



President Position Profile

Florida State University's (FSU) Board of Trustees invites nominations and applications for the position of President. The University's next President must be a visionary leader and passionate advocate for FSU who will build upon the success of President John Thrasher. Thrasher announced his retirement after serving in the role since 2014 and leading the University to recognition as a "Top 20"-ranked public university (*U.S. News & World Report*, 2021). The Board of Trustees seeks an individual who will capitalize on FSU's current momentum and achieve new and exciting heights of distinction.

The University

As one of the nation's most elite research universities, and one of the largest and oldest of the 12 institutions of higher learning in the State University System of Florida, FSU offers a distinctive academic environment built on its cherished values and unique heritage. With more than 44,000 students, approximately 6,600 employees and an operating budget of \$1.62 billion, FSU provides a welcoming campus environment on the oldest continuous site of higher education in Florida with a prime location in the heart of the state capital. Underlying the educational experience at FSU is the development of new generations of citizen leaders, based on the concepts inscribed in the University's seal: *Viros, Artes, Mores* — Strength, Skill and Character.

Combining traditional strengths in the arts and humanities with internationally recognized leadership in the sciences, FSU provides unmatched opportunities for students and faculty through challenging academics, cultural discovery, and community interaction. FSU's 18 colleges and its Graduate School offer more than 276 undergraduate, graduate, doctoral, professional, and specialist degree programs, including medicine and law. The University awards over 3,000 graduate and professional degrees each year. With an impressive breadth of leading graduate, professional and undergraduate programs, FSU is a demanding, intellectually stimulating, yet warm and caring environment for students and faculty. Recognized nationally for its strong commitment to diversity, FSU is a national leader in the number of doctorates awarded to African American students and in the graduation rate of African American undergraduates. The College of Medicine and College of Law are ranked in the nation's Top 10 for Hispanic students. The University also has over 60 years of experience in international education and is a leader in the field of study-abroad programs, ranking 11th in the nation in providing students with extraordinary study abroad experiences through its permanent study centers in London, Florence, Valencia, Panama City, Panama, and summer-specific programs in various locations around the world.

FSU's arts programs — dance, film, music, and theatre — rank among the finest in the world, offering an arts education comparable to leading conservatories. The creative writing program is home to the most consistently honored and published student body in the country. FSU also operates the Ringling Center for the Cultural Arts in Sarasota, which includes the John and

Mable Ringling Museum of Art, the largest museum/university complex in the nation, and home to the FSU Center for the Performing Arts, which houses the Asolo Repertory Theatre.

Other programs consistently included in the top public university rankings include physics, chemistry, political science, psychology, criminology, public administration, library science, human sciences, business, and law. At the Ph.D. level, interdisciplinary programs draw on notable research faculty strengths that transcend the traditional disciplines, including neuroscience, molecular biophysics, computational science, materials science, and research at the National High Magnetic Field Laboratory — home to the world's most powerful magnets. More than 800 teams of scientists from around the globe visit the magnet lab each year to conduct their research.

Throughout its history, FSU has grown its academic organization and expanded from the original few acres and buildings to 384 buildings on 1,632 acres, including the downtown Tallahassee main campus of 485 acres, the Seminole Reservation—a recreational facility, the Coastal and Marine Laboratory on the Gulf Coast, the FAMU-FSU College of Engineering facility, the National High Magnetic Field Laboratory and Division of Research at Innovation Park, and the campus in Panama City, Florida.

Research at FSU

FSU has received the Carnegie Foundation's highest designation (Doctoral Universities: Very High Research Activity) and consistently ranks in the top 10 universities nationally in physical sciences grants awarded by the National Science Foundation. In addition, many of the University's research programs are among the best in their respective disciplines including programs in physics, chemistry, statistics, ecology, evolutionary biology, meteorology, political science, psychology, sociology, criminology, and information studies. FSU also produces exceptional scholarship from highly ranked programs in the humanities and performing arts and each year attracts world-class exhibitions and performers to Tallahassee. FSU faculty includes members of the National Academy of Sciences, the National Academy of Engineering, and the American Academy of Arts & Sciences; Pulitzer Prize winners; a Nobel Laureate; Oscar winners; and Guggenheim, Fulbright, and National Endowment for the Humanities fellows.

University researchers foster collaborative partnerships and pursue creative research endeavors at centers and institutes within and outside of the main campus. One prime example of these partnerships is the centers at Innovation Park, located at the University's southwest campus. This research park is home to the FAMU-FSU College of Engineering, the National High Magnetic Field Laboratory (the only national laboratory in the state of Florida), the High-Performance Materials Institute, the Center for Advanced Power Systems, the Aero-Propulsion, Mechatronics and Energy Center, the Learning Systems Institute, the Florida Center for Reading Research, the Institute for Justice Research and Development, the Center for Population Sciences and Health Equity, and the Center for Ocean-Atmospheric Prediction Studies.

In 2019-20, FSU faculty and staff generated more than \$250 million in federal, state, and private research awards. In addition, the University experienced a corresponding increase in commercialization of intellectual property to include a growth in invention disclosures, patent applications and awards, and licenses executed. In recent years, the Office of Research has placed increasing emphasis on partnering with the surrounding Tallahassee/Leon County community in the development of spin-off companies from the University's technology innovations.

Athletics at FSU

FSU's intercollegiate athletics history spans only half the time of most of its national competitors. Despite its relative youth, the University has a well-earned distinction as having one of the country's top programs. FSU is one of just four schools whose athletic programs have finished in the Top 12 of the Directors' Cup over each of the last six years, and the Seminoles have ranked among the ten best overall programs in five of the last ten years. FSU competes in 20 sports (9 men's, 11 women's) and the program has won 17 National Championships in nine sports. Three Seminoles have won the Heisman Trophy, and 11 others have won the equivalent for their respective sports. FSU's three Rhodes Scholars are the most for any school in Florida and headline a long list of Seminole student-athletes' academic recognitions. FSU currently has 306 student-athletes on scholarship (163 in-state, 201 out-of-state) and a total of 537 participants. Five current head coaches have won National Coach of the Year.

University Mission

FSU preserves, expands, and disseminates knowledge in the sciences, technology, arts, humanities, and professions, while embracing a philosophy of learning strongly rooted in the traditions of the liberal arts. The university is dedicated to excellence in teaching, research, creative endeavors, and service. The university strives to instill the strength, skill, and character essential for lifelong learning, personal responsibility, and sustained achievement within a community that fosters free inquiry and embraces diversity.

University Vision

FSU will be among the nation's most entrepreneurial and innovative universities, transforming the lives of our students and shaping the future of our state and society through exceptional teaching, research, creative activity, and service. We will amplify these efforts through our distinctive climate—one that places a premium on interdisciplinary inquiry and draws from the rich intellectual and personal diversity of our students, faculty, staff, and alumni. These three forces—entrepreneurship, interdisciplinarity, and diversity—deepen FSU's impact and result in a powerful return to our students and the people of Florida for their continued support and trust.

Additional information about FSU, its history and programs can be found at <http://www.fsu.edu>.

Points of Pride

The Presidency of FSU is one of the most compelling higher education leadership opportunities in the nation. FSU is rich in tradition, nationally recognized for its academic, arts and athletic programs, and avidly supported by an ardent alumni base of approximately 390,000. Attractive features of the University and this Presidency include:

- FSU has risen faster in the *U.S. News & World Report* rankings than any other Top 50 public university in the past four years – 25 spots. In 2019, FSU vaulted eight spots to No. 18 among national public universities – the biggest single-year improvement in university history.
- FSU is among the most in-demand universities in the nation for prospective students, receiving a record-breaking number of undergraduate applications for admission for the third consecutive year. Nearly 64,000 students from all 50 states and 77 different countries applied for undergraduate admission. Top five academic areas of interest for admitted students include biological science, business, engineering, chemistry/biochemistry, and psychology.

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- FSU's four-year graduation rate is among the highest in the country at 74 percent. FSU's six-year graduation rate rose to a record 84 percent, also among the highest in the nation. Most notably, FSU has proven graduation rate gaps between its traditional and underrepresented student populations can be erased. For example, our Unconquered Scholars group, comprised of hundreds of former foster care, wards of the state, and homeless students, graduates at the same or even higher rates.
- FSU has tremendous depth with more than 275 degree programs and broad excellence across the sciences, arts, social sciences and globalization, emphasizing critical thinking and experiential learning.
- According to *U.S. News and World Report's* academic rankings, FSU provides an excellent return on investment, as noted by FSU's recognition as the most efficient university in the nation.
- The recent establishment of the Jim Moran College of Entrepreneurship, the nation's first stand-alone entrepreneurship college at a public university.
- FSU is ranked No. 9 best value among public universities for in-state students and No. 3 best value among public colleges for out-of-state students on *Kiplinger's* annual list of Best Values in Public Colleges.
- FSU is one of the nation's top research institutions for producing Fulbright U.S. Scholars and students. A school-record nine FSU faculty scholars earned Fulbright grants for 2020-2021. FSU is also a top research institution for producing student Fulbright Scholars with nine students receiving awards in 2020-2021.
- FSU is ranked among the top 50 universities worldwide for producing patented technologies, according to a new report from the National Academy of Inventors and the Intellectual Property Owners Association.
- FSU recently became the largest university in the country to have an experiential learning graduation requirement for its undergraduates. Before graduating, students will engage in at least one transformational, career-building internship, undergraduate research experience, international study, service-learning, or other engaged learning program.
- FSU researchers received a record \$233.6 million in funding in the 2019 fiscal year, including an \$8 million grant from Triumph Gulf Coast as part of a major 10-year initiative to restore Apalachicola Bay and revive the region's imperiled oyster industry. FSU also will contribute \$1.5 million toward the project.
- FSU has been recognized by *INSIGHT Into Diversity* magazine as one of 15 *Diversity Champion* colleges and universities in the nation and has earned the "Higher Education Excellence in Diversity" (HEED) Award seven years in a row!
- The only facility of its kind in the United States, the National High Magnetic Field Laboratory headquartered at FSU is the largest and highest-powered magnet laboratory in the world. The magnet lab holds the most world records for the most powerful magnets on Earth.

- FSU provides countless opportunities for students to be involved in service learning, civic education, and leadership. With more than 650 registered student organizations, as well as Service Scholars and Garnet and Gold Scholars, the university is a leader of programs focused on community development and values education.
- Since they began fielding intercollegiate athletic teams in 1946, the Seminoles have won 17 national championships in nine sports, including the 2014 and 2018 NCAA Soccer Championship and the 2018 NCAA Softball Championship. The Seminole football program won its third national title in 2013.
- FSU has captured four team national championships in the last seven years. Of the school's 17 national titles, six have come since 2006.
- Since joining the ACC in 1992, the Seminoles have won 88 ACC team championships in 14 different sports. Twenty-nine of those titles have come in the past seven seasons.
- Since 2010, Seminole teams have qualified for NCAA postseason play in 196 of 204 opportunities. Over the last four years, 67 of 68 teams have qualified for NCAA postseason play.

Recent Capital Campaign – “Raise the Torch”

In July of 2010, FSU launched the largest comprehensive fundraising campaign in university history with a goal of raising \$1 billion. Focused on priorities identified by deans, faculty and the larger university community, the campaign focused on the support of four key initiatives: improving upon an already outstanding student experience; increasing faculty support; encouraging innovation, entrepreneurship, creativity and discovery; and improving the public good by purposefully focusing the energy and talent of a Tier 1 research university on some of society's most pressing problems. On its official closing date of June 30, 2018, FSU reached and exceeded its goal with more than \$1.15 billion in gifts and pledges received from donors and supporters.

Opportunities for the Next President

The next President of FSU will have the extraordinary opportunity to lead an ambitious and rapidly climbing institution that embraces intelligent risk taking, entrepreneurial thinking, and an openness to strategic change. FSU seeks a leader with the ability to craft a bold vision for the University's future while enhancing its commitment to advancing in the national rankings.

The President of FSU will be expected to focus on the following priorities:

- Under the visionary leadership of President Thrasher, FSU has made significant strides in its academic reputation and has risen in the *U.S. News and World Report* Top Public University ranking from 43 to 19. The next President will be responsible for not only maintaining this success but charting a new course for continuing the University's upward trajectory in its rankings, international reputation, and academic quality.
- Promoting external relations and serving as an energetic fundraiser and advocate for the University.

- The University's current strategic plan, "The Future of Florida State: Strategic Plan 2017-2022", will soon reach its culmination. The next President will have the opportunity to lead FSU and its constituents in the development of a new University strategic plan with the goal of building a dynamic and inspiring vision for the future of the institution.
- Serving as an effective partner with the Florida Legislature, other appropriate public officials, the University Board of Trustees and the State University System of Florida Board of Governors to advance FSU's institutional priorities and academic mission.
- Providing leadership for a highly successful intercollegiate athletics program steeped in a commitment to athletic prowess, integrity, and sportsmanship.
- The new President will continue FSU's ongoing efforts to become a leader in sustainability and will strive to improve efficiency and stewardship of its resources in order to develop changemakers and innovators who can create a better, more just future for all.
- The new President will serve as a key leader in supporting FSU's existing initiatives and strengthening its efforts toward upholding its commitment to addressing issues pertaining to diversity, equity, and inclusion. The President must be a passionate advocate and strong champion dedicated to fostering a culture where members of the University community, including faculty, staff, students, and community members, are active partners in a collaborative and supportive learning environment.
- Further strengthening and building upon a positive and mutually beneficial relationship with the Seminole Tribe of Florida.
- The current pandemic has required FSU to explore new ways of providing a high-quality academic experience to students while embracing creative methods of supporting the University's business practices. The new President will need to guide the University as it adapts to the post-COVID-19 learning environment and foster an environment of innovation and entrepreneurship relative to instructional technology and practices.
- Although FSU has been successful at increasing its research productivity, additional growth and interdisciplinary collaborations will be needed to continue the University's continued excellence. The new President must inspire the faculty and university leadership team to aggressively pursue new state, federal, and private research funding opportunities. In addition, the new President must prioritize resources and investments in support of research and creative activity, and showcase the power of active, creative faculty to better society and support economic development.
- The new President must develop the strategies necessary to unleash FSU's entrepreneurial and innovative abilities to proactively respond to changes in the economy and utilize new modes of instructional delivery to expand existing programs and create new degree and certificate programs.

Position Summary

Reporting to the FSU Board of Trustees, the President serves as the University's chief executive officer and provides senior administrative leadership for all campus programs, services, operations, and activities. The next President will be a strategic and visionary leader charged with setting the University's academic vision, ensuring the effective leadership and management of the campus, and possessing a dedication to improving the lives of students and the educational, economic, and cultural welfare of the citizens of the State of Florida. The President will exercise overall leadership for the University's resource development and fundraising initiatives and will be responsible for ensuring the fiscal well-being of the campus.

In serving as one of the leading spokespersons for higher education in the state, the next President will be an influential leader who must possess excellent interpersonal skills, judgment and diplomacy, personal and professional integrity, and a reputation for working collegially and collaboratively with internal and external constituencies. The President will act as a catalyst for creativity and innovation and will work with FSU's Board of Trustees, the State of Florida Legislature, and the State University System of Florida Board of Governors to further enhance higher education in Florida.

Qualifications

It is preferred that the successful candidate possess an earned doctorate or other terminal degree with a strong record of scholarship and teaching, and a proven history of executive level administrative experience in higher education that demonstrates the ability to lead a large, public research university. While academic experience (professional and administrative) is strongly desired, exceptional candidates with nontraditional backgrounds who have demonstrated a high degree of national or international success in business, industry, nonprofit or government will be considered.

In addition, the most qualified candidates will have a/an:

- Staunch commitment to academic excellence in undergraduate, graduate, international and professional education and scholarship, and the ability to inspire confidence and encourage achievement among students and faculty.
- A demonstrated commitment to all aspects of student success. In addition, the successful candidate will embrace FSU's long-standing commitment to a student-centric approach to education.
- Adherence to sound principles of faculty governance through open communication and consensus building, while ensuring a high quality of student life and actively engaging students, faculty, and staff in decision-making.
- A history of working in a transparent and inclusive manner with all campus constituents and being a thoughtful, compassionate, and data-informed decision maker.
- Track record showing a high degree of personal and professional integrity, ethics, and honesty; and the intellectual, analytical, and interpersonal qualities that will foster respect among the University's myriad constituencies.
- Mastery of the successful balance among academics, athletics, and the arts.

- Talent and vision to enhance the quality of graduate programs, stimulate interdisciplinary collaboration, and build added research capacity to secure FSU's position among global peers.
- A proven record of supporting issues of diversity, equity, and inclusion and establishing a culture where faculty, students, administrators, and staff actively contribute to the vibrant life of the University.
- A demonstrated commitment to recruiting women and minorities to the student body and for faculty, staff, and administrative positions.
- A management style that demonstrates an appreciation for relationship building, approachability, and accessibility. The new President will be a visible, passionate, and fully engaged advocate for all campus stakeholders.
- A commitment to lead successful efforts to further strengthen peaks of excellence, and support for building new areas of nationally recognized strength as appropriate to advance the University's scholarly and research competitiveness.
- Dedication to academic freedom and an inclusive campus culture where both intellectual curiosity and healthy internal communication flourish in an environment that supports and rewards academic achievement of faculty while working individually or collaboratively within and among disciplines.
- Ability to establish and project a sense of energy, enthusiasm and optimism for FSU's future while vigorously championing its storied traditions, unique heritage, mission, and vision among wide audiences, both internal and external.
- Persuasive and enthusiastic fundraising skills with the ability to successfully connect with public and private donor sources (e.g., friends, boosters, alumni, corporations, and foundations), and leverage dollars to support high-caliber scholarly, research and service programs and grow faculty/staff resources, and ability to successfully acquire public and governmental resources and funding.
- Experience in achieving measurable outcomes with business, education, and political communities, and in growing innovative public-private partnerships with industry, government, and other entities.
- Appreciation for and ability to leverage the University's Division I athletics program to strengthen FSU's identity as a national competitor and community partner.

Application and Nomination Process

The deadline for all applications is **XXXXXXXXXX**, and the screening of applications will begin **XXXXXXXXXX**. Applications should include a current curriculum vitae and a letter of interest describing relevant experience and interest in the position. Submission of materials via email is strongly encouraged. Nomination letters should include the name and contact information of the nominee.

In accordance with the State of Florida's open records laws, all nominations, applications, and letters of interest will be made public. Application materials should be submitted to:

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