assignment questions, assigned and supplemental readings, and any other instructional material the instructor plans to assign to students to purchase, read-, or ~~and~~ review ~~in~~ for the course, which may be available in printed or digital format.

2. The term “textbook assignment application (the Application)” means the online, application used by the University to create a public, searchable database of the lists of required and recommended textbooks and instructional materials that students purchase for course sections offered for the upcoming term, which courses are included in the university’s course registration system and on the university’s website. Individualized courses, such as directed individual studies, internships, thesis dissertation defense, and performance, are exempt from the requirements associated with the Application.

(b) The Office of the Provost shall notify each college of the textbook and instructional material adoption deadline for each semester. The deadline shall be at least 45 days before the first day of class for each term.

(c) Selection of instructional materials is an instructor's responsibility, subject to a department's role over curriculum. As much as possible, the selection of instructional materials should:

1. enable students to obtain the highest quality products at the lowest available price. Institutional initiatives for accomplishing this goal may include but are not limited to

- ~~1. Purchasing digital textbooks in bulk;~~
- ~~2. Expanding the use of open-access textbooks and instructional materials;~~
- ~~3. Providing rental options for textbooks and instructional materials;~~
- ~~4. Increasing the availability and use of affordable digital textbooks and learning objects;~~
- ~~5. Developing mechanisms to assist in buying, renting, selling, and sharing textbooks, and instructional materials;~~
- ~~6. Assessing the length of time that textbooks and instructional materials remain in use;~~
- ~~7. An evaluation of cost saving for textbooks and instructional materials, which a student may realize if individual students are able to exercise opt-in or opt-out provisions for the purchase of the materials; and~~

2. consider the use of innovative pricing techniques and payment options for textbooks and instructional materials in consultation with providers, including bookstores, and

3. include an opt-in or opt-out provision for students which ~~and~~ may be approved only if there is documented evidence that the options reduce the costs of the textbooks and instructional materials.

(d) No later than 45 days before the first day of class, the instructor or designee shall identify in the Application the textbooks and instructional materials both required or recommended for purchase in each course section. This information will be available online to students through the Application ~~textbook assignment application~~. If instructors are assigned after the 45-day period, the required textbooks and instructional materials must be posted in the Application when the instructor is added to the registration system.

(e) Using the Application ~~Upon accessing the website to enter this information,~~ the instructor or designee shall confirm that:

1. When making a choice between a new edition of a textbook and a previous edition, the instructor has determined that the new edition differs significantly and substantively from the previous edition and that, based on this review, the adoption of the new edition is warranted based on the value to the student of changing to a new edition or the extent to which an open-access textbook or instructional material is available; and

2. The instructor or department intends for students to use all instructional materials that are listed as required for a course. When requiring the purchase of a bundled package rather than one or more of its discrete parts, the instructor requires student use of substantially all of the items that the package contains.

(f) Determination of a student's ability to pay for instructional materials will be made through assessment by the Office of Financial Aid. The university shall make required and recommended textbooks and instructional materials for each course

offering available to students who otherwise cannot afford ~~them the cost of the textbook~~. Students eligible for financial assistance may elect to have their FSU account credited with the approved funding so they may make textbook and instructional material purchases from the University Bookstore directly.

(g) Posting: The list of required and recommended textbooks and instructional materials shall be posted as early as feasible but at least 45 days before the first day of class for each term, and must:

1. ~~The textbook listings shall include the following information:~~ the international standard book number (ISBN), the author(s) listed, the title, the publisher, the edition number, the copyright and publication dates, and other relevant information necessary to identify the specific textbook or instructional material that is either required or recommended for each course;

2. include a unique identifier, if available, for materials that are open access or an open educational resource for which there is no cost and must include any relevant information necessary to identify the specific resource;

3. be searchable by general education status, the course subject, the course number, the course title, the course section, the name of the instructor of the course, the title of each assigned textbook or instructional material, and each author of an assigned textbook or instructional material;

4. be easily downloadable by current and prospective students ~~;~~ and

~~3. for general education core courses identified pursuant to section 1007.25, Florida Statutes, must include the syllabus and contain the course curriculum; the goals, objectives, and student expectations of the course; and how student performance will be measured.~~

5. ~~Information in paragraphs (1)(f) and (g) must remain posted in a public, searchable database for at least five academic years.~~

~~(i) The University offers dual enrollment courses to eligible students from partner schools which are taught exclusively on the FSU main campus or Panama City branch campus. FSU instructors select all course textbooks and instructional materials in accordance with the Board of Governors regulation and best practices that may reduce the cost of dual enrollment course textbooks and instructional materials.~~

(h) College deans will monitor compliance to ensure that each instructor has entered both the required or recommended textbooks and instructional materials by the deadlines established by the Provost. A request for an exception to the textbook adoption deadlines shall be submitted in writing to the Office of the Provost and shall provide a reasonable justification for the exception. ~~A course added less than forty five (45) days prior to the first day of classes is exempt from this notification requirement.~~

(i) Prohibitions: No employee of The Florida State University may demand or receive any payment, loan, subscription, advance, deposit of money, service, or anything of value, present or promised, in exchange for requiring students to make specific purchases. However, subject to the requirements of the Florida Code of Ethics for Public Officers and Employees and both the outside activity requirements and conflict of interest restrictions set forth in the university's regulations and in collective bargaining agreements, an employee may receive:

1. Sample or instructor copies of textbooks or other instructional materials that cannot be sold if they are identified as samples and not for resale.

2. Royalties or other compensation from the sales of textbooks and other

instructional resources that include the instructor's own writing or work provided they follow institutional procedure for approval as outlined in the applicable Faculty Handbook;

3. Honoraria for academic peer review of course materials;
4. Fees resulting from activities such as reviewing, critiquing, or preparing support materials for textbooks or instructional materials; and
5. Training in the use of course materials and learning technologies.

(3) COMPLIANCE AND REPORTING:

(a) The Provost or designee shall determine and report compliance with this Regulation to the FSU Board of Trustees.

(b) The university board of trustees shall provide a report, by September 30 of each year, or as otherwise required by current law, to the Chancellor of the State University System, in a format determined by the Chancellor, that details:

1. The selection process for courses with high enrollment;
 2. Specific initiatives of the institution designed to reduce the cost of textbooks and instructional materials;
 3. Policies implemented regarding the posting of textbook and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class;
 4. The number of courses and course sections that were not able to meet the posting deadline for the previous academic year;
 5. Compliance with the required components of the textbook and instructional materials list as required by ~~in~~ Florida Board of Governors regulations ~~Regulation 8.003~~;
 6. Attestation that all required materials have been reviewed each semester;
- and
7. Any additional information determined by the Chancellor.

(4) The Provost or designee is delegated authority to implement additional policies and procedures in furtherance of and consistent with the requirements set forth in herein, Florida Board of Governors regulations, ~~Regulation 8.003~~, applicable law, and governing collective bargaining agreements.

Authority: BOG Regulations 1.001(3) (j), 8.003; Sections 1004.085 Florida Statutes, BOG Regulation Procedure July 21, 2005

History: New 6-17-2009, Amended 2-19-2010, Amended 9-25-2017, 9-11-2020, 2-28-25,



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM G



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Audit and Compliance Committee

ACTION ITEMS I and II

February 24, 2026

SUBJECT: Request for Approval of Performance-Based Funding Metrics Audit and Preeminent Research University Funding Metrics Audit Results

PROPOSED COMMITTEE ACTION

FSU OAAS' request for BOT approval of the Performance-Based Funding Metrics Audit Results and the Preeminent Research University Funding Metrics Audit Results.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

1. Florida Statute 1001.706(5)(e): Each University shall conduct an annual audit to verify the data submitted pursuant to ss. 1001.7065 and 1001.92 complies with the data definitions established by the board and submit the audits to the Board of Governors' Office of Inspector General as part of the annual certification process required by the Board of Governors.
2. BOG Regulation 5.001(8): University chief audit executives shall conduct or cause to have conducted an annual data integrity audit to verify that the data submitted for implementing the Performance-Based Funding Model complies with the data definitions established by the Board of Governors. The audit report shall be presented to the University's Board of Trustees for its review, acceptance, and use in completing the data integrity certification. The audit report and data integrity certification are due to the Board of Governors' Office of Inspector General by March 1 each year.

BACKGROUND INFORMATION

ADDITIONAL COMMITTEE CONSIDERATIONS

No additional Committee Considerations

Supporting Documentation Included: Request for Approval I and II Memo – SUS Performance-Based Funding Metrics Audit Results and Preeminent Research University Funding Metrics Audit Results.

Submitted by: Undra Baldwin, Chief Audit Officer



OFFICE OF AUDIT & ADVISORY SERVICES

Office of Audit and Advisory Services
Westcott Building, Suite 407
222 South Copeland Street
P.O. Box 3061390
Tallahassee, Florida 32306-1390

MEMORANDUM

TO: Dr. Richard McCullough, President
FROM: Undra Baldwin, Chief Audit Officer
DATE: February 2, 2026
SUBJECT: Consent Agenda Items #1 and #2 for the February 25, 2026, BOT Meeting

Please find enclosed the FSU Office of Audit and Advisory Services request for BOT approval of the Performance-Based Funding Metrics and Preeminent Research University Funding Metrics audit reports and recommendations for the President and BOT Chair to sign the certifications.

I respectfully request these items to be placed on the BOT Consent Item Agenda for the February 25, 2026, BOT meeting.

Thank you.

Attachments



Data Integrity Certification

March 2026

In accordance with Board of Governors Regulation 5.001(8), university presidents and boards of trustees are to review, accept, and use the annual data integrity audit to verify that the data submitted for implementing the Performance-based Funding model complies with the data definitions established by the Board of Governors.

Given the importance of submitting accurate and reliable data, boards of trustees for those universities designated as preeminent or emerging preeminent are also asked to review, accept, and use the annual data integrity audit of those metrics to verify that the data submitted complies with the data definitions established by the Board of Governors.

Applicable Board of Governors Regulations and Florida Statutes: Regulations 1.001(3)(f), 3.007, and 5.001; Sections 1001.706(5)(e), 1001.7065, and 1001.92, Florida Statutes.

Instructions: To complete this certification, university presidents and boards of trustees are to review each representation in the section below and confirm compliance by signing in the appropriate spaces provided at the bottom of the form. *Should there be an exception to any of the representations, please describe the exception in the space provided.*

Once completed and signed, convert the document to a PDF and ensure it is ADA compliant. Then submit it via the Chief Audit Executives Reports System (CAERS) by **close of business on March 1, 2026**.

University Name: Florida State University

Data Integrity Certification Representations:

1. I am responsible for establishing and maintaining, and have established and maintained, effective internal controls and monitoring over my university's collection and reporting of data submitted to the Board of Governors Office, which will be used by the Board of Governors in Performance-based Funding decision-making and Preeminence or Emerging-preeminence Status.
2. In accordance with Board of Governors Regulation 1.001(3)(f), my Board of Trustees has required that I maintain an effective information system to provide accurate, timely, and cost-effective information about the university, and shall require that all data and reporting requirements of the Board of Governors are met.
3. In accordance with Board of Governors Regulation 3.007, my university provided accurate data to the Board of Governors Office.

Data Integrity Certification, March 2026

4. In accordance with Board of Governors Regulation 3.007, I have tasked my Data Administrator to ensure the data file (prior to submission) is consistent with the criteria established by the Board of Governors. The due diligence includes performing tests on the file using applications, processes, and data definitions provided by the Board Office. A written explanation of any identified critical errors was included with the file submission.
5. In accordance with Board of Governors Regulation 3.007, my Data Administrator has submitted data files to the Board of Governors Office in accordance with the specified schedule.
6. I am responsible for taking timely and appropriate preventive/ corrective actions for deficiencies noted through reviews, audits, and investigations.
7. I recognize that Board of Governors' and statutory requirements for the use of data related to the Performance-based Funding initiative and Preeminence or Emerging-preeminence status consideration will drive university policy on a wide range of university operations – from admissions through graduation. I certify that university policy changes and decisions impacting data used for these purposes have been made to bring the university's operations and practices in line with State University System Strategic Plan goals and have not been made for the purposes of artificially inflating the related metrics.
8. I certify that I agreed to the scope of work for the Performance-based Funding Data Integrity Audit and the Preeminence or Emerging-preeminence Data Integrity Audit (if applicable) conducted by my chief audit executive.
9. In accordance with section 1001.706, Florida Statutes, I certify that the audit conducted verified that the data submitted pursuant to sections 1001.7065 and 1001.92, Florida Statutes [regarding Preeminence and Performance-based Funding, respectively], complies with the data definitions established by the Board of Governors.

Exceptions to Note: None.

Data Integrity Certification, March 2026

Data Integrity Certification Representations, Signatures:

I certify that all information provided as part of the Board of Governors Data Integrity Certification for Performance-based Funding and Preeminence or Emerging-preeminence status (if applicable) is true and correct to the best of my knowledge; and I understand that any unsubstantiated, false, misleading, or withheld information relating to these statements render this certification void. My signature below acknowledges that I have read and understand these statements. I certify that this information will be reported to the board of trustees and the Board of Governors.

Certification: _____
University President

Date: _____

I certify that this Board of Governors Data Integrity Certification for Performance-based Funding and Preeminence or Emerging-preeminence status (if applicable) has been approved by the university board of trustees and is true and correct to the best of my knowledge.

Certification: _____
University Board of Trustees Chair

Date: _____

Performance-Based Funding Metrics Data Integrity Audit



**Office of Audit and Advisory Services
Report #AR26-02**

**Undra Baldwin, Chief Audit Officer
January 7, 2026**

Table of Contents

1. EXECUTIVE SUMMARY	3
A. Background	3
B. Objectives and Scope.....	4
C. Standards.....	4
D. Overall Conclusion.....	4
2. APPENDIX A – PERFORMANCE-BASED FUNDING METRICS DATA SOURCES.....	5
3. APPENDIX B – AUDIT RATINGS.....	7

EXECUTIVE SUMMARY

A. Background

In 2014, the Florida Board of Governors (BOG) approved the Performance-Based Funding (PBF) model. The model includes 10 PBF Metrics that evaluate Universities within the State University System (SUS) of Florida on a range of areas (e.g., graduation rates, job placement, academic progress rate). PBF Metric 10 (see description below) is a choice Metric that was selected by Florida State University's (FSU) Board of Trustees (BOT) and focuses on areas of improvement or the specific mission of the University. The remaining PBF Metrics are common to all Universities.

The 10 PBF Metrics¹ consist of the following:

- Metric 1: Percent of Bachelor's Graduates Enrolled or Employed One Year After Graduation
- Metric 2: Median Wages of Bachelor's Graduates Employed One Year After Graduation
- Metric 3: Average Cost to the Student (Net Tuition & Fees per 120 Credit Hours for Resident Undergraduates)
- Metric 4: Four-Year Graduation Rate – Full-time, First Time in College (FTIC) Students
- Metric 5: Academic Progress Rate (Second Fall Retention Rate with at Least 2.0 GPA for Full-Time, FTIC Students)
- Metric 6: Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis
- Metric 7: University Access Rate (Percent of Undergraduates with a Pell Grant)
- Metric 8: Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis
- Metric 9a: Three-Year Graduation Rate - Florida College System (FCS) Associate in Arts Degree (AA) Transfer Students
- Metric 9b: Six-Year Graduation Rate - FTIC Pell Recipient Students
- Metric 10: Number of Bachelor's Graduates who passed an Entrepreneurship Class

Florida Statutes 1001.706, Powers and Duties of the BOG, requires the BOG to define the data components and methodology used to implement Florida Statutes 1001.92, SUS Performance-Based Incentive, and requires each University to conduct an annual audit to verify that the data submitted pursuant to Florida Statutes 1001.92 complies with the data definitions established by the BOG. The BOG has provided methodology documents for all PBF Metrics common to the Universities. The calculations of the PBF Metrics are based on data submitted through the State University Database System. See **Appendix A** for the complete list of data files used for the calculation of each PBF Metric.

¹ In November 2025, the BOG approved a new PBF Model that will become effective in 2027.

B. Objectives and Scope

The specific objectives of this audit were to:

1. Determine whether the processes established by FSU ensure the completeness, accuracy, and timeliness of data submissions to the BOG, in support of the PBF Metrics.
2. Provide an objective basis of support for the President and BOT Chairman to sign the representations made in the Performance-Based Funding Metrics/Preeminent Research University Funding Metrics Data Integrity Certification Letter.

The scope of this audit covered data submissions to the BOG from January 2024 through September 2025.

Based on previous audit results and our assessment of PBF Metrics with the highest risks, we selected the following Metrics for testing:

- Metric 1: Percent of Bachelor's Graduates Enrolled or Employed One Year After Graduation
- Metric 2: Median Wages of Bachelor's Graduates Employed One Year After Graduation
- Metric 4: Four-Year Graduation Rate – Full-time, First Time in College (FTIC) Students
- Metric 7: University Access Rate (Percent of Undergraduates with a Pell Grant)
- Metric 10: Number of Bachelor's Graduates who passed an Entrepreneurship Class

C. Standards

This audit was conducted in accordance with the *Global Internal Audit Standards*. These standards require that audit departments plan and perform the audit to obtain sufficient, reliable, relevant, and useful evidence. It is our opinion that the evidence obtained during our review provides a basis for the findings and conclusions noted in this report.

D. Overall Conclusion

Overall, it appears that FSU has established adequate controls and processes to:

1. Ensure the completeness, accuracy, and timeliness of data submissions to the BOG, which support FSU's PBF Metrics.
2. Support the President and BOT Chairman's affirmation of the representations in the Data Integrity Certification Letter.

APPENDIX A – PERFORMANCE-BASED FUNDING METRICS DATA SOURCES

Metric	Description	Data Source Submitted to BOG	Applicable University
1	Percent of Bachelor's Graduates Enrolled or Employed One Year After Graduation	BOG Submission File – Degrees Awarded File (SIFD)	All SUS Universities
2	Median Wages of Bachelor's Graduates Employed One Year After Graduation	BOG Submission File – SIFD	All SUS Universities
3	Average Cost to Student (Net Tuition & Fees per 120 Credit Hours for Resident Undergraduates)	BOG Submission Files – Student Instruction File (SIF), Student Financial Aid File (SFA), Hours to Degree File (HTD)	All SUS Universities
4	Four-Year Graduation Rate (Full-time, FTIC Students)	BOG Submission Files – SIF, SIFD, Retention File	All SUS Universities
5	Academic Progress Rate (Second Fall Retention Rate with at Least 2.0 GPA for Full-Time, FTIC Students)	BOG Submission Files – Fall SIF – two consecutive terms	All SUS Universities
6	Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis	BOG Submission Files – SIFD	All SUS Universities
7	University Access Rate	BOG Submission Files – SIF, SFA	All SUS Universities
8	Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis	BOG Submission Files – SIFD	All SUS Universities
9a	Three-Year Graduation Rate – FCS AA Transfer Students	BOG Submission Files – SIF, SIFD, Retention File	All SUS Universities
9b	Six-Year Graduation Rate – FTIC Pell Recipient Students	BOG Submission File – SIF, SIFD, SFA, Retention File	All SUS Universities

Metric	Description	Data Source Submitted to BOG	Applicable University
10	Number of Bachelor's Graduates who passed an Entrepreneurship Class	Provided to the BOG by Institutional Research	FSU

Note: The PBF Model includes 10 Metrics that evaluate Universities within the SUS of Florida on a range of issues. The first 9 Metrics are the same for each University. The 10th Metric is FSU-specific as it is chosen by each University's BOT.

APPENDIX B – AUDIT RATINGS

Material:

- Violation of policies/procedures/laws and/or unacceptable level of internal controls that either does or could pose an unacceptable level of exposure to the University.
- Issue(s) could have a high impact on the University.
- Major opportunities to improve effectiveness and efficiency exist.
- Immediate corrective action by management is required.

Significant:

- Violation of policies/procedures/laws and/or lack of internal controls that either do or could pose a substantial level of exposure to the University.
- Issue(s) could have a medium impact on the University.
- Substantial opportunities to improve effectiveness and efficiency exist.
- Prompt corrective action by management is essential to address the noted concern(s) and reduce the risk(s) to the University.

Moderate:

- Violation of policies/procedures/laws and/or lack of internal controls that either do or could pose a moderate level of exposure to the University.
- Issue(s) identified are either (a) not likely but could have a medium impact on the University or (b) likely and could have a low impact on the University.
- Notable opportunities to improve effectiveness and efficiency exist.
- Corrective action is needed by management to address the noted concern and reduce risks to a more desirable level.

2025 Performance-Based Funding

Metric Scores and Allocations
June 2025





Table of Contents

EXECUTIVE SUMMARY	3
IMPROVEMENTS.....	3
CHANGES TO THE MODEL	5
STUDENT SUCCESS PLAN	5
WATCH LIST	6
SCORE HISTORY	7
ORIGINAL SCORES	7
NORMALIZED SCORES.....	7
FINAL METRIC SCORE SHEET	8
METRIC SCORE DETAILS	9
METRIC BENCHMARKS	12
ALLOCATION METHODOLOGY	14
SCORE STATUS	15
2025-2026 ALLOCATION.....	16

Executive Summary

In January 2014, the Board of Governors (Board) adopted the Performance-Based Funding Model. Proviso language in the General Appropriations Act directed the Board to allocate performance funds based on certain metrics. In 2015, section 1001.92, Florida Statutes, related to State University System Performance-Based Incentives, was created. The Board then created Regulation 5.001, Performance-Based Funding. Since the implementation of the model, funding significantly increased in the first four years and remained level for the following five years. The legislature and the Governor increased the funding by \$85 million for the 2023-24 Fiscal Year. Funding has remained level for the last three years.

Fiscal Year	State Investment	Institutional Investment	Total
2014-15	\$100,000,000	\$100,000,000	\$200,000,000
2015-16	\$150,000,000	\$250,000,000	\$400,000,000
2016-17	\$225,000,000	\$275,000,000	\$500,000,000
2017-18	\$245,000,000	\$275,000,000	\$520,000,000
2018-19 – 2022-23	\$265,000,000	\$295,000,000	\$560,000,000
2023-24 – 2025-26	\$350,000,000	\$295,000,000	\$645,000,000

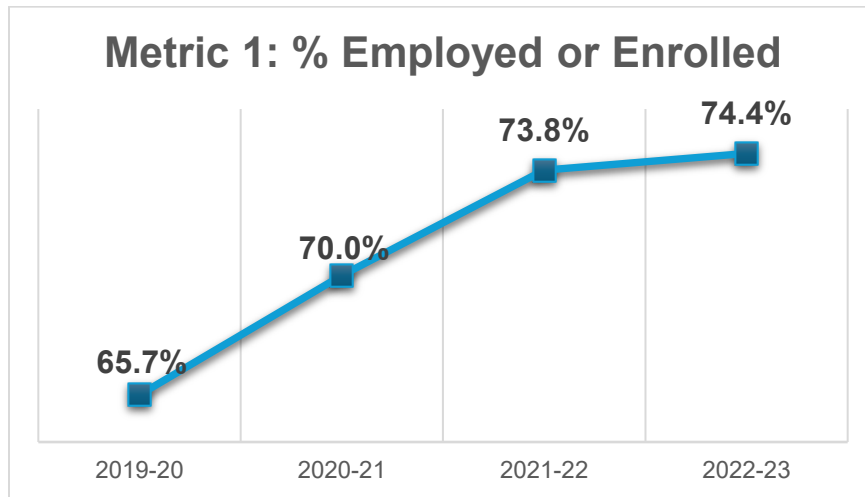
Improvements

In the 12 years since the Performance-Based Funding Model (PBF) was implemented, universities have made significant improvements in most PBF metrics. While metric 7 scores remain consistent with Florida's population, all other metrics continue to show improvements year after year.

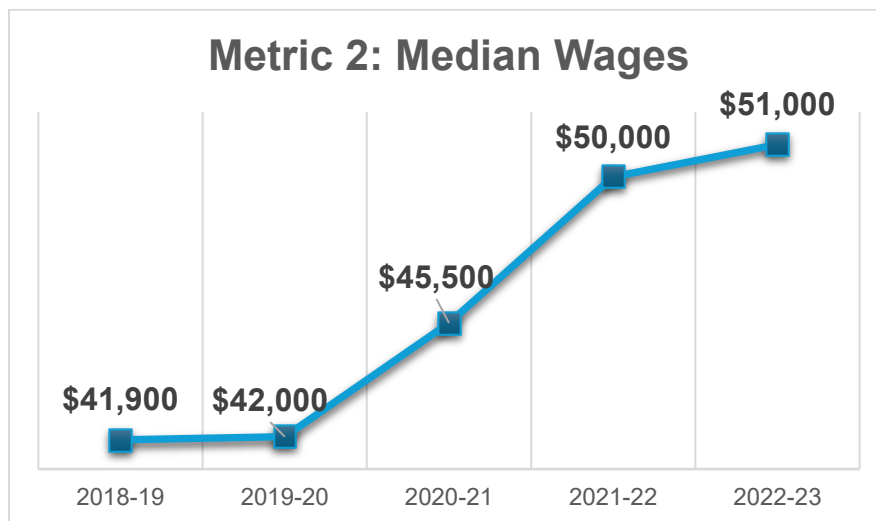
- **Metric 3 (Average Cost to the Student/Net Tuition and Fees per 120 Credit Hours)** has seen an 98% decrease since 2013-14. Currently, the SUS Average Cost to the Student is \$270.
- **Metric 5 (Academic Progress Rate, 2nd Year Retention with a GPA above 2.0)** continues to improve. The SUS average for this metric is nearly 90%.
- **Metric 6 (Bachelor's Degrees Awarded in Areas of Strategic Emphasis)** has surpassed the 2025 Strategic Plan Goal of 50% by over 10 percentage points.
- **Metric 8a (Graduate Degrees Awarded in Areas of Strategic Emphasis)** has also surpassed the 2025 Strategic Plan Goal of 60% by over 6 percentage points.
- **Metrics 9a (Three Year Graduation Rate for Associate in Arts Degree Transfer Students) and 9b (Six Year Graduation Rate for Students who are Awarded a Pell Grant in their First Year)** have been metrics in the model for four years and are already showing improvements. Metric 9a is up nearly 6%

with an SUS average of 63.5%. Metric 9b is up 6% with an SUS average of 71.3%.

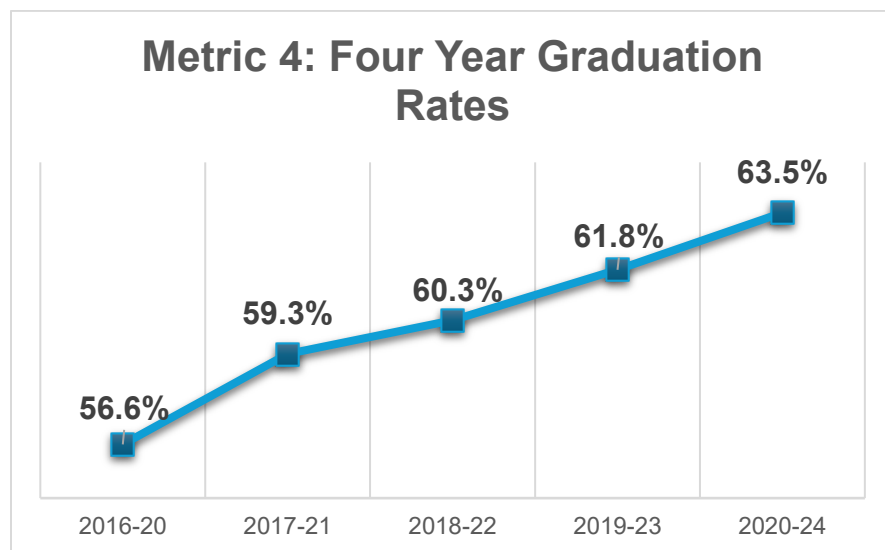
Metric 1 (Percent of Bachelor's Graduates Employed (\$40,000+) and/or Continuing their Education Further One Year after Graduation) has seen nearly a 9% increase since 2019-20 when the wage threshold was increased to \$40,000. Metric 1 is one of the original metrics from the first year PBF existed and continues to be a top priority of the Board. The 2030 Strategic Plan has set a goal of 85% for this metric.



Metric 2 (Median Wages of Bachelor's Graduates Employed Full-Time One Year after Graduation) has also seen significant increases. In four years, the system has seen an average wage increase of over \$9,000. Metric 2 is also one of the original metrics from the first year PBF existed and continues to be a top priority of the Board today. The 2030 Strategic Plan has set a goal of \$60,000 for this metric.



Metric 4 (Four Year Graduation Rate, Full-time First Time in College) continues to show improvement. The Board and the institutions have prioritized improving graduation rates for over a decade. Over 63% of all SUS students graduate in 4 or less years. This metric had previously surpassed the 2025 Strategic Plan goal of 60%. The 2030 Strategic Plan has set a goal of 70% for this metric.



Changes to the Model

One change to this year's PBF Model was approved by the Board in November 2024. Metric 9b1 (Academic Progress Rate, 2nd Year Retention for FTIC with a Pell Grant) was created for Florida Polytechnic University to replace Metric 9b (Six-Year Graduation Rate for Students who are Awarded a Pell Grant in their First Year) until FL Poly had two-years' worth of data to participate in Metric 9b. The institution now has the required amount of data to be included in Metric 9b to be able to measure Excellence and Improvement. The Board approved removing Metric 9b1 from the Performance-Based Funding Model and included FL Poly in Metric 9b, effective with the 2025 Accountability Plan.

Student Success Plan

One university will be required to present and complete a student success plan this year, as Florida Gulf Coast University scored below 70 points for the second year in a row. The institution will be required to present a student success plan to the Board for consideration at the September 2025 meeting. The plan must specify activities and strategies for improving the institution's performance. If the plan is approved, FGCU may receive up to 25% of its portion of the state investment at the time of approval. The Board will periodically monitor the institution's progress towards implementing the activities and strategies specified in the plan. A monitoring report for the institution will be considered by the Board at the March 2026 meeting. If it is determined by the Board that the institution is making satisfactory progress in implementing the plan, FGCU may

receive up to the remaining balance of 50% of its state investment. If the institution fails to make satisfactory progress, FGCU will not be eligible to have its full amount of the state investment portion restored.

	State Investment Portion	Eligible Allocation
FGCU	\$16,065,429	\$8,032,715

Any state investment funds remaining shall be distributed to the top three scoring institutions based on the total number of points of the eligible institutions. This year, there is a tie within the top three scores. FIU has the highest score, UF has the second highest score, and FSU and UWF tied for the third highest score. This results in additional funds potentially being allocated to these institutions.

Watch List

Any institution with a score lower than the previous year's score for two consecutive years must submit a student success plan to the Board to be eligible for its proportional amount of the state investment. The institution does not lose any portion of its funds; however, the Board will hold the funds in reserve until the plan is submitted to the Board at the September 2025 meeting. The plan should specify activities and strategies for improving the institution's performance. If the plan is approved, the institution may receive up to 50% of its portion of the state investment at the time of approval. A monitoring report for the institution will be considered by the Board at the March 2026 meeting. If it is determined that the institution is making satisfactory progress on implementing the plan, the institution may receive up to the remaining balance of its state's investment.

Florida Atlantic University is on the watchlist this year, as its score is lower than the previous year. If their score drops again next year, they will be required to submit a student success plan as described above.

For the 2024-25 Fiscal Year, four institutions were on the watchlist: FAMU, FL Poly, UCF, and UNF. All four institutions' scores increased or remained the same in the current year.

Score History

Original Scores

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
FAMU	65	65	72	70	73	79	69	78	72	83
FAU	84	72	84	86	85	89	71	77	84	76
FGCU	67	66	75	81	88	82	65	72	63	67
FIU	76	68	90	87	88	97	88	94	96	96
FL Poly						83	63	86	74	74
FSU	68	81	86	88	85	88	86	92	89	91
NCF	59	75	75	67	87	64	60	65	71	80
UCF	84	78	77	88	89	87	79	87	85	87
UF	82	95	93	95	90	87	89	90	92	94
UNF	56	58	68	78	83	77	70	77	76	81
USF	79	84	86	92	94	94	87	85	89	89
UWF	57	82	86	94	82	83	78	82	84	91
SUS AVG	71	75	81	84	86	84	75	82	84	84

Normalized Scores

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
FAMU	65	65	72	70	78	82	72	78	72	83
FAU	84	72	84	86	85	91	80	82	84	76
FGCU	67	66	75	81	88	85	71	74	63	67
FIU	76	68	90	87	88	99	91	95	96	96
FL Poly						83	66	86	74	74
FSU	68	81	86	88	88	88	90	94	89	91
NCF	59	75	75	67	87	73	66	65	71	80
UCF	84	78	77	88	92	92	88	89	85	87
UF	82	95	93	95	95	90	93	90	92	94
UNF	56	58	68	78	86	83	78	79	76	81
USF	79	84	86	92	95	96	92	90	89	89
UWF	57	82	86	94	86	83	81	82	84	91
SUS AVG	71	75	81	84	88	87	81	83	84	84

Scores are normalized for 2020, 2021, 2022 and 2023.

Final Metric Score Sheet

Metric	FAMU	FAU	FGCU	FIU	FPU	FSU	NCF	UCF	UF	UNF	USF	UWF
1	6	7	6	8	10	8	<u>10</u>	6	9	7	7	10
2	10	10	10	10	10	10	10	10	10	10	10	10
3	10	10	10	10	10	10	10	10	10	10	10	10
4	<u>10</u>	6	<u>6</u>	10	0	10	4	<u>9</u>	10	3	10	<u>10</u>
5	<u>9</u>	3	<u>3</u>	10	<u>2</u>	10	<u>10</u>	10	10	<u>10</u>	9	8
6	10	10	10	10	10	10	10	10	10	10	10	10
7	10	8	6	10	8	5	8	7	5	7	7	8
8a	7	10	3	10	10	8		10	10	10	10	10
8b							4					
9a	1	1	<u>2</u>	5	0	5	<u>4</u>	<u>1</u>	5	3	3	<u>5</u>
9b	0	1	<u>1</u>	3	<u>4</u>	5	0	4	5	1	3	0
10	<u>10</u>	10	10	10	10	10	10	10	<u>10</u>	10	10	10
2025 Score	83	76	67	96	74	91	80	87	94	81	89	91

2024 Score	72	84	63	96	74	89	71	85	92	76	89	84
2023 Score	78	82	74	95	86	94	65	89	90	79	90	82

Underlined Scores – Improvement Metric Score; Scores Not Underlined– Excellence Metric Score

- Metric 1 Percent of Bachelor's Graduates Employed and/or Continuing their Education Further 1 Yr after Graduation
- Metric 2 Median Average Wages of Undergraduates Employed 1 Yr after Graduation
- Metric 3 Net Tuition & Fees per 120 Credit Hours
- Metric 4 Four Year Graduation Rates (Full-time FTIC)
- Metric 5 Academic Progress Rate (2nd Year Retention with GPA above 2.0)
- Metric 6 Bachelor's Degrees Awarded in Areas of Strategic Emphasis
- Metric 7 University Access Rate (Percent of Undergraduates with a Pell Grant)
- Metric 8a Graduate Degrees Awarded in Areas of Strategic Emphasis
- Metric 8b Percentage of Newly Admitted FTICs with High School GPA of a 4.0 or Higher (NCF only)
- Metric 9a Three-Year Graduation Rate for FCS Associate in Arts Transfer Student
- Metric 9b Six-Year Graduation Rate for Students who are Awarded a Pell Grant in their First Year
- Metric 10 Board of Trustees' Choice (see detailed sheets)

Metric Score Details

Metric 1 Percent of Bachelor's Graduates Employed (earning \$40,000+) and/or Continuing their Education (One Year after Graduation) (10 points)

	FAMU	FAU	FGCU	FIU	FPU	FSU	NCF	UCF	UF	UNF	USF	UWF
Data	69.8%	72.5%	70.5%	76.4%	80.9%	76.2%	64.6%	70.9%	79.4%	72.8%	72.9%	80.1%
	2.9%	1.1%	0.2%	-0.8%	-4.4%	1.1%	8.5%	0.6%	0.4%	0.8%	1.3%	0.3%
Excellence	6	7	6	8	10	8	4	6	9	7	7	10
Improvement	5	2	0	0	0	2	10	1	0	1	2	0
Higher Score	6	7	6	8	10	8	10	6	9	7	7	10

Metric 2 Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation (10 points)

	FAMU	FAU	FGCU	FIU	FPU	FSU	NCF	UCF	UF	UNF	USF	UWF
Data	\$45,800	51,500	48,900	50,400	66,800	50,300	46,100	51,300	58,200	50,100	48,000	54,000
	4.8%	4.0%	2.5%	1.6%	-1.8%	3.7%	8.5%	1.6%	3.0%	4.2%	-2.0%	1.9%
Excellence	10	10	10	10	10	10	10	10	10	10	10	10
Improvement	9	8	5	3	0	7	10	3	6	8	0	3
Higher Score	10	10	10	10	10	10	10	10	10	10	10	10

Metric 3 Net Tuition & Fees per 120 Credit Hours (10 points)

	FAMU	FAU	FGCU	FIU	FPU	FSU	NCF	UCF	UF	UNF	USF	UWF
Data	\$(1,300)	5,390	8,300	(450)	(9,510)	(2,190)	(19,280)	2,250	(5,820)	4,380	(500)	2,810
	-211%	-9%	-4.6%	-149%	14%	-72%	-180%	-30%	-33%	-16%	-28%	-32%
Excellence	10	10	10	10	10	10	10	10	10	10	10	10
Improvement	10	10	9	10	0	10	10	10	10	10	10	10
Higher Score	10	10	10	10	10	10	10	10	10	10	10	10

Metric 4 Four Year Graduation Rate (Full-Time FTIC) (10 points)

	FAMU	FAU	FGCU	FIU	FPU	FSU	NCF	UCF	UF	UNF	USF	UWF
Data	41.0%	53.2%	45.3%	70.0%	36.8%	75.9%	47.4%	58.7%	78.0%	45.0%	66.0%	53.7%
	6.0%	2.9%	3.0%	5.1%	-4.4%	1.0%	-5.7%	4.5%	1.1%	-3.4%	0.5%	5.6%
Excellence	2	6	3	10	0	10	4	7	10	3	10	6
Improvement	10	5	6	10	0	2	0	9	2	0	1	10
Higher Score	10	6	6	10	0	10	4	9	10	3	10	10

Metric 5 Academic Progress Rate (2nd Year Retention with GPA Above 2.0) (10 points)

	FAMU	FAU	FGCU	FIU	FPU	FSU	NCF	UCF	UF	UNF	USF	UWF
Data	86.3%	82.4%	80.5%	91.5%	74.9%	95.6%	75.6%	91.5%	96.9%	82.7%	89.5%	87.8%
	4.5%	0.5%	1.7%	0.7%	1.3%	0.5%	10.7%	0.4%	0.7%	5.0%	0.4%	1.0%
Excellence	7	3	2	10	0	10	0	10	10	4	9	8
Improvement	9	1	3	1	2	1	10	0	1	10	0	2
Higher Score	9	3	3	10	2	10	10	10	10	10	9	8

Metric 6 Bachelor's Degrees Awarded in Areas of Strategic Emphasis (10 points)

	FAMU	FAU	FGCU	FIU	FPU	FSU	NCF	UCF	UF	UNF	USF	UWF
Data	53.7%	61.3%	53.6%	61.4%	100.0%	57.5%	56.9%	54.7%	59.8%	70.1%	67.7%	60.8%
	-0.6%	0.0%	-0.1%	0.5%	0.0%	1.7%	1.7%	0.1%	0.3%	-0.1%	-0.5%	0.3%
Excellence	10	10	10	10	10	10	10	10	10	10	10	10
Improvement	0	0	0	1	0	3	3	0	0	0	0	0
Higher Score	10	10	10	10	10	10	10	10	10	10	10	10

Metric 7 University Access Rate (Percent of Undergraduates w/ Pell Grant) (10 points)

	FAMU	FAU	FGCU	FIU	FPU	FSU	NCF	UCF	UF	UNF	USF	UWF
Data	56.6%	36.3%	29.4%	50.5%	34.1%	23.7%	35.9%	33.7%	23.2%	32.4%	33.0%	36.3%
	-0.7%	-1.7%	-0.4%	0.2%	-0.8%	-0.7%	4.2%	-1.0%	0.0%	0.0%	-0.9%	0.8%
Excellence	10	8	6	10	8	5	8	7	5	7	7	8
Improvement	0	0	0	0	0	0	8	0	0	0	0	1
Higher Score	10	8	6	10	8	5	8	7	5	7	7	8

Metric 8a Graduate Degrees Awarded in Areas of Strategic Emphasis (10 points)**Metric 8b** Percentage of Newly Admitted FTICs w/ High School GPA of a 4.0 or Higher (NCF only) (10 points)

	FAMU	FAU	FGCU	FIU	FPU	FSU	NCF*	UCF	UF	UNF	USF	UWF
Data	54.0%	69.6%	44.5%	67.1%	100.0%	56.7%	42.1%	60.5%	70.2%	65.8%	73.9%	73.4%
	2.4%	3.5%	-2.6%	2.4%	0.0%	2.4%	-1.5%	0.2%	1.4%	1.4%	0.8%	-0.1%
Excellence	7	10	3	10	10	8	4	10	10	10	10	10
Improvement	4	7	0	4	0	4	0	0	2	2	1	0
Higher Score	7	10	3	10	10	8	4	10	10	10	10	10

*Data and Scores shown for Metric 8b

Metric 9a Three-Year Graduation Rate for Florida College System Associate in Arts Transfer Student (5 points)

	FAMU	FAU	FGCU	FIU	FPU	FSU	NCF	UCF	UF	UNF	USF	UWF
Data	59.6%	59.8%	59.5%	70.6%	25.0%	78.4%	60.7%	52.4%	72.2%	64.5%	66.2%	61.2%
	-0.9%	0.9%	2.0%	0.6%	0.0%	4.0%	4.8%	1.5%	1.8%	1.9%	2.3%	8.9%
Excellence	1	1	1	5	0	5	1	0	5	3	3	2
Improvement	0	0	2	0	0	4	4	1	1	1	2	5
Higher Score	1	1	2	5	0	5	4	1	5	3	3	5

Metric 9b Six-Year Graduation Rate for Students who are Awarded a Pell Grant in their First Year (5 points)

	FAMU	FAU	FGCU	FIU	FPU	FSU	NCF	UCF	UF	UNF	USF	UWF
Data	48.5%	63.2%	52.7%	73.0%	50.5%	82.6%	56.3%	76.1%	86.4%	61.3%	74.7%	53.6%
	-1.3%	-2.4%	1.0%	0.8%	4.1%	2.7%	-5.1%	4.4%	1.1%	-0.7%	1.8%	-3.6%
Excellence	0	1	0	3	0	5	0	4	5	1	3	0
Improvement	0	0	1	0	4	2	0	4	1	0	1	0
Higher Score	0	1	1	3	4	5	0	4	5	1	3	0

Metric 10 Board of Trustees' Choice (10 points)

	FAMU	FAU	FGCU	FIU	FPU	FSU	NCF	UCF	UF	UNF	USF	UWF
Data	327	88	944	274	98.8%	1615	94.4%	40.8%	2454	41.8%	76.1%	68.9%
	13.1%	13.3%	1.0%	4.6%	-0.7%	6.7%	-1.5%	0.2%	5.0%	-1.5%	1.9%	8.3%
Excellence	8	10	10	10	10	10	10	10	9	10	10	10
Improvement	10	10	2	9	0	10	0	0	10	0	3	10
Higher Score	10	10	10	10	10	10	10	10	10	10	10	10

- FAMU Number of Bachelor's Degrees Awarded to Transfers with AA Degrees from FCS
 FAU Total Research Expenditures (in Millions)
 FGCU Number of Bachelor's Degrees Awarded to Hispanic & African-Americans
 FIU Number of Post-Doctoral Appointees
 FPU Percent of Baccalaureate Graduates Completing 2+ Types of High-Impact Practices
 FSU Number of Bachelor's Graduates who passed an Entrepreneurship Class
 NCF Percent of FTIC Graduates Completing 3+ High-Impact Practices
 UCF Percent of Bachelor's Degrees Awarded to African American and Hispanic Students
 UF Endowment Size
 UNF 10j. Percent of Undergraduate FTE in Online Courses
 USF 10k. 6-Year Graduation Rates
 UWF 10l. Percent of Baccalaureate Graduates Completing 2+ Types of High-Impact Practices

Metric Benchmarks

Metrics 1 – 8b:

Points:	10	9	8	7	6	5	4	3	2	1
Metrics:										
1. Percent of Bachelor's Graduates Employed (\$40,000+) and/or Continuing their Education Further 1 Yr after Graduation	80%	77%	74%	71%	68%	65%	62%	59%	56%	53%
2. Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation	\$43,200	\$40,700	\$38,200	\$35,700	\$33,200	\$30,700	\$28,200	\$25,700	\$23,200	\$20,700
3. Net Tuition & Fees per 120 Credit Hours	\$9,000	\$10,000	\$11,000	\$12,000	\$13,000	\$14,000	\$15,000	\$16,000	\$17,000	\$18,000
4. Four Year Graduation Rate (Full-time FTIC)	65%	62%	59%	56%	53%	50%	47%	44%	41%	38%
5. Academic Progress Rate (2 nd Year Retention with GPA Above 2.0)	90.0%	88.8%	87.5%	86.3%	85%	83.8%	82.5%	81.3%	80.0%	78.8%
6. Bachelor's Degree's Awarded in Areas of Strategic Emphasis	50.0%	47.5%	45.0%	42.5%	40.0%	37.5%	35.0%	32.5%	30%	27.5%
7. University Access Rate (Percent of Undergraduates with a Pell Grant)	42.0%	38%	34%	30%	26%	22%	18%	14%	10%	6%
8a. Graduate Degrees Awarded in Areas of Strategic Emphasis	60.0%	57.5%	55.0%	52.5%	50.0%	47.5%	45.0%	42.5%	40.0%	37.5%
8b. Percentage of Newly Admitted FTICs with High School GPA of a 4.0 or Higher (NCF only)	70.0%	65.0%	60.0%	55.0%	50.0%	45.0%	40.0%	35.0%	30.0%	25.0%

Improvement Points:	10	9	8	7	6	5	4	3	2	1
Percent Improvement:	5.0%	4.5%	4.0%	3.5%	3.0%	2.5%	2.0%	1.5%	1.0%	0.5%

Metrics 9a – 9b:

Points:	5	4	3	2	1
Metrics:					
9a. Three-Year Graduation Rate for FCS Associate in Arts Transfer Students	70%	67%	64%	61%	58%
9b. Six-Year Graduation Rate for Students who are Awarded a Pell Grant in their First Year	80%	75%	70%	65%	60%

Improvement Points:	5	4	3	2	1
Percent Improvement:	5.0%	4.0%	3.0%	2.0%	1.0%

Metric 10:

Points:	10	9	8	7	6	5	4	3	2	1
Metrics:										
10a. FAMU - Number of Bachelor's Degrees Awarded to Transfers with AA Degrees from FCS	350	330	310	290	270	250	230	210	190	170
10b. FAU - Total Research Expenditures (in Millions)	\$75	\$72	\$69	\$66	\$63	\$60	\$57	\$54	\$51	\$48
10c. FGCU - Number of Bachelor's Degrees Awarded to Hispanic & African-Americans	820	780	740	700	660	620	580	540	520	500
10d. FIU - Number of Post-Doctoral Appointees	271	259	247	235	223	211	199	187	175	163
10e. FL Poly - Percent of Bachelor Degree Graduates with 2+ Workforce Experiences	76%	75%	74%	73%	72%	71%	70%	69%	68%	67%
10f. FSU - Number of Bachelor's Graduates who passed an Entrepreneurship Class	1,360	1,275	1,190	1,105	1,020	935	850	765	680	595
10g. NCF - Percent of FTIC Graduates Completing 3+ High-Impact Practices	67%	63%	59%	55%	51%	47%	43%	39%	35%	31%
10h. UCF - Percent of Bachelor's Degrees Awarded to African-American and Hispanic Students	40%	39%	38%	37%	36%	35%	34%	33%	32%	31%
10i. UF - Endowment Size (in Millions)	2,600	2,350	2,100	1,850	1,600	1,350	1,100	850	600	350
10j. UNF - Percent of Undergraduate FTE in Online Courses	27%	26%	25%	24%	23%	22%	21%	20%	19%	18%
10k. USF - 6-Year Graduation Rates	74%	73%	72%	71%	70%	69%	68%	67%	66%	65%
10l. UWF - Percent of Baccalaureate Graduates Completing 2+ Types of High-Impact Practices	51%	47%	43%	39%	35%	31%	27%	23%	19%	15%
Improvement Points:	10	9	8	7	6	5	4	3	2	1
Percent Improvement:	5.0%	4.5%	4.0%	3.5%	3.0%	2.5%	2.0%	1.5%	1.0%	0.5%

Allocation Methodology

- ❖ Top 3 (including ties) receive 100% of their allocation of state investment.
- ❖ Universities with a score the same or higher as the previous year receive 100% of their allocation of the state investment.
- ❖ If a university's score decreases for 2 consecutive years, the university may receive up to 100% of their allocation of the state investment after presenting/completing a student success plan:
 - The university must present a student success plan to the Board, if the plan is accepted by the Board, the university may receive up to 50% of their allocation in August.
 - If goals are met, the university may receive up to the balance of their allocation of the state investment 6 months after the student success plan is presented (March).
- ❖ Universities scoring below 70 points could receive up to 50% of the state investment after presenting/completing a student success plan:
 - The university must present a student success plan to the Board, if the plan is accepted by the Board, the university may receive up to half of their allocation of the state investment 6 months after the student success plan is presented (March).
 - Any institution that fails to make satisfactory progress shall not have its 50% of the state's investment restored, and any state investment funds remaining shall be distributed to the top three scoring institutions (including ties) based on the total number of points of the top three scoring eligible institutions.
- ❖ The remaining 50% of each institution's state's investment shall be distributed to the top three scoring institutions (including ties) based on the total number of points of the top three scoring eligible institutions.

Score Status

	2023 Score*	2024 Score	2025 Score	Status
FAMU	78 / 78	72	83	Increase
FAU	77 / 82	84	76	Watchlist
FGCU	72 / 74	63	67	Below 70
FIU	94 / 95	96	96	Top 3
FL Poly	86 / 86	74	74	Same Score
FSU	92 / 94	89	91	Top 3 (tie)
NCF	65 / 65	71	80	Increase
UCF	87 / 89	85	87	Increase
UF	90 / 90	92	94	Top 3
UNF	77 / 79	76	81	Increase
USF	85 / 90	89	89	Same Score
UWF	82 / 82	84	91	Top 3 (tie)

*Actual Score / Normalized Score

Drop (2 years):

If a university's score decreases for 2 consecutive years, the university may receive up to 100% of its allocation of the state investment after presenting/completing a student success plan. For the current year, there are no scores that have dropped 2 consecutive years.

Score below 70: FGCU

If a university's score is lower than 70 points, the university may receive up to 50% of its allocation of the state investment after presenting/completing a student success plan.

Watch list: FAU

If any of these institutions' scores decrease again next year, the university may receive up to 100% of their allocation of the state investment after presenting/completing a student success plan. Universities on the watch list have a drop in score for 1 year.

Top 3: FIU, UF, FSU (tie) and UWF (tie)

The remaining funds of each institution's state investment shall be distributed to the top three scoring institutions (including ties) based on the total number of points of the top three scoring eligible institutions. This year, FSU and UWF tied for the 3rd highest score.

2025-2026 Performance-Based Funding Model Allocations

July 2025, September 2025, March 2026

		July 2025 Allocation - PENDING				Sept. 2025 PENDING	March 2026 PENDING		
	Score	Institutional Investment Allocation	State Investment Allocation	Top 3 State Investment Allocation	State Investment Allocation held in reserve	State Investment Allocation Maximum*	State Investment Allocation Maximum*	Final State Investment Allocation	Final Total Allocation
FAMU	83	\$12,842,277	\$15,236,600					\$15,236,600	\$28,078,877
FAU	76	\$20,307,154	\$24,093,233					\$24,093,233	\$44,400,387
FGCU	67	\$13,540,861	\$0		\$8,032,715	\$4,016,358	\$4,016,357	\$8,032,715	\$21,573,576
FIU	96	\$32,464,106	\$38,516,736	\$2,072,958				\$40,589,694	\$73,053,800
FPU	74	\$5,010,831	\$5,945,055					\$5,945,055	\$10,955,886
FSU	91	\$49,418,400	\$58,632,000	\$1,964,992				\$60,596,992	\$110,015,392
NCF	80	\$4,157,304	\$4,932,394					\$4,932,394	\$9,089,698
UCF	87	\$35,554,732	\$42,183,580					\$42,183,580	\$77,738,312
UF	94	\$60,349,633	\$71,601,258	\$2,029,772				\$73,631,030	\$133,980,663
UNF	81	\$14,398,239	\$17,082,657					\$17,082,657	\$31,480,896
USF	89	\$35,401,875	\$42,002,225					\$42,002,225	\$77,404,100
UWF	91	\$11,554,588	\$13,708,833	\$1,964,992				\$15,673,825	\$27,228,413
Total		\$295,000,000	\$333,934,571	\$8,032,714	\$8,032,715	\$4,016,358	\$4,016,357	\$350,000,000	\$645,000,000

**Allocation amounts must be determined and approved by the Board in September 2025 and March 2026.*



STATE UNIVERSITY SYSTEM OF FLORIDA





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FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM H



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Audit and Compliance Committee

ACTION ITEMS I and II

February 24, 2026

SUBJECT: Request for Approval of Performance-Based Funding Metrics Audit and Preeminent Research University Funding Metrics Audit Results

PROPOSED COMMITTEE ACTION

FSU OAAS' request for BOT approval of the Performance-Based Funding Metrics Audit Results and the Preeminent Research University Funding Metrics Audit Results.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

1. Florida Statute 1001.706(5)(e): Each University shall conduct an annual audit to verify the data submitted pursuant to ss. 1001.7065 and 1001.92 complies with the data definitions established by the board and submit the audits to the Board of Governors' Office of Inspector General as part of the annual certification process required by the Board of Governors.
2. BOG Regulation 5.001(8): University chief audit executives shall conduct or cause to have conducted an annual data integrity audit to verify that the data submitted for implementing the Performance-Based Funding Model complies with the data definitions established by the Board of Governors. The audit report shall be presented to the University's Board of Trustees for its review, acceptance, and use in completing the data integrity certification. The audit report and data integrity certification are due to the Board of Governors' Office of Inspector General by March 1 each year.

BACKGROUND INFORMATION

ADDITIONAL COMMITTEE CONSIDERATIONS

No additional Committee Considerations

Supporting Documentation Included: Request for Approval I and II Memo – SUS Performance-Based Funding Metrics Audit Results and Preeminent Research University Funding Metrics Audit Results.

Submitted by: Undra Baldwin, Chief Audit Officer



OFFICE OF AUDIT & ADVISORY SERVICES

Office of Audit and Advisory Services
Westcott Building, Suite 407
222 South Copeland Street
P.O. Box 3061390
Tallahassee, Florida 32306-1390

MEMORANDUM

TO: Dr. Richard McCullough, President
FROM: Undra Baldwin, Chief Audit Officer
DATE: February 2, 2026
SUBJECT: Consent Agenda Items #1 and #2 for the February 25, 2026, BOT Meeting

Please find enclosed the FSU Office of Audit and Advisory Services request for BOT approval of the Performance-Based Funding Metrics and Preeminent Research University Funding Metrics audit reports and recommendations for the President and BOT Chair to sign the certifications.

I respectfully request these items to be placed on the BOT Consent Item Agenda for the February 25, 2026, BOT meeting.

Thank you.

Attachments



Data Integrity Certification

March 2026

In accordance with Board of Governors Regulation 5.001(8), university presidents and boards of trustees are to review, accept, and use the annual data integrity audit to verify that the data submitted for implementing the Performance-based Funding model complies with the data definitions established by the Board of Governors.

Given the importance of submitting accurate and reliable data, boards of trustees for those universities designated as preeminent or emerging preeminent are also asked to review, accept, and use the annual data integrity audit of those metrics to verify that the data submitted complies with the data definitions established by the Board of Governors.

Applicable Board of Governors Regulations and Florida Statutes: Regulations 1.001(3)(f), 3.007, and 5.001; Sections 1001.706(5)(e), 1001.7065, and 1001.92, Florida Statutes.

Instructions: To complete this certification, university presidents and boards of trustees are to review each representation in the section below and confirm compliance by signing in the appropriate spaces provided at the bottom of the form. *Should there be an exception to any of the representations, please describe the exception in the space provided.*

Once completed and signed, convert the document to a PDF and ensure it is ADA compliant. Then submit it via the Chief Audit Executives Reports System (CAERS) by **close of business on March 1, 2026**.

University Name: Florida State University

Data Integrity Certification Representations:

1. I am responsible for establishing and maintaining, and have established and maintained, effective internal controls and monitoring over my university's collection and reporting of data submitted to the Board of Governors Office, which will be used by the Board of Governors in Performance-based Funding decision-making and Preeminence or Emerging-preeminence Status.
2. In accordance with Board of Governors Regulation 1.001(3)(f), my Board of Trustees has required that I maintain an effective information system to provide accurate, timely, and cost-effective information about the university, and shall require that all data and reporting requirements of the Board of Governors are met.
3. In accordance with Board of Governors Regulation 3.007, my university provided accurate data to the Board of Governors Office.

Data Integrity Certification, March 2026

4. In accordance with Board of Governors Regulation 3.007, I have tasked my Data Administrator to ensure the data file (prior to submission) is consistent with the criteria established by the Board of Governors. The due diligence includes performing tests on the file using applications, processes, and data definitions provided by the Board Office. A written explanation of any identified critical errors was included with the file submission.
5. In accordance with Board of Governors Regulation 3.007, my Data Administrator has submitted data files to the Board of Governors Office in accordance with the specified schedule.
6. I am responsible for taking timely and appropriate preventive/ corrective actions for deficiencies noted through reviews, audits, and investigations.
7. I recognize that Board of Governors' and statutory requirements for the use of data related to the Performance-based Funding initiative and Preeminence or Emerging-preeminence status consideration will drive university policy on a wide range of university operations – from admissions through graduation. I certify that university policy changes and decisions impacting data used for these purposes have been made to bring the university's operations and practices in line with State University System Strategic Plan goals and have not been made for the purposes of artificially inflating the related metrics.
8. I certify that I agreed to the scope of work for the Performance-based Funding Data Integrity Audit and the Preeminence or Emerging-preeminence Data Integrity Audit (if applicable) conducted by my chief audit executive.
9. In accordance with section 1001.706, Florida Statutes, I certify that the audit conducted verified that the data submitted pursuant to sections 1001.7065 and 1001.92, Florida Statutes [regarding Preeminence and Performance-based Funding, respectively], complies with the data definitions established by the Board of Governors.

Exceptions to Note: None.

Data Integrity Certification, March 2026

Data Integrity Certification Representations, Signatures:

I certify that all information provided as part of the Board of Governors Data Integrity Certification for Performance-based Funding and Preeminence or Emerging-preeminence status (if applicable) is true and correct to the best of my knowledge; and I understand that any unsubstantiated, false, misleading, or withheld information relating to these statements render this certification void. My signature below acknowledges that I have read and understand these statements. I certify that this information will be reported to the board of trustees and the Board of Governors.

Certification: _____
University President

Date: _____

I certify that this Board of Governors Data Integrity Certification for Performance-based Funding and Preeminence or Emerging-preeminence status (if applicable) has been approved by the university board of trustees and is true and correct to the best of my knowledge.

Certification: _____
University Board of Trustees Chair

Date: _____

Preeminent Research University Funding Metrics Audit



OFFICE OF AUDIT & ADVISORY SERVICES

**Office of Audit and Advisory Services
Report #AR26-03**

**Undra Baldwin, Chief Audit Officer
January 7, 2026**

Table of Contents

1. EXECUTIVE SUMMARY	3
A. Background	3
B. Objectives and Scope	4
C. Standards	4
D. Overall Conclusion.....	5
2. APPENDIX A – PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS DATA SOURCES.....	6
3. APPENDIX B – AUDIT RATINGS.....	7

EXECUTIVE SUMMARY

A. Background

In 2013, the Florida Board of Governors (BOG) voted to designate Florida State University (FSU) as a Preeminent State University. Florida Statutes 1001.7065, Preeminent State Research Universities Program, details the 13 academic and research excellence standards established for the program. FSU's performance results related to the Preeminent Research University Funding (PRF) Metrics are reported annually in the Accountability Plan. Universities are eligible for Emerging Preeminent status if they meet 7 of 13 PRF Metrics, and for Preeminent status if they meet 12 of 13 Metrics¹. FSU met all 13 benchmark Metrics in the State University System of Florida 2025 Accountability Plan.

The 13 PRF Metrics consist of the following:

- Metric A: Average Grade Point Average (GPA) and SAT Score
- Metric B: Public University National Rankings
- Metric C: Freshman Retention Rate
- Metric D: Four-Year Graduation Rate
- Metric E: National Academy Memberships
- Metric F: Total Annual Research Expenditures (\$M)
- Metric G: Total Annual Non-Medical Science and Engineering Research Expenditures (\$M)
- Metric H: Number of Broad Disciplines Ranked in Top 100 for Research Expenditures
- Metric I: Utility Patents Awarded
- Metric J: Doctoral Degrees Awarded Annually
- Metric K: Number of Post-Doctoral Appointees
- Metric L: Endowment Size (\$M)
- Metric M: Total Annual Science and Engineering Research Expenditures (\$M)

¹ Florida State University, Florida International University, University of Florida, and University of South Florida are designated as "*Preeminent Research Universities*". The University of Central Florida is currently recognized as having Emerging Preeminent status, but is expected to be formally approved by the BOG as a "*Preeminent Research University*" in June 2026.

Florida Statutes 1001.706, Powers and Duties of the BOG, requires the BOG to define the data components and methodology used to implement Florida Statutes 1001.7065 and requires each University to conduct an annual audit to verify that the data submitted pursuant to Florida Statutes 1001.7065 complies with the data definitions established by the BOG. The BOG last updated the PRF Metrics Methodology Document in January 2025. The data supporting the PRF Metrics comes from a variety of sources, including:

- Data submitted to the BOG
- Data reported to external entities

See **Appendix A** for the complete list of sources for each PRF Metric.

B. Objectives and Scope

The specific objectives of this audit were to:

1. Determine whether the processes established by FSU ensure the completeness, accuracy, and timeliness of data submissions to the BOG that support the PRF Metrics.
2. Provide an objective basis of support for the President and the Board of Trustees' (BOT) Chairman to sign the representations made in the Performance-Based Funding Metrics/Preeminent Research University Funding Metrics Data Integrity Certification Letter.

The scope of this audit covered data submissions from January 2024 through September 2025.

Based on previous audit results and our assessment of PRF Metrics with the highest risks, we selected the following Metrics for testing:

- Metric D: Four-Year Graduation Rate
- Metric F: Total Annual Research Expenditures (\$M)
- Metric G: Total Annual Non-Medical Science and Engineering Research Expenditures (\$M)
- Metric L: Endowment Size (\$M)
- Metric M: Total Annual Science and Engineering Research Expenditures (\$M)

C. Standards

This audit was conducted in accordance with the *Global Internal Audit Standards*. These standards require that audit departments plan and perform the audit to obtain sufficient, reliable, relevant, and useful evidence. It is our opinion that the evidence obtained during our review provides a basis for the findings and conclusions noted in this report.

D. Overall Conclusion

Overall, it appears that FSU has established adequate controls and processes to:

1. Ensure the completeness, accuracy, and timeliness of data submissions to the BOG and external entities, which support the FSU's PRF metrics.
2. Support the President and BOT Chairman's affirmation of the representations in the Data Integrity Certification form.

APPENDIX A – PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS DATA SOURCES

Metric	Description	Data Source
A	Average GPA and SAT Score for Incoming Freshman in Fall Semester	BOG Submission File – Fall Admissions File
B	Number of Top 50 Public University National Rankings	External Websites - BOG maintains the official list of publications
C	Freshman Retention Rate (Full-time, First Time in College (FTIC))	BOG Submission Files – Fall Student Instruction File (SIF) for two consecutive years
D	Four-Year Graduation Rate (Full-time, FTIC)	BOG Submission Files – Retention File, SIF, and Degrees Awarded File (SIFD)
E	Number of National Academy Memberships	Official Membership Directories on External Websites – BOG maintains a list of acceptable organizations
F	Total Annual Research Expenditures	National Science Foundation (NSF) Higher Education Research and Development (HERD) Survey
G	Total Annual Non-Medical Science and Engineering Research Expenditures	NSF HERD Survey
H	Number of Broad Disciplines Ranked in Top 100 for Research Expenditures	Research expenditure data using the NSF's National Center for Science and Engineering Statistics online data tool
I	Number of Utility Patents Awarded over Three Calendar-Year Period	As reported by the United States Patent and Trademark Office for the most recent three years
J	Number of Doctoral Degrees Awarded Annually	BOG Submission File - SIFD
K	Number of Post-Doctoral Appointees	NSF Survey of Graduate Students and Post-Doctorates in Science and Engineering Survey
L	Endowment Size	National Association of College and University Business Officers (NACUBO) and Commonfund Institute's annual online report of Market Value of Endowment Assets
M	Total Annual Science and Engineering Research Expenditures	NSF HERD Survey

Note: Florida State University, Florida International University, University of Florida, and University of South Florida are designated as “*Preeminent Research Universities*”. The University of Central Florida is currently recognized as having Emerging Preeminent status, but is expected to be formally approved by the BOG as a “*Preeminent Research University*” in June 2026.

APPENDIX B – AUDIT RATINGS

Material:

- Violation of policies/procedures/laws and/or unacceptable level of internal controls that either does or could pose an unacceptable level of exposure to the University.
- Issue(s) could have a high impact on the University.
- Major opportunities to improve effectiveness and efficiency exist.
- Immediate corrective action by management is required.

Significant:

- Violation of policies/procedures/laws and/or lack of internal controls that either do or could pose a substantial level of exposure to the University.
- Issue(s) could have a medium impact on the University.
- Substantial opportunities to improve effectiveness and efficiency exist.
- Prompt corrective action by management is essential to address the noted concern(s) and reduce the risk(s) to the University.

Moderate:

- Violation of policies/procedures/laws and/or lack of internal controls that either do or could pose a moderate level of exposure to the University.
- Issue(s) identified are either (a) not likely but could have a medium impact on the University or (b) likely and could have a low impact on the University.
- Notable opportunities to improve effectiveness and efficiency exist.
- Corrective action is needed by management to address the noted concern and reduce risks to a more desirable level.



PREEMINENT RESEARCH UNIVERSITY: 2025 EVALUATION

MEASURE	SOURCE	YEAR	BENCH-MARK	FIU	FSU	UCF	UF	USF
A Average GPA and SAT Score (for 2 subtests for incoming freshman in Fall semester)	Board of Governors	Fall 2024	4.0 GPA 1200 SAT	4.3 1287	4.3 1380	4.2 1324	4.6 1408	4.2 1301
B National University Rankings	See definitions in appendix	Feb. 2025	Top 50 in 2 or more publications	5	6	3	7	5
C Freshman Retention Rate (Full-time, FTIC)	Board of Governors	2023-24	≥ 90%	93	96	92	97	91
D 4-year Graduation Rate (Full-time, FTIC)	Board of Governors	2020-24	≥ 60%	70	76	59	78	66
E National Academy Memberships	Academy Directory	2025	6	8	9	8	34	16
F Total Annual Research Expenditures (\$M)	National Science Foundation	2022-23	≥ \$200 M	326	461	285	1,272	522
G Total Annual R&D Expenditures in Non-Health Sciences (\$M) (Science & Engineering only)	National Science Foundation	2023-24	≥ \$150 M	279	285	224	751	311
H National Ranking in Research Expenditures (in at least 5 STEM disciplines as reported by NSF, includes public & private institutions)	National Science Foundation	2022-23	5 in Top 100	7	7	5	8	7
I Patents Awarded (over 3 year period)	US Patent Office	2022-24	≥ 100	170	109	189	396	253
J Doctoral Degrees Awarded (includes research and medical/health professional doctoral degrees)	Board of Governors	2023-24	≥ 400	518	646	510	1,600	695
K Post-Doctoral Appointees	Board of Governors	Fall 2023	≥ 200	274	269	218	772	260
L Endowment Size (\$M)	Board of Governors	2023-24	>\$500 M	338	1,030	255	2,454	708
M Total Annual Science & Engineering Research Expenditures (\$M)	Board of Governors	2023-24	>\$50 M	296	347	251	1,215	451
NUMBER OF CRITERIA MET:				12	13	11	13	13

Note: Bolded and blue highlighted cells indicate that the criteria for the metric were achieved. Per Florida Statutes 1004.335, effective the 2023 Accountability Plan, all Preeminent metrics reflect USF (all campuses).



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM I



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Audit and Compliance Committee

ACTION ITEM III

February 24, 2026

SUBJECT: Request for approval of contract request for external auditing services.

PROPOSED COMMITTEE ACTION

FSU Office of Audit and Advisory Services' request for BOT approval of the contract request for Florida Medical Practice Plan (FMPP) to enter into a 5-year contract with Crowe LLP. The FMPP Board approved the contract request on 2/3/2026.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

1. FSU 2.025 Direct Support Organizations, section 9(c): Each DSO audit committee shall select the audit firm to perform the DSO financial statement audit. The DSO audit committee shall forward its selection to the DSO Board for their approval. The DSO Board shall then forward the name of the selected audit firm to the BOT for final approval.

BACKGROUND INFORMATION

No additional Background Information

ADDITIONAL COMMITTEE CONSIDERATIONS

No additional Committee Considerations

Supporting Documentation Included: Request for Approval III Memo – Florida Medical Practice Plan Crowe LLP 5 Year Contract

Submitted by: Undra Baldwin, Chief Audit Officer



OFFICE OF AUDIT & ADVISORY SERVICES

Office of Audit and Advisory Services
Westcott Building, Suite 407
222 South Copeland Street
P.O. Box 3061390
Tallahassee, Florida 32306-1390

MEMORANDUM

TO: Dr. Richard McCullough, President
FROM: Undra Baldwin, Chief Audit Officer
DATE: February 2, 2026
SUBJECT: Consent Agenda Item for the February 25, 2026, BOT Meeting

Please find enclosed the Florida Medical Practice Plan, Inc.'s request to enter into a 5-year contract with Crowe LLP.

I respectfully request that this item be placed on the BOT Consent Agenda for the February 25, 2026, BOT meeting.

Thank you.

Attachment



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM J



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Finance and Business Committee

ACTION ITEM I

Tuesday, February 24, 2026

SUBJECT: 2026-2027 Budget Projections for Auxiliaries with Outstanding Revenue Bonds

PROPOSED COMMITTEE ACTION

1. Approve the 2026-2027 budget projections for auxiliaries with outstanding revenue bonds.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Board of Governors – Regulation 9.008 University Auxiliary Facilities with Outstanding Revenue Bonds

BACKGROUND INFORMATION

Board of Governors (BOG) Regulation 9.008 was amended in 2017, to include additional language regarding maintenance and equipment reserves, as well as reporting requirement clarification for certain auxiliary revenue bond issues.

The University's Housing and Parking Systems auxiliary revenue bonds contain covenant language requiring an annual Income and Expenditure statement to be submitted to the BOG for approval. The operating budgets for these auxiliary facilities must be approved by the University Board of Trustees in advance of submission to the BOG.

ADDITIONAL COMMITTEE CONSIDERATIONS

Supporting Documentation Included: Attachment – Housing and Parking 2026-2027 Budget Projections

Submitted by: Kyle Clark, Senior Vice President Finance and Administration

**HOUSING SYSTEM REVENUE BONDS
INCOME AND EXPENDITURE STATEMENT**

	2024-2025 Actual	2025-2026 Estimated	2026-2027 Projected
Revenue			
Operating Revenues	\$ 56,312,694	\$ 57,952,171	\$ 60,386,099
Interest Income - Operating Funds	2,703,875	500,000	518,595
Interest Income - Reserve Funds	2,774,446	523,759	556,826
Other	934,270	605,434	671,200
Total Revenues	62,725,285	59,581,364	62,132,720
Expenditures			
Salaries and Matching	5,140,561	7,460,100	7,958,955
Other Personal Services	3,401,366	4,214,643	4,495,922
Operating Expenses	20,494,957	21,859,002	22,800,127
Repairs and Maintenance	1,551,337	1,903,327	1,998,493
Debt Service	13,765,000	13,894,000	13,134,145
Repair and Replacement Expense	5,750,000	5,740,455	6,000,000
Operating Capital Outlay	0	90,750	90,750
Other Expense & Transfers Out	14,781,917	2,295,845	1,100,000
Total Expenditures	64,885,138	57,458,122	57,578,392
Transfers Out From Reserve Fund	(16,855,000)	(10,000,000)	0
Net Income	(19,014,853)	(7,876,758)	4,554,328
Beginning Balance	101,298,938	82,284,085	74,407,327
Ending Balance	\$ 82,284,085	\$ 74,407,327	\$ 78,961,655

	2024-2025 Actual	2025-2026 Estimated	2026-2027 Projected
Reserve Fund - Beginning Balance	\$ 63,184,157	\$ 52,375,930	\$ 46,206,365
Interest Income	2,774,446	523,759	556,826
Transfers In	3,272,327	3,306,676	3,997,502
Transfers Out	(16,855,000)	(10,000,000)	0
Reserve Fund - Ending Balance	\$ 52,375,930	\$ 46,206,365	\$ 50,760,693

**PARKING SYSTEM REVENUE BONDS
INCOME AND EXPENDITURE STATEMENT**

	2024-2025 Actual	2025-2026 Estimated	2026-2027 Projected
Revenue			
Operating Revenues	\$ 14,528,204	\$ 14,985,118	\$ 14,686,131
Interest Income - Operating Funds	717,836	112,045	116,501
Interest Income - Reserve Funds	210,923	47,536	47,536
Other	0	0	0
Total Revenues	15,456,963	15,144,699	14,850,168
Expenditures			
Salaries and Matching	1,688,016	1,816,723	1,823,297
Other Personal Services	116,830	128,022	130,583
Operating Expenses	6,886,072	7,687,726	7,862,780
Repairs and Maintenance	618,270	641,262	568,893
Debt Service	2,940,313	1,769,000	2,918,003
Repair and Replacement Expense	2,977,746	1,387,000	380,000
Operating Capital Outlay	84,912	75,000	52,000
Other Expense & Transfers Out	1,318,761	6,114,919	1,066,572
Total Expenditures	16,630,918	19,619,652	14,802,127
Transfers Out From Reserve Fund	0	0	0
Net Income	(1,173,955)	(4,474,953)	48,041
Beginning Balance	19,335,255	18,161,300	13,686,346
Ending Balance	\$ 18,161,300	\$ 13,686,346	\$ 13,734,387

	2024-2025 Actual	2025-2026 Estimated	2026-2027 Projected
Reserve Fund - Beginning Balance	\$ 4,558,841	\$ 4,969,764	\$ 5,167,300
Interest Income	210,923	47,536	47,536
Transfers In	200,000	150,000	150,000
Transfers Out	0		0
Reserve Fund - Ending Balance	\$ 4,969,764	\$ 5,167,300	\$ 5,364,836



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM K



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Finance and Business Committee

ACTION ITEM II

Tuesday, February 24, 2026

SUBJECT: Reimbursement resolutions for Housing, Parking, and Dining expenditures related to the NW Campus Project

PROPOSED COMMITTEE ACTION

1. Approve reimbursement resolutions for Housing, Parking, and Dining expenditures related to the NW Campus Project.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Treas. Reg. 1.150-2 Proceeds of Bonds Used for Reimbursement

BACKGROUND INFORMATION

In anticipation of the construction and financing of the NW Campus Project, the attached Housing, Parking, and Dining Reimbursement Resolutions (the "Resolutions") declares the University's official intent to allow for reimbursement of capital expenditures with proceeds from long-term taxable or tax-exempt debt obligations.

The Resolutions create an option, but not an obligation, for the University to reimburse itself in the future. Under federal tax laws, the University may reimburse itself with proceeds of tax-exempt bonds for certain expenditures made up to 60 days prior to the date of the Resolution. The reimbursement must take place within 18 months after the project is placed in service, and in no event later than 3 years from the date of the expenditure for which the University seeks reimbursement.

ADDITIONAL COMMITTEE CONSIDERATIONS

Supporting Documentation Included: Attachment – Housing, Parking, and Dining Reimbursement Resolutions

Submitted by: Kyle Clark, Senior Vice President Finance and Administration

**A RESOLUTION TO DECLARE INTENT TO BE
REIMBURSED FOR EXPENDITURES RELATED TO
THE CONSTRUCTION OF A NEW STUDENT
HOUSING FACILITY ON THE MAIN CAMPUS OF
FLORIDA STATE UNIVERSITY; AND PROVIDING
FOR AN EFFECTIVE DATE.**

BE IT RESOLVED by the Board of Trustees of Florida State University (the "Board") that:

1. The Board expects to incur capital expenditures in the aggregate amount not to exceed \$284,500,000 in connection with the incurrence of debt for the purpose of acquiring, constructing, equipping, and installing a new student housing facility in the northwest portion of Florida State University's main campus in Tallahassee, Florida (the "Project").

2. The Board hereby expresses its intention to be reimbursed from proceeds of future tax-exempt financings for capital expenditures in connection with the incurrence of debt for the purpose of acquiring, constructing, equipping, and installing the Project. The Board expects to use legally available funds to pay such costs, including, but not limited to, capital expenditures, costs of design, engineering, retrofitting, and other costs associated with the incurrence of debt. It is reasonably expected that the total amount of debt to be incurred, in one or more financings, with respect to the Project will not exceed \$284,500,000. This Resolution shall constitute a "declaration of official intent" within the meaning of Treas. Reg. § 1.150-2 (Proceeds of bonds used for reimbursement) promulgated pursuant to the Internal Revenue Code of 1986, as amended, with respect to the debt incurred, in one or more financings, to finance the Project.

3. This Resolution shall take effect immediately upon its adoption.

ADOPTED this ____ day of February 2026.

Peter Collins, Chair

**A RESOLUTION TO DECLARE INTENT TO BE
REIMBURSED FOR EXPENDITURES RELATED TO
THE CONSTRUCTION OF A NEW PARKING
GARAGE ON THE MAIN CAMPUS OF FLORIDA
STATE UNIVERSITY; AND PROVIDING FOR AN
EFFECTIVE DATE.**

BE IT RESOLVED by the Board of Trustees of Florida State University (the "Board") that:

1. The Board expects to incur capital expenditures in the aggregate amount not to exceed \$42,315,000 in connection with the incurrence of debt for the purpose of acquiring, constructing, equipping, and installing a new parking garage in the northwest portion of Florida State University's main campus in Tallahassee, Florida (the "Project").

2. The Board hereby expresses its intention to be reimbursed from proceeds of future tax-exempt financings for capital expenditures in connection with the incurrence of debt for the purpose of acquiring, constructing, equipping, and installing the Project. The Board expects to use legally available funds to pay such costs, including, but not limited to, capital expenditures, costs of design, engineering, retrofitting, and other costs associated with the incurrence of debt. It is reasonably expected that the total amount of debt to be incurred, in one or more financings, with respect to the Project will not exceed \$42,315,000. This Resolution shall constitute a "declaration of official intent" within the meaning of Treas. Reg. § 1.150-2 (Proceeds of bonds used for reimbursement) promulgated pursuant to the Internal Revenue Code of 1986, as amended, with respect to the debt incurred, in one or more financings, to finance the Project.

3. This Resolution shall take effect immediately upon its adoption.

ADOPTED this ____ day of February 2026.

Peter Collins, Chair

**A RESOLUTION TO DECLARE INTENT TO BE
REIMBURSED FOR EXPENDITURES RELATED TO
THE CONSTRUCTION OF A NEW STUDENT DINING
FACILITY ON THE MAIN CAMPUS OF FLORIDA
STATE UNIVERSITY; AND PROVIDING FOR AN
EFFECTIVE DATE.**

BE IT RESOLVED by the Board of Trustees of Florida State University (the "Board") that:

1. The Board expects to incur capital expenditures in the aggregate amount not to exceed \$40,000,000 in connection with the incurrence of debt for the purpose of acquiring, constructing, equipping, and installing a new student dining facility in the northwest portion of Florida State University's main campus in Tallahassee, Florida (the "Project").

2. The Board hereby expresses its intention to be reimbursed from proceeds of future tax-exempt financings for capital expenditures in connection with the incurrence of debt for the purpose of acquiring, constructing, equipping, and installing the Project. The Board expects to use legally available funds to pay such costs, including, but not limited to, capital expenditures, costs of design, engineering, retrofitting, and other costs associated with the incurrence of debt. It is reasonably expected that the total amount of debt to be incurred, in one or more financings, with respect to the Project will not exceed \$40,000,000. This Resolution shall constitute a "declaration of official intent" within the meaning of Treas. Reg. § 1.150-2 (Proceeds of bonds used for reimbursement) promulgated pursuant to the Internal Revenue Code of 1986, as amended, with respect to the debt incurred, in one or more financings, to finance the Project.

3. This Resolution shall take effect immediately upon its adoption.

ADOPTED this ____ day of February 2026.

Peter Collins, Chair



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM L



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Finance and Business Committee

ACTION ITEM III

Tuesday, February 24, 2026

SUBJECT: Regulation Amendment, FSU 2.009, Parking and Traffic

PROPOSED COMMITTEE ACTION

Approve expanding the requirement to relocate vehicles to designated lots the day before home football games to include other large stadium events.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

BOG Regulation 1.001(3)(j), (7)(g)

BACKGROUND INFORMATION

In addition to hosting home football games, the Athletics department plans to organize several large-scale events in the Stadium that are expected to attract significant crowds. Managing parking for these events requires careful coordination to ensure attendees have sufficient access to nearby parking facilities.

To accommodate the increased demand during these events, it will be necessary to utilize specific parking lots located within close proximity to the Stadium. This strategy aims to provide convenient parking options for event participants and minimize disruptions.

The University has an established process to assist students and departments in relocating their vehicles to other available lots when certain areas are needed for event parking. This process has proven effective during football games, and the Athletics department plans to implement the same approach for other major events held at the Stadium.

ADDITIONAL COMMITTEE CONSIDERATIONS

BOG approval is not required.

SUMMARY OF PROPOSED UNIVERSITY REGULATION AMENDMENT

FSU-2.009 Parking and Traffic Regulations

The regulation is amended as follows:

Paragraph (2)(i) is amended to include large stadium events, not just football games, as events where vehicles must temporarily move in certain lots or be subject to towing.

AUTHORITY FOR THE PROPOSED UNIVERSITY REGULATION

The authority for the proposed regulation is as follows: BOG Regulations 1.001(3) (j), (6), (7) (g); 1009.24(14) (r) F.S.

UNIVERSITY OFFICIAL INITIATING THE REGULATION

The proposed amendment of this Regulation has been initiated by Richard Rind, Director of Transportation and Parking Services

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
(fax) 850-644-8973
850-644-4440 (phone)

Supporting Documentation Included: Regulation 2.009 amended language necessary to enact this change.

Submitted by: Kyle Clark, Senior Vice President Finance and Administration

FSU-2.009 Parking and Traffic Regulations.

(1) General Information.

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

1. In the case of a vehicle registered with the Office of Transportation and Parking Services, against the person in whose name such vehicle is so registered.
2. In the case of a vehicle not so registered and whose operator at the time of the violation cannot be identified, against the title holder of said vehicle.
3. In the case of a vehicle not so registered, if it is determined that the operator at the time of the violation is affiliated with FSU and, in fact, should have registered the vehicle with the Office of Transportation and Parking Services, against the person affiliated with FSU.

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

Parking Services. In addition, the provisions of Chapter 316, Florida Statutes, shall extend and be applicable to the grounds of the University.

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

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

1. Access Lane. Any area that is not designated as a parking space, and that provides an avenue for traffic flow and emergency vehicles.
2. Automobile. Any motor vehicle having three (3) or more wheels.
3. Back-in Parking. Parking a vehicle so that the front-end of the vehicle is pointing toward the drive aisle. It does not matter if the vehicle actually backed into the parking space or drove through an adjacent space.
4. Commuter Lot. Designated lots/facilities that prohibit the parking of vehicles between the hours of midnight and 5:45 AM, except on Friday and Saturday evenings or as posted on the entrance of the lot.
5. Commuter Student. Any person not classified as faculty, administrative and professional personnel or University support personnel system staff that is enrolled and carrying 1 or more credit hours of undergraduate or graduate work at FSU that does not pay for on- campus housing and does not reside in an on-campus FSU residential hall.

6. Designated Parking Space. Areas governed by FSU parking Regulations with parking spaces delineated by red, white, yellow, green or blue striping, and hourly parking sign, or other physical barriers to include, but not be limited to railroad ties and bumper blocks intended to delineate parking parameters.
7. Director of Transportation and Parking Services. An FSU employee who has been assigned the specific duties of supervising and managing the Office of Transportation and Parking Services.
8. Employee. Any employee of FSU including (but not limited to) executive staff, faculty, administrative and professional personnel, University support personnel system staff, and OPS staff.
9. Employees of Recognized FSU Organizations or Contracted Services. Personnel who work on campus, but who are not University employees (including, but not limited to: bookstore employees, beauticians, barbers, food service personnel, credit union employees, golf course employees, postal/shipping employees, staff of religious houses, event personnel, and employees of the Greek houses).
10. Financial Aid Disbursement. The period of time defined each semester by the Controller's Office for the disbursement of financial aid funds.
11. Fire Lanes. Those areas of campus that must be kept clear of all obstructions so as not to interfere with the movement of fire-fighting equipment and which are marked as fire lanes by signs and red painted curbing or fluorescent red and white painted areas, or both.
12. Loading Dock. Areas specifically designated for the sole purpose of loading or unloading materials or equipment at the delivery entrance or designated location to a building. Properly identified service vehicles, commercial vehicles,

or vehicles properly displaying loading dock permits issued by the Office of Transportation and Parking Services are authorized to use loading docks. Loading docks are delineated by signs and/or pavement markings. Vehicles parked without proper authorization will be issued a citation and/or towed at owner's expense.

13. Loading Zones. Areas specifically designated for the sole purpose of loading or unloading materials or equipment. Properly identified service vehicles, commercial vehicles, vehicles registered for valid FSU virtual permits, or vehicles properly displaying a valid loading zone parking credential issued by the Office of Transportation and Parking Services are authorized to use loading zones. Loading zones are delineated by signs and/or pavement markings. Use of these areas is limited to 20 minutes. Vehicles exceeding the 20-minute maximum period may be issued a parking citation. Additional citations may be issued every hour after the original citation and/or vehicles may be towed at owner's expense.
14. Motorcycle, Moped, or Motor Scooter. Any motor vehicle having less than three (3) wheels.
15. Overnight Lot. Designated lots/facilities that allow parking twenty-four (24) hours a day.
16. Parking. The standing of a vehicle, whether occupied or not and whether the engine is running or not., as may be permitted by law under the State Uniform Traffic Control Law, Chapter 316, Florida Statutes, or this Regulation pursuant to Section 1006.66.

17. **Parking Credential.** A virtual parking permit, parking placard, parking hang-tag, or other designated pass/permit that authorizes parking in one or more campus parking lots/facilities.
18. **Parking Hang-Tag.** A parking hang-tag is a physical parking permit that is hung from an automobile's rearview mirror. A parking hang-tag authorizes parking in the lots, facilities, and/or spaces as shown on the hang-tag. The parking hang-tag does not authorize parking in any lots, facilities, or spaces not noted on the hang-tag.
19. **Parking Placard.** A parking placard is a physical parking permit that is placed on an automobile's dashboard. A parking placard authorizes parking in the lots, facilities, and/or spaces as shown on the placard. The parking placard does not authorize parking in any lots, facilities, or spaces not noted on the placard.
20. **Permit Registration Year.** The period from August 15 of one year to August 15 of the succeeding year
21. **Persons Affiliated with FSU.** Employees or students of FSU or employees of recognized FSU on-campus organizations or contracted services.
22. **Reserved Space.** A parking space that is reserved for a specific user, user group, event/function, or vehicle. The space will be marked with signage, pavement markings, and/or temporary barricades. Any parking space on campus may be reserved for events or other University functions.
23. **Resident Student.** Any person not classified as faculty, administrative and professional personnel or University support personnel system staff that is enrolled and carrying 1 or more credit hours of undergraduate or graduate work

at FSU that also pays for on-campus housing and resides in an on-campus FSU residential hall.

24. **Restricted Hours.** Between 7:30 AM and 10:00 PM, Monday through Friday on all class days, examination periods, semester breaks, and registration periods.
25. **Service Vehicle Area.** Areas reserved for properly identified service or emergency vehicles performing maintenance or repair of University owned or leased equipment or facilities, commercial vehicles, or vehicles bearing proper authorization from the Office of Transportation and Parking Services. Non-Service State vehicles are prohibited from parking in service vehicle spaces. Service vehicle areas are reserved during restricted hours and are delineated by signs and/or pavement marking. Vehicles without proper authorization will be issued a citation and/or towed at owner's expense for parking in a reserved space without authorization (fine code – 01 if the space is not reserved for a specific vehicle or fine code – 06 if the space is reserved).
26. **Short Term Parking.** Those spaces designated by signage with a two-hour maximum stay. An appropriate parking placard or hang-tag must be obtained from the Office of Transportation and Parking Services and appropriately displayed on the vehicle.
27. **Transportation Violations Appeals Board.** The University traffic authority established pursuant to Section 1006.66, Florida Statutes, to review disputes regarding citations and to render decisions regarding the appropriate penalty to be imposed, including the restriction, removal, or restoration of driving or parking privileges on campus. The Transportation Violations Appeals Board will consist of 2 or more divisions of equal authority. Each shall be composed of 4

members appointed for a period of 1 year. There shall also be appointed a pool of alternate members who shall be eligible to serve when called upon by the Board Coordinator, when a regular member is unavailable. All appointments shall be made by the Vice President for Finance and Administration. The positions on each division of the Board shall be occupied by faculty, staff (A&P or USPS) and student members. The Chairperson shall be elected annually from among the members of the Board and shall have full voting rights. This Board shall function on a year-round basis. A quorum shall consist of at least 2 members of the Board. When a quorum is not available, and the appellant has arrived on time for their scheduled hearing, the citation(s) will be dismissed.

28. Vehicle. Any automobile, motorcycle, moped or motor scooter as defined.

Motorized scooters and micromobility devices governed by s. 316.2128, F.S., have certain rights of bicycles and are governed by that law, University regulation and policy including those governing bicycles, city ordinance and the provisions of any vendor contract.

29. Virtual Permit. Vehicle registration which allows the registered vehicle to be parked on the grounds of the University, as set out in this Regulation. A virtual permit is not a physical permit. Instead, the registered vehicle's license plate is used to determine whether or not the vehicle is properly registered with the Office of Transportation and Parking Services. Up to five (5) automobiles may be registered to a single virtual permit. However, a vehicle may not be registered to more than one virtual permit at a time. Automobile virtual permits are only issued to vehicles with three (3) or more wheels and motorcycle virtual permits are only issued to vehicles with fewer than three (3) wheels.

30. Visitors. Persons who are not employees or students of FSU and who do not work on campus for other organizations.

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

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

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

1. Board of Trustees. Vehicles bearing a valid "Board of Trustees" parking placard may be parked in any designated, unreserved parking space on campus.
2. "State" Tag Vehicles. Vehicles owned by or assigned to an FSU department or organization and bearing a duly issued "State" license tag must be registered for a valid virtual permit, but are not required to pay hourly parking fees. Such vehicles may be parked in any designated, unreserved parking space, short-term space (2-hour maximum) or loading zone (20-minute maximum) on campus. Vehicles bearing a duly issued "State" license tag but are not owned or assigned to an FSU department or organization must either purchase a virtual permit, purchase a visitor parking placard or hang-tag, park in an hourly parking space and pay the appropriate fee, or park in a designated visitor parking lot/facility and pay the appropriate fee.
3. News Media Vehicles. Press representatives, reporters, correspondents, and other representatives of the news media not otherwise affiliated with FSU, who are on campus on official news or press business, may park in any designated, unreserved space, short-term space (2-hour maximum) and loading zone (20-

minute maximum). A virtual permit is not required if a valid press identification is prominently displayed on the vehicle(s). Students, faculty and staff are not eligible for this exemption.

4. Commercial Representatives in Commercial Vehicles. Marked delivery trucks, telephone and power service vehicles, limousine service automobiles, taxis, and buses making brief stops (less than 10 minutes) at 1 or more points on campus are not required to register for a virtual permit or display a parking placard or hang-tag. Vehicles used by persons required to perform service or regular maintenance on University-owned or leased equipment or facilities must have a valid FSU parking hang-tag displayed. These vehicles may be parked in any designated, unreserved parking space. Hourly parking and visitor lot/facility fees must be paid.
5. Contractors. Contractors and contractor personnel engaged in FSU construction projects may park within the fenced enclosure of the construction site. Other parking must be off campus or other on-campus locations specifically designated by the Office of Transportation and Parking Services. Construction placards or hang-tags must be displayed in the windshield of each parked vehicle, whether or not the vehicle is parked in a parking lot/facility or within a fenced enclosure.
6. Vehicles Transporting Disabled Individuals; Disabled Veterans.
 - a. In accordance with Florida Statutes, a vehicle bearing a disabled parking permit issued pursuant to Sections 320.0848, 320.0842, 320.0843, and 320.0845, Florida Statutes, or a disabled license plate issued pursuant to Section 320.084 or Section 320.0848, Florida Statutes (disabled veterans and veterans confined to wheelchairs), may park in designated accessible

- b. spaces if such vehicle is transporting a person eligible for such parking permit or license plate. Any person who is chauffeuring a disabled person shall be allowed momentary parking in any such parking space for the purpose of loading or unloading a disabled person. No penalty shall be imposed upon the driver for such momentary parking. Such vehicles shall not, however, be parked in a reserved space, bus loading zone, fire zone, disabled space access aisle, service vehicle space, non-designated parking area or any other area posted as a "No Parking" zone. All employee and student affiliates are required to purchase the appropriate virtual permit in order to park on campus. Vehicles appropriately registered for a valid virtual permit and displaying a disabled permit issued by the state may park in hourly, loading zone, short- term, and other unreserved permit designated spaces as long as time restrictions are observed. Visitors displaying a disabled permit issued by the state may park in designated accessible spaces, hourly parking space (at no charge), and/or visitor parking lots/facilities (provided the regular rate/fee is paid).
- c. Any person who fraudulently obtains or unlawfully displays a disabled parking permit that belongs to another person while occupying a disabled parking space or an access aisle as defined in s.553.5041 while the owner of the permit is not being transported in the vehicle or who uses an unauthorized replica of such a disabled parking permit with the intent to deceive is guilty of a misdemeanor of the second degree, punishable as provided in s.775.082 or s. 775.083.

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

7. Visitors may park in hourly parking spaces or in any designated visitor parking lot/facility provided appropriate fees are paid and time limits are not exceeded.

All vehicles must be parked with the flow of traffic.

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

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

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

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

(f) Virtual Permit Classifications.

1. Faculty, Administrative and Professional personnel, and University Support Personnel System staff are eligible to register for "RP" virtual permits. Faculty, Administrative and Professional personnel, University Support Personnel System staff, Non-Student OPS employees of recognized FSU affiliated organizations or

contracted services are eligible to register for "R" virtual permits. Both the "RP" and "R" virtual permits authorize parking only in designated "R" parking areas (as identified by red stall lines and/or entrance signage) or in areas specified for shared parking (as identified by alternating red and white stall lines and/or entrance signage). In order to be appropriately registered for an "RP" or "R" virtual permit, the employee must provide the make, model, color, year, and license plate of each vehicle registered to the virtual permit (up to five vehicles per permit) and pay all required fees.

2. Visitors are eligible to purchase a "V" parking hang-tag, authorizing parking only in designated "W" and non-gated "R" parking areas. Faculty, staff and student affiliates, as well as employees of FSU affiliated organizations or contracted services, are not eligible to purchase a "V" hang-tag.
3. Students and Non-Student OPS employees are eligible to register for "VW" virtual permits. Vehicles that are registered to a "VW" virtual permit are authorized to park in designated "W" parking areas (identified by white stall lines and/or entrance signage) between the hours of 5:45 AM and 12:00 a.m. on all class days in areas designated for commuter parking and 24- hours per day in areas designated for overnight parking. "VW" virtual permits can also park in areas specified for shared parking (as identified by alternating red and white stall lines and/or entrance signage).
4. Students are also eligible to register for a "VRES" virtual permit which allows 24/7 access to a designated reserved lot or area. "VRES" permits are restricted to limited spaces within designated lots. To acquire this optional permit, students must provide the make, model, color, year, and license plate of each vehicle

registered to the virtual permit and pay all required fees (\$325 – Academic Year or \$415 – Annual).

5. Students are also eligible to register for an “Overnight” virtual permit (ON) which allows parking in all areas designated for overnight parking between the hours of 12am and 5:45am Monday through Friday. This permit will also carry “VW” parking privileges at all other times. To acquire this optional permit, students must provide the make, model, color, year and license plate of each vehicle registered to the virtual permit and pay all required fees (\$300 – Annual)
6. Persons with FSU retired status who are no longer receiving any form of financial compensation for active employment may purchase an Emeritus or "E" virtual permit. The "E" virtual permit authorizes parking in any designated non-reserved faculty/staff parking area.
7. Individuals operating motorcycles, mopeds or motor scooters may purchase a "VMC" virtual permit authorizing parking in motorcycle parking spaces only. Commercial vendors and sales and service representatives are eligible to purchase commercial ("C") hang-tags. Vehicles bearing "C" hang-tags may park in any designated, unreserved parking space on campus. Commercial hang-tag holders may also utilize designated loading areas for 20-minute periods only, short-term parking spaces (2 hour maximum), and unreserved service vehicle spaces, as well as hourly parking spaces and visitor parking lots/facilities (provided appropriate fees are paid).
8. Loading Zone hang-tags may be purchased on an individual basis to afford access to designated loading zones for loading or unloading of materials or equipment. “LZ” hang-tags are not valid in any other parking spaces on campus.

9. Service vehicle hang-tags may be purchased by eligible service and technical support representatives. Vehicles bearing a valid "SV" hang-tag are eligible to park in designated unreserved service vehicle spaces with no time restriction and loading zones for a maximum of twenty (20) minutes. "SV" hang-tags are not valid in any other parking spaces on campus.
10. Departmental hang-tags may be purchased by eligible FSU departments for use by employees to conduct departmental business. Vehicles bearing a valid departmental hang-tag are eligible to park in unreserved "R" parking spaces and loading zones for a maximum of twenty (20) minutes.
11. Back-in hang-tags may be purchased by individuals with valid FSU virtual permits. Vehicles bearing a valid back-in hang-tag are authorized to park in appropriate campus parking lots back-in style. Back-in hang-tags are not valid in parking garages or in parking lots with angled parking spaces.
12. Temporary disabled parking placards or hang-tags will be issued by the Office of Transportation and Parking Services, upon determining eligibility, for a period not to exceed 21 calendar days. To be eligible to apply for a temporary disabled parking permit, the individual must have properly registered and paid for a valid virtual permit. Extension of the eligibility of a temporary permit for more than 21 calendar days will only occur upon receipt of a duly executed Florida Department of Highway Safety and Motor Vehicles Form 83039 S, which is incorporated herein by reference which contain "Disabled Person's Parking Permit a Physician's Statement of Certification", for issuing disabled parking permits at which time a placard or hang-tag will be issued for an additional period not to

exceed 35 calendar days. This temporary disabled parking permit is non-renewable.

- (g) Virtual permits, parking placards and hang-tags are issued to specific individuals or departments/organizations and are not transferable. The registered owner of the virtual permit, parking placard or parking hang-tag accepts responsibility of all fines when the permit is used by or displayed on any vehicle.
- (h) An individual may purchase and maintain only 1 automobile virtual permit and 1 motorcycle virtual permit at a time during each permit year. This excludes any replacement permits issued.
- (i) On the day preceding a home football game (including the spring football game) or other large stadium event or as designated on lot/facility entrance signage, all vehicles must be removed by 11:59 PM in designated football /event lots. Vehicles that fail to move as requested are subject to towing at the Owner's expense. A map of football /event parking lots and facilities will be available on the Office of Transportation and Parking Services website.

(3) Parking Fees and Penalties.

- (a) "VW" Student Transportation Access Fee. To be assessed each semester to all registered students. At the beginning of each academic year or upon the first registered semester for the academic year a virtual permit can be obtained by each student who has registered for classes. Each student who registers for a virtual permit and pays all related fees/rates shall be granted a "VW" virtual permit for their automobile or a "VMC" virtual permit for their motorcycle, scooter or moped. If a student owns both an automobile and a motorcycle, they shall have the option to purchase both a virtual permit for their automobile and a virtual permit for their motorcycle. It is the responsibility of the student

to properly register their vehicle(s) for a virtual permit from the designated point of distribution. All annual permits shall expire on August 15 of each year.

- (b) Fees for Transportation Services. The fees assessed for each type of parking credential, with the exception of the Student Transportation Fee and departmental charges, are subject to a sales tax mandated by the State Legislature. All transportation fees shall be posted on appropriate websites. Any fee increase/decrease to the Student Transportation Fee shall be approved by the Board of Trustees. The University President or designee shall have the authority to regulate all other fees associated with Transportation and Parking Services not addressed in this regulation.
- (c) Fees for Visitor Parking Spaces/Lots/Facilities, Contractor Parking, and Special Event Parking. Fees for visitor, contractor, and event parking passes, hourly parking, designated visitor parking lots/facilities, and campus special event reservations shall be determined by the Director of Transportation and Parking Services. All visitor, contractor and event parking rates will be posted in the parking payment app, at the entrance of each visitor lot/facility, and on the Transportation and Parking Services website, as appropriate.
- (d) Refund of Fees.
1. The Student Transportation Access Fee refund policy will be in accordance with University refund guidelines for local fees.
 2. Virtual permits, parking placards, and parking hang-tags purchased on an annual or semester basis will not be refunded/canceled unless student has withdrawn from the University or employee is no longer employed by the University. In these cases, refunds will be made on a pro-rated basis on a monthly scale for unused parking and/or payroll deductions will cease at separation from the University.
 3. No refunds will be issued for temporary permits or payroll deducted permits.

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

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

(5) Parking of Vehicles.

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

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

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

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

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

1. "R" parking areas are reserved for the use of vehicles registered for "R", "RP", and "E" virtual permits, or vehicles displaying placards and hang-tags that

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

2. "W" parking areas are reserved for the use of vehicles registered for valid "VW" virtual permits, or vehicles displaying placards and hang-tags that provide parking in "W" parking areas, between the hours of 7:30 AM and 4:30 PM Monday through Friday. These parking areas are delineated by signs and/or white painted parking lines.
3. Shared parking areas are reserved for the use of vehicles registered for valid FSU virtual permits, or vehicles displaying placards and hang-tags that provide parking in shared parking areas, between the hours of 7:30 AM and 4:30 PM Monday through Friday. These parking areas are delineated by signs and/or alternating red and white painted parking lines.
4. Between 4:30 PM and 10:00 PM, Monday through Friday, all parked vehicles must be registered for a valid FSU virtual permit or display a valid parking credential and may park in any marked space in any unreserved parking area without regard to permit designation and may park in hourly parking spaces provided applicable fee has been paid. Reserved and disabled parking regulations are still enforced.

5. Between 10:00 P M Friday and 11:59 PM, Sunday, no virtual permit or valid parking credential is required to park in any marked space in any unreserved parking area. Hourly spaces may be used without charge. Reserved and disabled parking regulations are still enforced.

- (f) General disabled spaces are restricted 24 hours a day, 7 days a week to vehicles bearing valid State disabled parking permits as provided in section (2)(a)6 of this Regulation, or temporary disabled parking permit as provided in section (2)(f)11.
- (g) General disabled spaces may be designated as time limited. The time limitation will be posted on the sign. Vehicles parked in the time limited disabled space for longer than the maximum time are subject to the issuance of a fine code (01) citation. Accessible spaces in gated lots shall be designated for faculty, staff or student affiliates whose vehicle is properly registered to a valid FSU virtual permit and valid Department of Motor Vehicle Disabled Parking Permit. Vehicles without a valid FSU virtual permit are not authorized to park in the restricted disabled spaces.
- (h) Spaces reserved for individuals, University/State vehicles or specific University facilities are restricted 24 hours per day, 7 days a week, unless otherwise posted.
- (i) Motorcycle, moped, or motor scooter spaces are restricted to motorcycles, mopeds or motor scooters 24 hours per day, 7 days a week. Motorcycles, mopeds, or motor scooters may park in hourly spaces as long as all fees are appropriately paid. Motorcycles may not park in non- hourly automobile spaces and may not park in any gated lot or facility.

(6) Fine Structure.

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

1. Parking illegally on University property to include but not limited to: parking without a valid virtual permit, parking placard, or parking hang-tag in restricted lots; parking multiple vehicles on campus that are assigned to a single virtual permit; back-in parking without authorization; back-in parking in a campus parking garage or parking lot with angled parking; parking in an access lane; blocking access to spaces, lots, facilities, drive aisles, or streets; parking without the appropriate virtual permit, parking placard, or parking hang-tag for the space, lot, or facility used; obstructed license plate; virtual permit vehicle information entered incorrectly; improper parking in a loading zone; parking on lawns, landscape or sidewalks; parking in a "No Parking" or non-designated parking area; overtime parking in hourly spaces or time limited spaces -- fine code 01. The fee assessed for this violation: \$50.00.
2. Admin Fee. Administrative charge for vehicle that is immobilized or noticed for towing for unpaid parking citations. Citation is placed on identified vehicle and the payment must be paid with other outstanding citations before the boot is removed from the vehicle or the vehicle is retrieved from the towing company. Fine code 02 violation. The fee assessed for this violation: \$75.00.
3. Parking in a fire lane or any area designated and marked as a fire lane -- fine code 03. The fee assessed for this violation: \$100.00.
4. Parking in a disabled space without authorization, blocking disabled spaces or access aisles, or with a disabled permit being used fraudulently -- fine code 04. The fee assessed for this violation: \$250.00.
5. False registration. Falsification of proof of status to obtain an FSU virtual permit, motorcycle permit, parking placard, or parking hang-tag or purchase of a virtual

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

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

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

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

(7) Disposition of University Parking Citations.

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

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

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

2. The Florida State University Parking Violations Appeal Form, identified as FSU Form No. MP-03, Eff. 8-89, and the instructions contained therein are adopted by reference. Copies of the form may be obtained from the Florida State University Office of Transportation and Parking Services, Tallahassee, Florida.
3. Disposition by Director. The Director or designee shall review timely received written appeals or completed Form MP-03, and as soon thereafter as practicable, issue a written finding that the person charged is either in violation or not in violation of the University parking Regulation designated on the citation. Any person found to be in violation shall within 14 calendar days of issuance of the Director's written findings, either pay the applicable fine or give notice of his or her intent to seek review by the Transportation Violations Appeals Board. Such notice shall be given by completing a Transportation Violations Appeals Board Form MP- 01 and filing it with the Board Coordinator. At the time of filing Form MP-01, if applicant wishes to have the issuing officer present at the Appeal Board hearing they must specifically indicate this request on Form MP-01. This is the only time the request can be made.
4. The Florida State University Transportation Violations Appeal Board Form, identified as FSU Form No. MP-01, Eff. 8-89, and the instructions contained therein are adopted by reference. Copies of the form may be obtained from the Florida State University Office of Transportation and Parking Services, Tallahassee, Florida.
5. Transportation Violations Appeals Board. Any person for whom an appearance before the Board has been scheduled may appear personally, or submit a written presentation, or both. Any person making a written submission only, must

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

the Director's decision and dismiss the citation. The decision of the Board shall be final. The proper initiation of a proceeding to contest a citation shall serve to suspend the 14-working day deadline for timely payment of fines for the period that the proceeding is pending.

- (c) Automatic Adjudication. All persons are subject to an automatic adjudication of guilt for failure to respond to a citation within 30 calendar days following the violation. In such case, the appropriate fine, plus an additional penalty, shall be imposed. Any person who is automatically adjudicated guilty may appeal in writing to the Transportation Violations Appeals Board for waiver of the automatic adjudication of guilt and the additional penalty. This appeal must be made within 180 calendar days from the date of the issuance of the citation. If the Board determines that there are extenuating circumstances justifying a waiver, the individual shall be given the prerogative of appealing the citation itself to the Board.
- (d) Confidentiality. In any case in which a student is the alleged violator, the records of proceedings before the Director and the Board shall be disclosed only in accord with Sections 1002.22 and 1006.52, Florida Statutes.
- (e) Non-Compliance, Sanctions. In addition to the obligation to pay the appropriate fine and penalty, the following additional actions shall be taken, and sanctions imposed in the following circumstances:
 - 1. In the case of a person who fails to either pay the applicable fine or give notice of his or her election to contest a University Parking Citation, within 30 calendar days of the date of issuance of such citation; or who fails to pay the applicable fine within 30 calendar days of the date of issuance of written decision of the Transportation Violations Appeals Board, affirming the individual's adjudication

of violation, the Director of Transportation and Parking Services is authorized to revoke, suspend, or restrict the on-campus driving and parking privileges of such individual and take such further action as necessary to enforce the revocation or restriction of privileges and shall cause the matter to be referred as appropriate to the University Controller, the Dean of Students or the University Personnel Relations Department, or some combination thereof, for further action.

2. All matters so referred to the University Controller shall be deemed to be accounts receivable and the Controller shall take the necessary action to collect such debts. In the case of students, such necessary action shall include: refusal of permission for such students to register and withholding of transcripts and diplomas from such students until the debt has been paid. In the case of employees such necessary action shall include: involuntary payroll deductions, pursuant to Regulation FSU-2.022, F.A.C., until the debt has been paid.
3. All matters involving faculty employees shall be referred to the Office of the Dean of the Faculties for appropriate action taken in accordance with applicable provisions of the Florida Statutes, University Regulations governing faculty employment, and any applicable faculty collective bargaining agreement. All matters involving non-faculty employees shall be referred to the Assistant Vice-President and Chief Human Resources Officer or designee for appropriate action taken in accordance with applicable provisions of Florida Statutes, Regulation FSU- 4.070, and any applicable collective bargaining agreement.
4. Following revocation, suspension or restriction of on-campus driving and parking privileges, the Director shall lift said revocation, suspension or restriction once

the applicable fines, charges, and penalties have been paid and all other requirements for registration have been met.

5. Either the Director of Transportation and Parking Services or the Parking Violations Appeals Board, shall, for good cause shown, provide for a longer period of time in which to pay the applicable fine. Good cause shall include, but not be limited to: (1) compelling personal or family financial obligations or inability to pay; or (2) percent of fine in relation to an individual's available income exceeds 25%. In such cases, no further sanction or penalty as described herein shall be imposed on account of the outstanding fine, until such time period has elapsed without full payment being made.
6. Immobilization; "Booting". A motor vehicle parked upon the University campus may, at any time, by or under the direction of an officer or staff member of the Department of Public Safety or an employee of the Office of Transportation and Parking Services, be immobilized in such a manner as to prevent its operation. A vehicle will be considered "bootable" in accordance with due process and based on a citation history, when 3 or more parking citations are outstanding against a responsible individual or if pending parking citations total \$90.00 or more.
 - a. Upon immobilization of such motor vehicle, the officer or employee shall cause to be placed on such vehicle, in a conspicuous manner, sufficient notice to warn any individual that such vehicle has been immobilized and that any attempt to move such vehicle might result in damage to the vehicle and is grounds for criminal charges for grand theft.
 - b. The individual responsible for the vehicle shall have the right to a probable cause hearing before the chairperson of the Transportation Violations

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

- c. If the chairperson or his or her designee finds probable cause to immobilize a vehicle, upon request of the individual responsible for the motor vehicle, a date shall be set for full evidentiary hearing before the Transportation Violations Appeals Board. Pending this hearing, the vehicle may be released as provided in subsection 6.b. above.
- d. If no probable cause is found to impound a motor vehicle, it shall be released without requiring the individual responsible for the vehicle to pay the administrative charge for immobilization. If the motor vehicle was previously released upon payment of security, such payment shall be refunded.

- e. Failure to request a probable cause hearing within 15 calendar days from the date of the notice of impoundment is received constitutes a waiver of said hearing and the vehicle shall be released only upon payment of the impoundment charges and delinquent fines or penalties.
- f. The immobilization device or mechanism shall remain in place for 48 hours, unless the individual responsible for the vehicle has complied with subsection 6.b. above. If such compliance has not occurred within 48 hours, the vehicle shall be towed and impounded. This subsection does not preclude the towing in the first instance of the vehicle which, because of the number of outstanding parking citations against it, is subject to towing and impoundment pursuant to the other provisions of this Regulation.

Specific Authority Specific Authority: Art. IX, Sec 7, Florida Constitution, , Florida Board of Governors Regulations 1.001(3)(j), (7)(k), 7.003(9), (10), Florida Board of Governors Regulation Procedure, 7-21-07, Law Implemented 1006.66, 1009.24(14)(r), FS History--New 9-30-75, Amended 3-2-77, 8-28-79, 8-12-85, 4-16-86, Formerly 6C2-2.09, Amended 7-14-87, 8-1-88, 8-1-89, 4-24-90, 11-4-91, 8-17-92, 9-27-93, 12-14-93, 10-28-94, 9-17-95, 8-25-98, 7-20-99, 8-17-00, 8-3-05, 6-9-06, 2-11-2007, 6-13-2008, 6-25-2010, 9-9-2011, 6-7-2013, 10-9-2015, 6-7-2019, 8-13-2020, 6-22-2022, 6-20-24, 6-12-25



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM M



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Finance and Business Committee

ACTION ITEM IV

Tuesday, February 24, 2026

SUBJECT: Regulation Amendment, FSU-4.0015 Attendance and Leave, Hours of Work Requirements

PROPOSED COMMITTEE ACTION

This proposed revision allows employees classified as Administrative and Professional (A&P) to earn compensatory leave when working during university closure.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Board of Governors Regulations 1.001(3) (j), (5).

BACKGROUND INFORMATION

Current regulation did not clearly allow compensatory time for A & P employees working during various emergency closures

ADDITIONAL COMMITTEE CONSIDERATIONS

BOG approval is not required.

Supporting Documentation Included: Regulation FSU-4.0015 amended language necessary to enact this change.

Submitted by: Kyle Clark, Senior Vice President for Finance and Administration

SUMMARY OF PROPOSED AMENDMENT TO UNIVERSITY REGULATION

FSU-4.0015 Attendance and Leave, Hours of Work Requirements

This proposed revision allows employees classified as Administrative and Professional (A&P) to earn compensatory leave when working during university closure.

AUTHORITY FOR THE PROPOSED UNIVERSITY REGULATION

The authority for the proposed regulation is as follows: Board of Governors Regulations 1.001(3) (j), (5).

UNIVERSITY OFFICIAL INITIATING THE REGULATION

Proposed adoption of Regulation FSU-3.004 has been initiated by Kyle Clark, Vice President for Finance and Administration

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
Tallahassee, FL 32306-1400
Electronic address: rlarge@fsu.edu
850-644-4440 (phone) m

FSU-4.0015 Attendance and Leave, Hours of Work Requirements.

(1) The President or designee shall have the authority to determine the use of administrative or other leave for official closings or needs of the University as deemed appropriate.

(2) Faculty, A&P, AEX, and USPS employees are eligible for paid and unpaid leave and holidays. If determined to be eligible under the FMLA, OPS employees are eligible for unpaid leave.

(3) Each employee is expected to work the number of hours in the employee's established workweek unless on approved leave.

(4) The minimum workweek is 40 hours for full-time employees. Holiday pay and paid leave are not considered overtime and are paid at the employee's regular pay rate. Approved leave will be adjusted to ensure an employee's workweek does not exceed 40 hours.

(5) Compensatory leave shall consist of the following types and will be earned, transferred or paid in accordance with the Florida State University Attendance and Leave Policy (4-OP-C-7-E Attendance and Leave Policy):

(a) Overtime compensatory leave is provided instead of payment for overtime for nonexempt employees at the rate of one-and-one-half times the total hours worked beyond 40 in a workweek.

(b) Straight-time compensatory leave is provided to employees as follows:

1. Straight-time compensatory leave is provided to a USPS exempt employee for work beyond 40 hours in a workweek on an hour-for-hour basis. Extra hours worked beyond 40 hours shall be paid on an hour-for-hour basis no later than the end of the following pay period unless accrued as straight-time compensatory leave.

2. Straight-time compensatory leave is provided on an hour-for-hour basis to compensate nonexempt employees for working more than their scheduled hours during holiday weeks or when certain administrative leaves are taken.

3. Straight-time compensatory leave is provided to exempt A&P and AEX employees when the employee physically worked on a holiday and worked more hours than required in the workweek with a maximum of 8 hours. A&P employees may be provided with Straight-time compensatory leave when working during a university closure, as may be further defined in policy.

(6) An employee shall be paid proportionately for all holidays designated for University employees up to a maximum of 8 hours per holiday day.

(7) Leave shall be accrued while in pay status and shall be credited on the last day of that pay period or, in the case of separation, on the last day the employee is on the payroll.

(8) During approved unpaid leave, an employee may use accrued leave to continue the contributions to benefits and other expenses.

(9) Unless agreed otherwise, an employee shall be employed in the same or similar status upon completion of an approved leave period. While on paid leave, an employee may not be employed elsewhere unless the requirements for outside activity have been met.

(10) Sick leave accrual for full-time employees shall be as follows with proportionate accrual for less than full-time.

Hours Accrued Each Pay Period	
	Biweekly
A&P	4
AEX	5
Faculty	4
USPS	4

(a) Sick leave shall be accrued before use. There is no maximum on the amount of sick leave that can be accrued. Sick leave accrued prior to October 1, 1973, shall be used prior to any sick leave accrued after that date.

(b) Sick leave is authorized for the following purposes:

1. The employee's personal illness, injury, exposure to contagious disease, a condition where the employee is unable to perform assigned duties, or appointments with health care providers.

2. The illness, injury, appointments with health care providers, or death of a member of the employee's immediate family (spouse, grandparents, parents, brothers, sisters, children and grandchildren of both the employee and the employee's spouse).

(c) Notice of absence due to illness, injury, condition, or exposure to a contagious disease shall be given on the first day of absence, except in the case of an extreme emergency.

(d) An individual who resigns from a State of Florida governmental entity and is

thereafter employed by the University may transfer up to 240 hours of accrued unused and unpaid sick leave with department approval.

(11) Upon separation from a leave accruing appointment with the University, salaried employees with 10 or more years of combined State of Florida service may be paid 1) for one-eighth of all unused sick leave accrued prior to October 1, 1973, and 2) for one-fourth of unused sick leave up to a life-time maximum of 480 hours accrued after October 1, 1973. Upon reemployment by the University within 100 days of separation or upon recall by the University within one year after layoff, all unpaid sick leave shall be restored and any sick leave paid at time of separation shall be restored upon repayment. Faculty hired after May 6, 2011 shall not be paid for any unused sick leave. A&P, AEX, and USPS employees hired after October 1, 2015 with less than 10 years of Florida State University Service shall not be paid for any unused sick leave. If an employee separates from University employment due to disability retirement, the employee shall not receive a payout of sick leave. Annual leave for full-time employees shall be as follows with proportionate accrual for less than full-time. Academic year faculty employees (9-month) and Developmental Research School faculty employees (10-month) shall not accrue annual leave.

	Biweekly	Year End	Lifetime Payout
Faculty	6.769	352	352
A&P	6.769	352	352
AEX	9.195	480	480
USPS (Months of FSU Service)			
0-6	4	240	0
7-60 —	4	240	240
61 to 120	5	240	240
Over 120	6	240	240

(a) Annual leave shall be accrued prior to use unless annual leave is advanced by the Chief Human Resources Officer or designee.

(b) Employees may accrue annual leave in excess of the year-end maximum during a calendar year. Employees with accrued annual leave in excess of the year-end maximum

as of the last pay period of the calendar year, shall have any excess converted to post October 1, 1973 sick leave on an hour-for-hour basis.

(c) An individual who resigns from a State of Florida governmental entity and is thereafter employed by the University may transfer up to 80 hours of accrued, unused, and unpaid annual leave with department approval.

(d) An employee who separates from employment with the University shall be paid for all unused annual leave hours up to the lifetime maximum payout allowed for the pay plan. Upon reemployment by the University within 100 days or upon recall by the University within one year after layoff, all unpaid annual leave may be restored and any annual leave paid at time of separation shall be restored upon repayment. Upon entering into the Deferred Retirement Optional Program (DROP), employees may elect to be paid up to the lifetime maximum payout of their unused annual leave.

(e) Upon transfer from an annual leave-accruing position to a non-leave accruing position, the employee shall be paid up to the lifetime maximum for unused annual leave, unless the employee elects to retain all unused annual leave, for up to two years from separation date. Leave may not be used while an employee is appointed in a non-leave accruing position.

(12) Compulsory leave provisions shall be consistent with the following:

(a) Medical certification by an approved health care provider will be required.

(b) Notice shall be provided to the employee identifying duration of the leave, the conditions for return to the position, and whether such leave shall count toward FMLA entitlements.

(c) The employee may be allowed to use paid leave during compulsory leave to continue the contributions to benefits and other expenses.

(d) Unless agreed otherwise, an employee shall be employed in the same or similar status upon completion of the approved leave period and upon receipt of medical certification.

(e) Employees who fail to meet the conditions of the compulsory leave or who fail to obtain medical certification and are unable to perform duties may be offered part-time employment, placed on unpaid leave or have such leave extended, requested to resign, or be dismissed for inability to perform the duties of the position.

(13) Employees may be provided with up to 12 workweeks of Family and Medical Leave

within a 12 month rolling calendar year measured backward in compliance with the Family and Medical Leave Act (FMLA) of 1993 (Public Law 103-3) and the Final Regulations of the Family and Medical Leave Act of 1993 (29 CFR Part 825). As amended by Section 585 of the National Defense Authorization Act (Public Law 110- 181), employees may be provided with up to 26 workweeks of FMLA. All employees are eligible including OPS employees who have worked at least 12 months (these need not have been consecutive) and who have worked at least 1250 hours in the 12 months prior to the leave. Faculty, A&P, AEX, and USPS employees may use paid leave for an FMLA event coinciding with their FMLA entitlement.

(14) Employees shall be provided with up to six months' unpaid parental leave during which time the employee may use paid leave when the employee becomes a biological or adoptive parent. Parental leave shall begin no sooner than two weeks before the expected date of the child's arrival or upon the child's arrival unless otherwise approved by the Chief Human Resources Officer or designee.

(15) Employees are provided paid administrative leave as follows, which shall not cause the full-time employee to exceed 40 hours during the workweek. Administrative leave is not accrued.

(a) Administrative leave shall be provided to an employee summoned or voluntarily produced by the University as a witness in a matter involving or related to the University. Administrative leave shall not be provided to an employee serving as an expert witness.

(b) Administrative leave for athletic competition in Olympic events shall be provided in accordance with Section 110.118, F.S.

(c) Administrative leave up to two days shall be provided to an employee upon the death of an immediate family member (spouse, grandparents, parents, brothers, sisters, children and grandchildren of both the employee and the employee's spouse).

(d) Administrative leave up to 15 days per year shall be provided to a certified Florida Disaster Volunteer of the American Red Cross called to duty in accordance with Section 110.120, F.S.

(e) With the approval of the Chief Human Resources Officer or designee, an employee under investigation will be placed on administrative leave up to the length of the investigation when in the best interest of the University.

(f) The Chief Human Resources Officer or designee may place an employee on administrative leave between the notice of reduction in pay, suspension, or dismissal and the

effective date of such action.

(g) The Chief Human Resources Officer or designee will place an employee on administrative leave when the employee's presence in the workplace may reasonably be suspected of resulting in damage to property or injury to the employee or others.

(h) An employee who has been rated by the United States Department of Veterans Affairs or its predecessor to have incurred a service-connected disability and has been scheduled by the United States Department of Veteran Affairs to be reexamined or treated for the disability shall be granted administrative leave in accordance with Section 110.119, F.S.

(16) In the specific circumstances below, employees may be eligible to earn compensatory leave in accordance with University regulation FSU-40015(5)(b)(2) and are provided paid administrative leave as follows:

(a) Administrative leave for jury duty shall not exceed the number of hours in the employee's normal workday. If jury duty does not require absence for the entire workday, the employee shall return to work immediately upon release by the court.

(b) Administrative leave shall be provided for official emergency closing of University facilities or with prior approval of the Chief Human Resources Officer non-emergency closing of University facilities. Only employees who have an established work schedule on the day(s) of the emergency closing shall be provided administrative leave.

(17) Upon approval by the University President, employees may be granted administrative leave for the closure of University operations.

(18) Military leave and reemployment rights shall be provided to Faculty, A&P, AEX, and USPS employees consistent with Federal and State of Florida laws.

(19) Workers' Compensation benefits for an injury compensable under the Florida Workers' Compensation Law shall be provided consistent with the following:

(a) An employee shall remain in full pay status for a period up to a maximum of 40 hours without being required to use accrued leave credits. If, during that period, the employee receives Workers' Compensation benefits, then the employee shall reimburse the University the amount of the benefits. Such reimbursement shall not include payments for expenses related to medical, surgical, hospital, or nursing treatment or payments of disability losses.

(b) An employee may elect to use paid leave to supplement Workers' Compensation payments up to the employee's regular salary.

(c) The period of paid or unpaid job-related disability leave shall be in accordance with Chapter 440, F.S.

(d) An employee who was injured in the workplace, may be returned to alternate duty consistent with established University policies and procedures.

(e) At the end of the leave period if an employee is unable to return from leave to work full-time and perform the duties of the position, the Chief Human Resources Officer or designee may place the employee on unpaid leave or extend the leave status, request the employee's resignation, or terminate the employee from employment.

(20) Each full-time USPS employee is entitled to one 8-hour personal holiday each year with proportionate accrual for less than full-time. Such personal holiday shall be credited to eligible employees on July 1 of each year to be taken by June 30 of the following year. An employee hired after July 1 will receive the personal holiday upon hire. If the personal holiday is not used by June 30, it will be forfeited. A&P and AEX employees are not eligible for this benefit. Personal holidays may not be transferred to or from the University. Unused personal holidays may not be paid out upon separation from the University.

(21) Leave without pay (LWOP) may be used as necessary on a limited basis. Extended use of LWOP for four to eight consecutive weeks may be subject to evaluation and approval by the Chief Human Resources Officer. Leave without pay lasting for eight weeks or more will require approval of the Chief Human Resources Officer.

Specific Authority BOG Regulation 1.001(3) (j), 1.001(5) (a) History-New 4-16-03, Amended 11-20-09, 6-26-2015, 10-28-2016, 9-4-2018, _____



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT ITEM N



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Finance and Business Committee

ACTION ITEM V

Tuesday, February 24, 2026

SUBJECT: Campus Master Plan Amendment

PROPOSED COMMITTEE ACTION

Request for Approval

AUTHORITY FOR BOARD OF TRUSTEES ACTION

In 1993, the Florida Legislature passed legislation that recognizes the unique relationship between university campuses and local governments. Chapter 1013.30, F.S., describes the processes by which universities are required to develop, maintain, and update campus master plans and associated campus development agreements with local governments.

BACKGROUND INFORMATION

In September 2021, the Board of Trustees (BOT) adopted the University's current Campus Master Plan (CMP), which covers the years 2020 to 2030 (near-term and mid-term). Since then, projects that were proposed for the 2031 and beyond (far-term) have been reevaluated and need to be incorporated into the current CMP 2020-2030. Additionally, legislative appropriations have been received in 2025, and additional appropriations are expected to be received in 2026 necessitating an amendment.

Highlights of the proposed changes to the Tallahassee Campus Main Site:

The first group of changes includes several acquisitions including 535 W. College Avenue (Greene-Lewis House), which includes approximately 2,250 square feet of office space for Native American Indigenous Studies (NAIS).

The second acquisition includes 109 S. Copeland Street (formerly Dunkin' Donuts & Skoolers), which includes approximately 7,570 square feet of restaurant space to be operated by the FSU Office of Business Services.

The third acquisition includes 609 W. Tennessee Street (formerly Bare Naked Kitchen), which includes approximately 3,800 square feet of restaurant space to be leased out by the FSU Office of Business Services.

The next acquisition includes 1501 Governors Square Blvd (Torchlight Studios), which includes approximately 36,010 square feet of assembly space (600's) and 366 square feet of office space for the College of Motion Arts.

The acquisition of 1630 Riggins Road, (FSU Health – Nursing), includes 4,992 square feet of office, clinic, and laboratory space for the College of Nursing.

The last acquisition in this group includes buildings located at 623, 625, 631, 633 W. Tennessee St. and West Park Apartments located at 525, 529, 531-533 W. Park Ave. These buildings are all anticipated to be demolished over the next calendar year.

The next group of changes involves transfers of properties to the University. These include Champions Hall (residence hall), located at 232 Hayden Road, and the 1-acre lot and small building at 237 Hayden Road, as well as Burt Reynolds Hall, located at 215 Hayden Road. All transfers come from direct support organizations to the FSU Board of Trustees and both Burt Reynolds Hall and the small building on the 1-acre lot are to be razed in the near future.

An additional transfer includes property, 2390 Phillips Road, FSU Health – Phillips Road, which includes 22,278 square feet of office space, 356 square feet of study space, 2464 square feet of lounge space and 7230 square feet of clinical space.

The last group of changes to the CMP on the Tallahassee Main Campus Site includes the new FSU Health construct facility project located near the Tallahassee Memorial Hospital and updating the Moore Auditorium renovation project to a remodel and construct addition project. The University received legislative appropriations in 2025-2026 for Moore Auditorium and as a result, the project will be advanced from the 11+ Year Long-Term Plan to the 6-10 Year Mid-Term Plan.

Highlights of the proposed changes to the Tallahassee Campus Southwest Site:

The first group of changes involves the transfer of land by Leon County Research and Development Authority (LCRDA) to the FSU Board of Trustees. These transfers include Morgan Building, Johnson Building, Phipps Building, 1737 W. Paul Dirac Drive, Lots 1B, 2D, 3D, 1E through 7E, and the roadways and storm ponds shown on the attached Tallahassee Southwest Site – Mid Term (Years 6-10) map.

The next change to the CMP includes the remodeling and addition of the Middleton Golf Center and the addition of the Middleton Maintenance Facility along Orange Avenue.

Additionally, changes include razing of 1901A, 1901B, 1903, 1905 and 1907 University Farm Road (Dairy Farm) and razing of the former Florida Highway Patrol Academy and Florida Highway Patrol Dorm facilities located near 2908 Ridgeway Road.

Finally, the 37.43 acre of vacant land near S. Lake Bradford Road will be transferred from the FSU Real Estate Foundation to the FSU Board of Trustees, necessitating the update to the campus master plan.

There are no significant changes proposed for the Panama City Campus at this time.

ADDITIONAL COMMITTEE CONSIDERATIONS

By statutory definition, these modifications constitute a minor amendment to the Campus Master Plan. Accordingly, it is not expected that the adoption of this amendment will create the need to substantially revise the existing Campus Development Agreement between the University and the City of Tallahassee, approved and executed in December of 2022.

Supporting Documentation Included:

Revised graphic map for:

Tallahassee Campus Main Site - Near Term (Years 1-5)

Tallahassee Campus Main Site - Mid Term (Years 6-10)

Tallahassee Campus Main Site - Far Term (Years 11+)

Tallahassee Campus Main Site - Additional Properties

Tallahassee Campus Southwest Site - Near Term (Years 1-5)

Tallahassee Campus Southwest Site - Mid Term (Years 6-10)

Tallahassee Campus Southwest Site - Far Term (Years 11+)

Submitted by: Kyle Clark, Senior Vice President for Finance & Administration

FIGURE MC.MP.2

TALLAHASSEE CAMPUS MASTER PLAN NEAR-TERM (YEARS 1-5)

LEGEND:

- PROPOSED RENOVATION/REMODEL
- PROPOSED NEW CONSTRUCTION
- PROPOSED RAZING

SOURCE:

FSU FACILITIES PLANNING
TLCGIS

FLORIDA STATE UNIVERSITY
TALLAHASSEE CAMPUS

REVISED: 09 FEBRUARY 2026



0 295 590 1,180 Feet

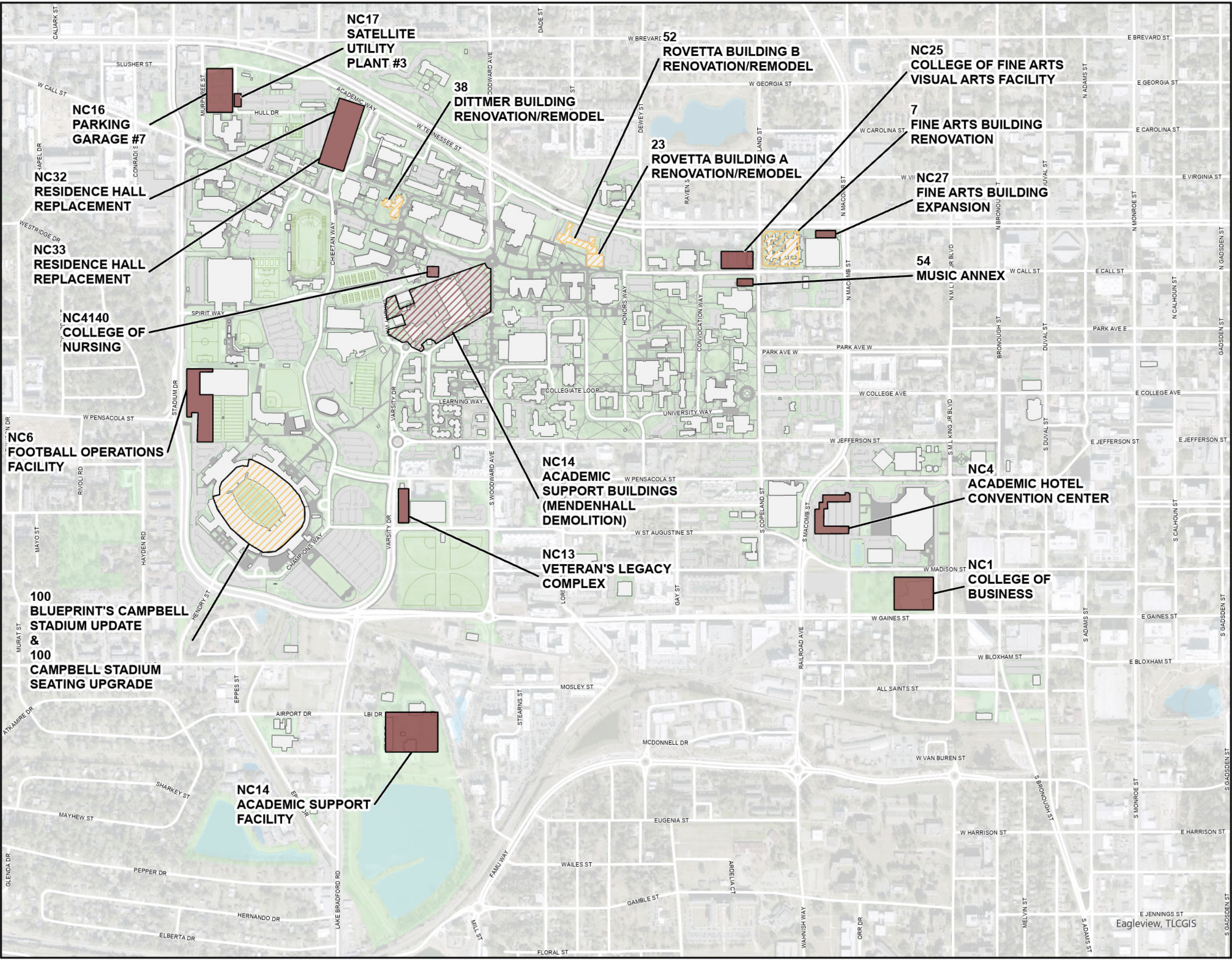


FIGURE MC.MP.2

TALLAHASSEE CAMPUS MASTER PLAN MID-TERM (YEARS 6-10)

LEGEND:

- PROPOSED RENOVATION/REMODEL
- PROPOSED NEW CONSTRUCTION
- PROPOSED RAZING
- ADDED WITH THIS REVISION

SOURCE:
FSU FACILITIES PLANNING
TLCGIS

FLORIDA STATE UNIVERSITY
TALLAHASSEE CAMPUS

REVISED: 09 FEBRUARY 2026

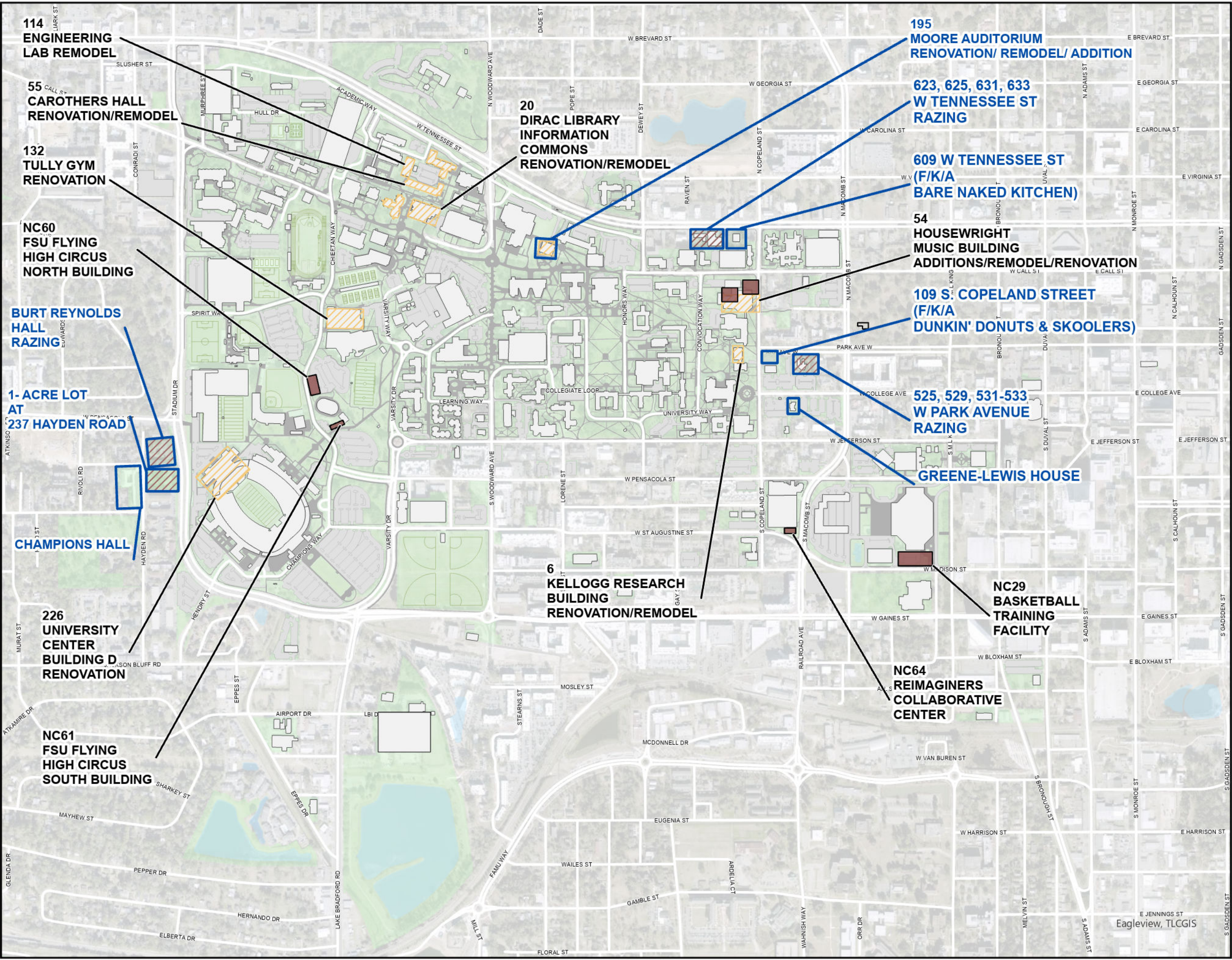


FIGURE A.4

TALLAHASSEE

CAMPUS MASTER

PLAN FAR-TERM

(YEARS 11+)

LEGEND:

-  PROPOSED RENOVATION/REMODEL
-  PROPOSED NEW CONSTRUCTION

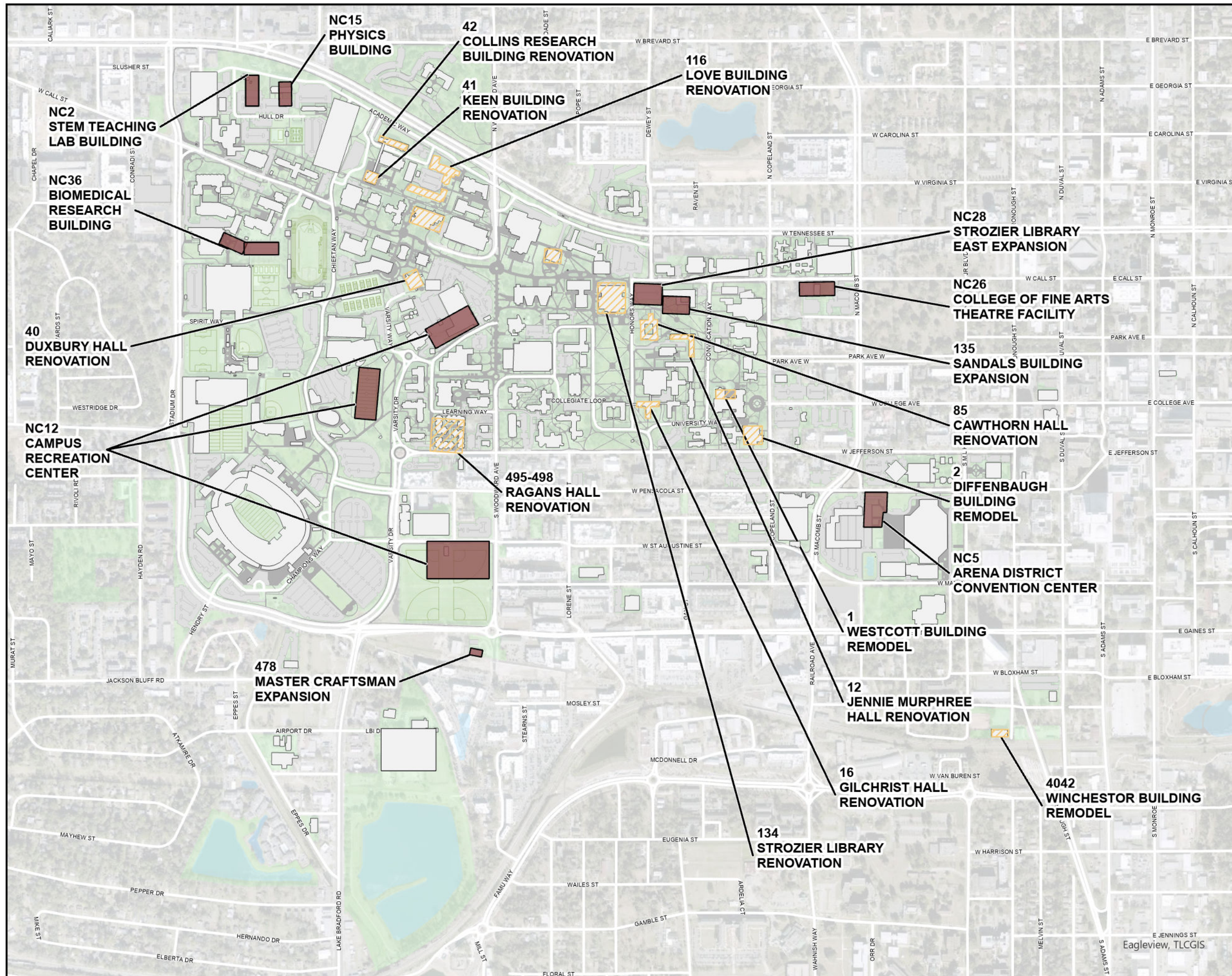
SOURCE:
FSU FACILITIES PLANNING
TLCGIS

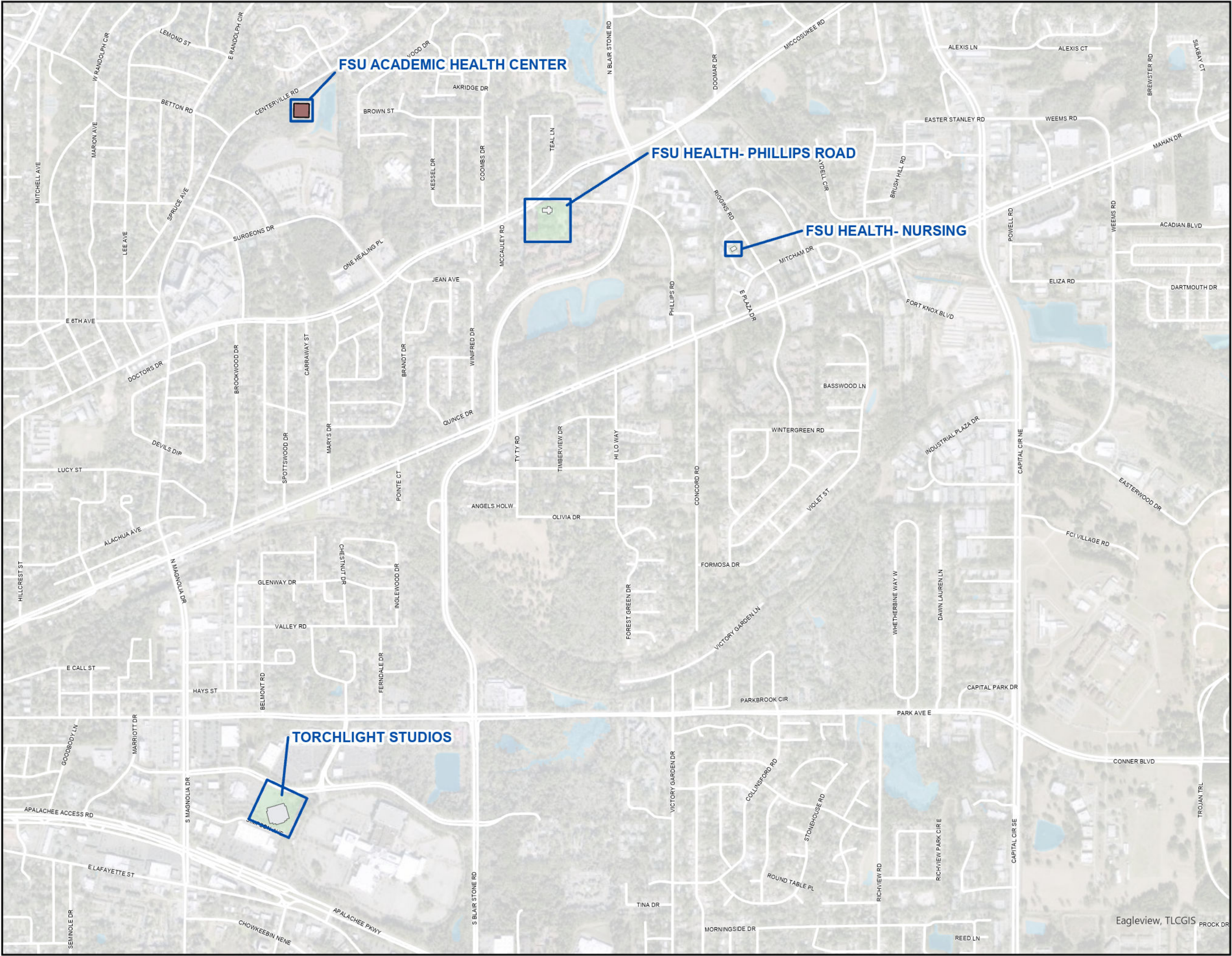
FLORIDA STATE UNIVERSITY
TALLAHASSEE CAMPUS

REVISED: 09 FEBRUARY 2026



0 295 590 1,180 Feet



TALLAHASSEE CAMPUS MASTER PLAN - ADDITIONAL PROPERTIES

LEGEND:



ADDED WITH THIS REVISION



PROPOSED NEW
CONSTRUCTION

SOURCE:
FSU FACILITIES PLANNING
TLCGIS

FLORIDA STATE UNIVERSITY
TALLAHASSEE CAMPUS

REVISED: 09 FEBRUARY 2026



0 425 850 1,700 Feet

Eagleview, TLCGIS

FIGURE SWC.MP.2

**TALLAHASSEE
CAMPUS
SOUTHWEST
MASTER PLAN
NEAR-TERM
(YEARS 1-5)**

LEGEND:

PROPOSED
RENOVATION/REMODEL

PROPOSED NEW
CONSTRUCTION

AREA OF
PROPOSED
ROADWAY

SOURCE:
FSU FACILITIES PLANNING
TLCGIS

**FLORIDA STATE UNIVERSITY
SOUTHWEST SITE**

REVISED: 09 FEBRUARY 2026

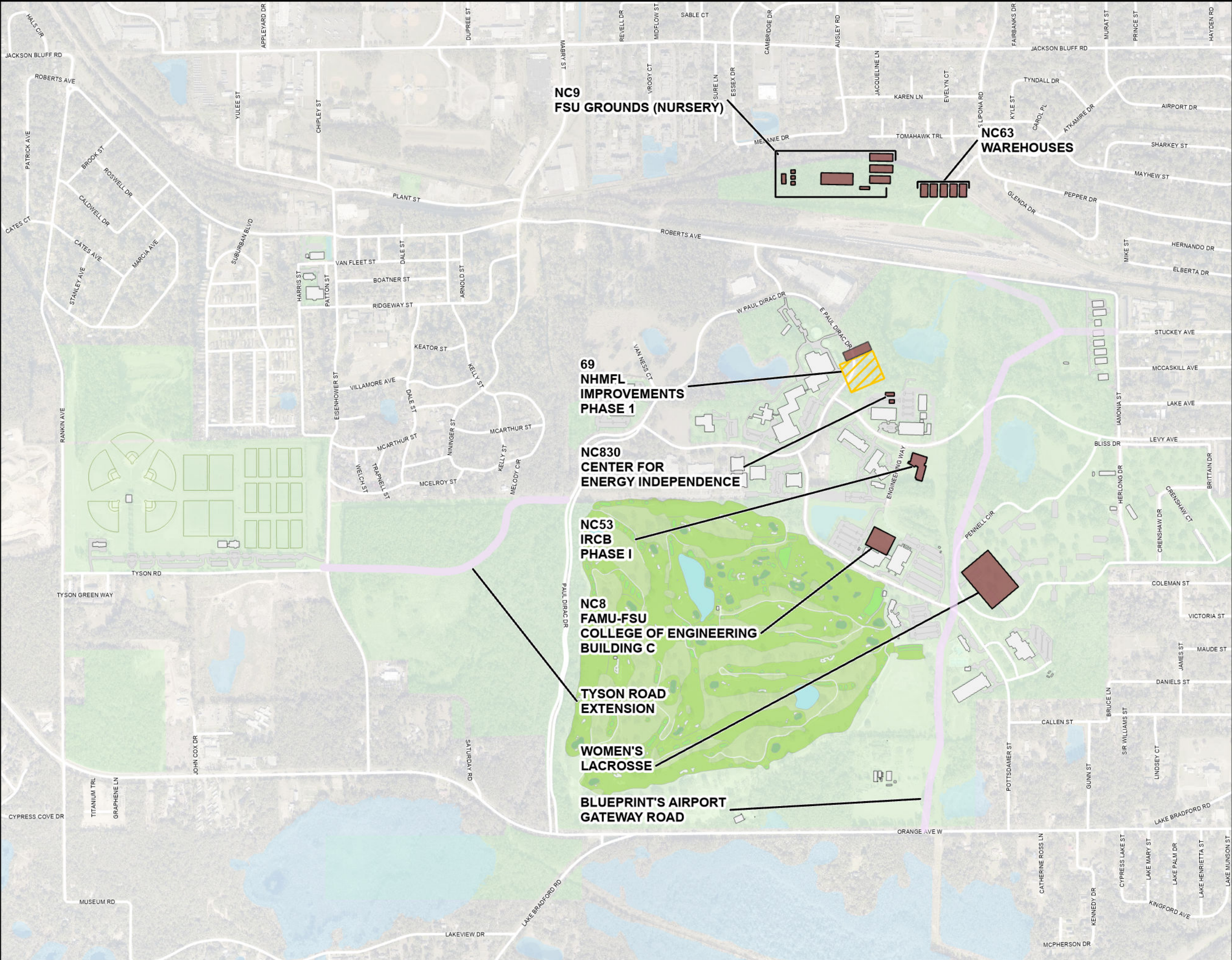
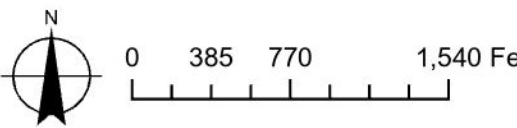


FIGURE SWC.MP.3

**TALLAHASSEE
CAMPUS
SOUTHWEST
MASTER PLAN
MID-TERM
(YEARS 6-10)**

LEGEND:

 PROPOSED
RENOVATION/REMODEL

 PROPOSED NEW
CONSTRUCTION

 AREA OF
PROPOSED
ROADWAY

 ADDED WITH THIS REVISION

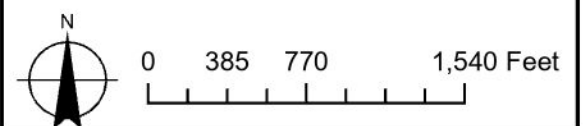
 PROPOSED RAZING

 INNOVATION PARK- ROADS,
PONDS, COMMON AREAS

SOURCE:
FSU FACILITIES PLANNING
TLCGIS

**FLORIDA STATE UNIVERSITY
SOUTHWEST SITE**

REVISED: 09 FEBRUARY 2026



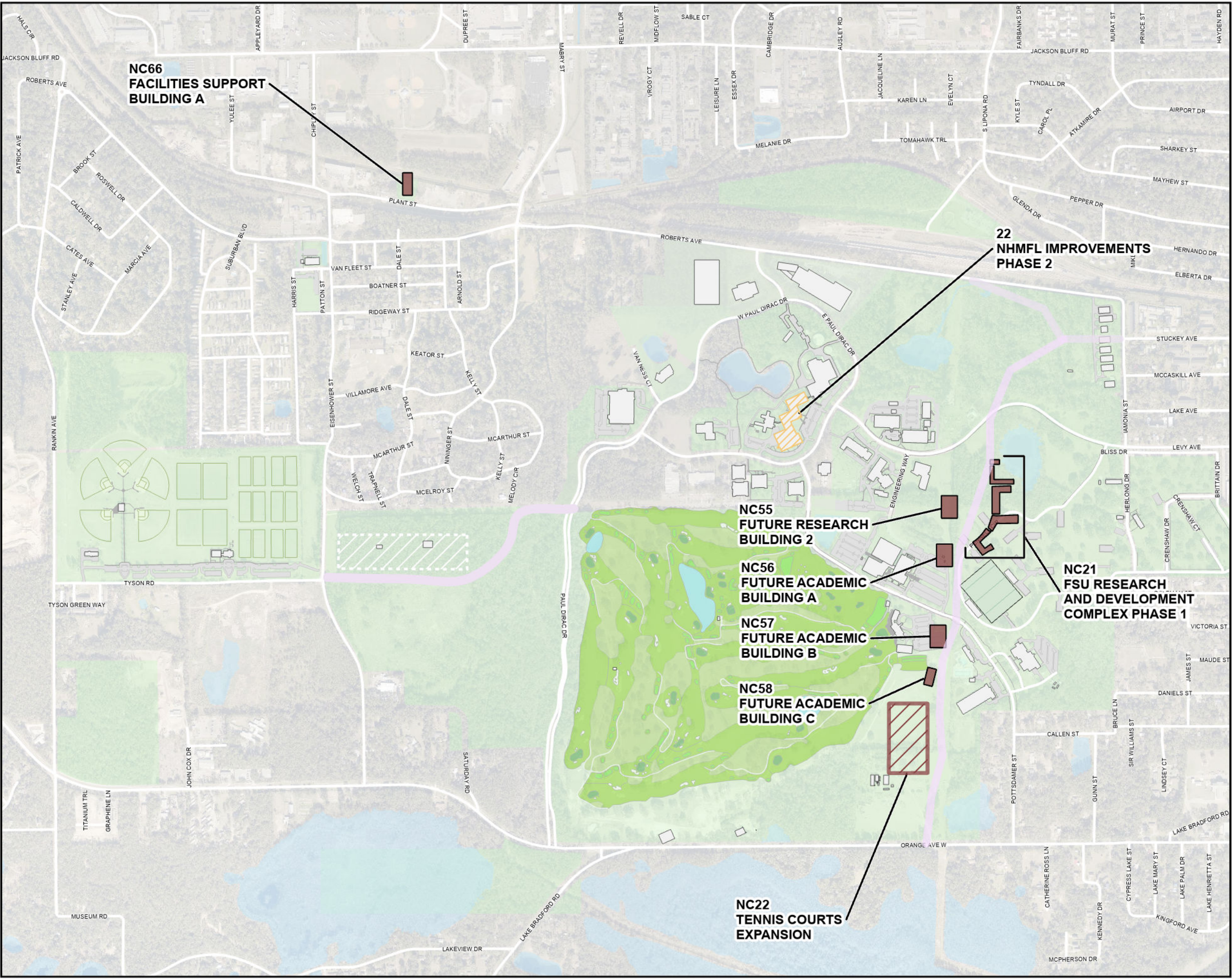


FIGURE A.5
TALLAHASSEE
CAMPUS
SOUTHWEST
MASTER PLAN
FAR-TERM
(YEARS 11+)

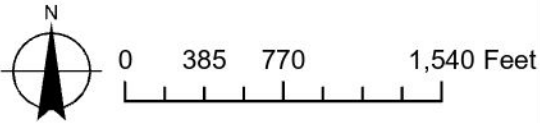
LEGEND:

-  PROPOSED RENOVATION/REMODEL
-  PROPOSED NEW CONSTRUCTION
-  AREA OF PROPOSED ROADWAY

SOURCE:
FSU FACILITIES PLANNING
TLCGIS

FLORIDA STATE UNIVERSITY
SOUTHWEST SITE

REVISED: 09 FEBRUARY 2026





FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

Academic Affairs Committee ACTION ITEM I



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM I

February 24, 2026

SUBJECT: Request for Approval: Tenure Upon Appointment

PROPOSED COMMITTEE ACTION

Request to approve 2025-2026 Tenure Upon Appointment Candidates

AUTHORITY FOR BOARD OF TRUSTEES ACTION

FSU-1.004 University Constitution, Article VI, Section B. Tenure, Nonreappointment, Termination, and Suspension

BACKGROUND INFORMATION

The tenure review committee has reviewed the tenure nominations and applications and made recommendations to the Provost and President. The Provost and President recommended awarding tenure to 6 faculty members reviewed for tenure upon appointment. All candidates met requirements of the University's rigorous tenure review process.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Tenure Upon Appointment Candidates

Submitted by: Office of Faculty Development & Advancement & Office of the Provost and Executive Vice President for Academic Affairs.

	Name	Department	College	Hire Date	Degree and Institution	Brief Description
1	Bobo, William	Behavioral Science & Social Medicine	Medicine	Fall 2024	MD; University of Missouri-Columbia School of Medicine	Dr. Bobo came to FSU from the Mayo Clinic where he was Professor and Chair of the Department of Psychiatry & Psychology. He previously served on faculty at Vanderbilt University Medical School. His research focuses on treatment outcomes and illness trajectories for mood disorders in adults and has been continuously funded for 20 years. He has 182 published papers and has a distinctive record for teaching and service.
2	Guseva, Yuliya		Law	Spring 2026	LL. B; Orenburg State University School of Law; LL. M.; Columbia Law School	Ms. Guseva joined FSU from Rutgers Law School where she was a tenured professor and served as Vice Dean. She is a leader in the fields of business and financial law, particularly the area of fintech – technology assisted banking and financial services. Her international reputation in scholarship is accompanied by excellence in teaching and a clear commitment to serving the university and the profession.
3	Johnson, Sarah	Health, Nutrition and Food Sciences	Education, Health, & Human Sciences	Fall 2025	PhD in Nutrition and Food Science; Florida State University	Dr. Johnson came to FSU from Colorado State University where she was a tenured associate professor and Director of the Program in Dietetics. She has published nearly 50 research articles and has garnered over \$11 million in competitive external grants for her work., which focuses on dietary interventions that reduce chronic disease. She has mentored 20 doctoral students and has highly visible service as a grant reviewer and in a leadership role in professional organizations.
4	Macatee, Richard	Psychology	Arts & Sciences	Fall 2025	PhD in Psychology (Clinical); Florida State University	Dr. Macatee came to FSU from Auburn University where he was a tenured associate professor. Although he earned his doctoral degree at FSU, his research program's focus on substance dependence is independent of his mentor's program on anxiety disorders. Dr. Macatee has published over 60 research articles and he brought two federal grants with him to FSU. He has mentored several doctoral students and has provided service to the discipline as a grant reviewer.
5	Romig, John	School of Teacher Education	Education, Health, & Human Sciences	Fall 2025	PhD in Special Education; University of Virginia	Dr. Romig joins FSU from the University of Texas at Arlington where he was a tenured associate professor. He has secured over \$2.4 million in external funding for his research, which focuses on instructional technology for students with disabilities. His national service is reflective of his reputation in the discipline.
6	Widman, Laura	Nursing	Nursing	Fall 2025	PhD in Psychology (Clinical); University of Tennessee	Dr. Widman came to FSU from North Carolina State University where she was a tenured professor in Psychology. She was a decorated faculty member at NC State winning research, teaching, and service awards. Her research focuses on adolescent and behavioral health and digital health and she has published 93 papers in some of the best journals. She has secured more than \$5 million in federal support for her work.



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

Academic Affairs Committee ACTION ITEM II



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM II

February 24, 2026

SUBJECT: Request for Approval: Tenure Report

PROPOSED COMMITTEE ACTION

The Academic Affairs Committee is asked to approve the awarding of tenure to faculty as recommended by the President, contingent on full Board of Trustees approval.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Board of Governors Regulation 5.940 Tenure and Permanent Status

FSU-1.004 University Constitution, Article VI, Section B. Tenure, Nonreappointment, Termination, and Suspension

BACKGROUND INFORMATION

The University Promotion and Tenure Committee has reviewed the tenure nominations and applications and made recommendations to the Provost and President. President McCullough has recommended the award of tenure to those faculty meeting the requirements of the University's rigorous promotion and tenure procedures.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

Submitted by: Office of Faculty Development and Advancement and the Office of the Provost and Executive Vice President for Academic Affairs.