



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

Meeting Minutes (DRAFT)

Friday, September 13, 2024

9:00 AM

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

Attended in Person: Kathryn Ballard, Bridgett Birmingham, Jackson Boisvert, Peter Collins, Jorge Gonzalez, Jim Henderson, Justin Roth, Deborah Sargeant, Bob Sasser, and Drew Weatherford (left early).

Attended via Zoom: Maximo Alvarez, Vivian de las Cuevas-Diaz, John Thiel.

Absent: None.

I. Call to Order and Welcome

Mr. Peter Collins, Chair

Chair Collins welcomed everyone and called the meeting to order at 9:02 am.

Heather Mayo called the roll and confirmed a quorum.

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

Following the moment of silent meditation, Chair Collins asked for everyone to stand for the Pledge of Allegiance.

II. APPROVAL OF MINUTES

June 20, 2024, Meeting Minutes

July 22, 2024, Meeting Minutes

Trustee de las Cuevas-Diaz moved to approve the June 20, 2024, and July 22, 2024, board meeting minutes. Trustee Birmingham seconded the motion, and both sets of minutes were approved unanimously by all present at the meeting.

III. PUBLIC COMMENT

There were two public comments.

Professor Will Hanley provided comments. He thanked the Trustees for their leadership in the overnight parking permit.

Graduate Student and Congress of Graduate Students Speaker, Jack Rowan provided comments. He gave an outline of the Congress of Graduate Students organization.

Chair Collins read the Ethics Conduct Policy.

IV. PRESIDENT'S REPORT

Dr. Richard McCullough, President

President McCullough began his report by noting that we, as a university, continuously strive to be better.

He noted the FSU Health groundbreaking and thanked the State of Florida and the community partners.

President McCullough commented on the recent trip to Ireland. He noted that it was a wonderful opportunity to connect with alumni, donors, parents, friends, and business leaders. He commented on the special events that took place and the opportunity to participate in the Governors roundtable with business leaders in Ireland. He thanked the Trustees who made the trip, the university staff, the Aer Lingus College Football Classic Committee, and the hosts in Ireland who made it possible.

President McCullough commented on the fall semester and the freshman class. The number of applications for the freshman class was 79,000 for 6,000 slots—a new record for Florida State University. The enrolled students in the Class of 2028 have an impressive profile—the average high school GPA is 4.3, the average SAT is 1320, 75% are in the top 10% of their high school class, and 25% are first-generation students.

President McCullough noted that FSU received 10,000 applications for the Honors and Presidential Scholars programs—more than double the previous year's, an indicator of the growing prestige of these programs. Dean O'Shea leads this program and brought in the largest group of Presidential Scholars FSU has had, with 60 students joining the program this fall, up from 48 last year.

President McCullough commented that FSU welcomed 750 freshmen to the Honors Program, up from 600 last year. He noted that about 3,000 new graduate students were selected from a strong applicant pool. FSU's total graduate enrollment is now close to 10,000 students.

Additionally, President McCullough reported that FSU has hired over 200 new faculty members. President McCullough reported on graduation and retention rates. FSU's four-year graduation rate reached a new high of 76%, up from 75% last year, and FSU's freshman retention rate remains an impressive 96%.

These numbers are expected to place FSU in the Top 10 among all public universities nationally for both metrics. FSU's six-year graduation rate is also a record high at 86%, rising from 85% last year.

President McCullough commented FSU's recent investments to expand CARE — the Center for Academic Retention and Enhancement, and that the CARE Summer Bridge program continues to grow.

President McCullough announced Rob Liddell as FSU's new assistant vice president for Career Services. He noted that Mr. Liddell started in August and will focus on furthering partnerships with academic deans, institutional research, and career services efforts.

President McCullough commented on rankings in Forbes, Princeton Review, U.S. News, and Niche. In July, Princeton Review named FSU the top-ranked Best Value College in Florida and No. 16 in the nation for providing an exceptional education at an affordable cost. Princeton Review also ranked FSU No. 14 on its list of the Best Alumni Networks. President McCullough commented that Niche, popular with students and parents, ranked FSU in the top 15 on its 2025 Top Public Universities in America. He advised that the U.S. News & World Report will announce its 2025 rankings on September 24.

President McCullough commented on the FSU FIRE Rankings and noted that FSU is No. 3 in the nation and the best in Florida, according to the College Free Speech Rankings published by the Foundation for Individual Rights and Expression (FIRE).

President McCullough reiterated FSU's commitment to student success. FSU is identifying a group of peers and evaluating how FSU compares versus looking only at rankings.

President McCullough commented on research at the university and that the research enterprise at FSU continues to thrive. He noted that faculty submitted more than \$1 billion in research proposals—a record for Florida State University—and that this number does not include the \$300 million grant renewal for the MagLab. He commented that FSU has a very high hit rate of 25%–30%, which is a great metric. FSU's annual research expenditures are now about \$450 million, and FSU is making good progress toward reaching the goal of \$500 million — a key goal that aligns with FSU's aspirations for AAU membership.

President McCullough noted that FSU has increased its National Institutes of Health funding. He announced that FSU has launched a national search for a new vice president for health affairs and has selected a national search firm.

President McCullough commented on Discovery Days, an effort hosted by the Office of Research, which will be held the week of October 7. Discovery Days will open with an event highlighting FSU's Institute for Pediatric Rare Diseases, and the keynote speaker will be Dr. Terence Flotte, dean of the T.H. Chan School of Medicine at the University of Massachusetts. Other researchers participating in Discovery Days are from the National Institutes of Health, Harvard, Stanford, the University of Miami, and the University of Florida. Industry representatives and Florida Representative Adam Anderson will also be present.

President McCullough commented on University Advancement and noted that FSU is up 25% in fundraising since he began his tenure as president. Last year, Fiscal Year 24, was FSU's third-

best fundraising year on record, at \$94 million, and FSU's second-best aggregated fundraising year on record for all DSOs, at \$163 million. He thanked Vice President Marla Vickers and Trustee Thiel for their work on the advancement committee.

President McCullough commented on governmental relations and noted that although the 2025 Session of the Florida Legislature does not begin until March, he and the Governmental Relations team have already begun meeting with external stakeholders, Governor DeSantis, legislative leadership, and their staffs to advance FSU's budget and policy requests.

President McCullough gave a small update on FSU's lawsuit with the ACC.

President McCullough concluded his report by thanking the Board and his leadership team for their guidance. He noted that he and the leadership team have high standards and will continue to strive to get better and better as a university. President McCullough expressed that it is a privilege and honor to serve as president of Florida State University.

Chair Collins thanked President McCullough for all he is doing.

V. ACTION ITEMS (CONSENT)

- A. Request for Approval:** Self-supporting and Market Tuition Rate College-Credit Programs Annual Report (Academic Affairs)
- B. Request for Approval:** Annual Textbook and Instructional Materials Affordability Report (August 2023-July 2024) (Academic Affairs)
- C. Request for Approval:** Approval of the 2025-2026 Academic Calendar (Academic Affairs)
- D. Request for Approval:** Proposal to Implement Genetic Counseling Master's Degree (Academic Affairs)
- E. Request for Approval:** Termination of Management Master's Degree (Academic Affairs)
- F. Request for Approval:** Regulation Amendment to FSU 5.099, Development, Temporary Suspension, and Termination of Degree and Certificate Programs (Academic Affairs)
- G. Request for Approval:** Repeal of FSU Regulation 3.045, College of Law Student Conduct Code (Academic Affairs)
- H. Request for Approval:** Repeal of FSU Regulation 4.0395, College of Law Phased Retirement Program (Academic Affairs)
- I. Request for Approval:** Nomination to the Board of Directors of the Seminole Boosters, Inc. (Advancement & Governance)
- J. Request for Approval:** Office of Compliance and Ethics Charter Revision (Audit & Compliance)
- K. Request for Approval:** Acceptance of Office of Compliance and Ethics 2024-2025 Annual Report and Work Plan (Audit & Compliance)
- L. Request for Approval:** 2024-2025 Carryforward Spending Plan (Finance & Business)
- M. Request for Approval:** 2024-2025 Fixed Capital Outlay Budget (Finance & Business)
- N. Request for Approval:** Status Report on Purchase Orders over \$1M and 5+ Years of Service Contracts (Finance & Business)
- O. Request for Approval:** Regulation Amendment to FSU.2015, Procurement and Purchasing (Finance & Business)
- P. Request for Approval:** Florida State University Employee Bonus Plan Report (Finance & Business)
- Q. Request for Approval:** Nominations to the Board of Directors of the FSU International

Programs Association, Inc. (Governance)

R. Request for Approval: Regulation Amendment to 3.001, Student Governance (Student Affairs)

~~**S. Request for Approval:** Regulation Amendment to FSU 3.006, The University Defender (Student Affairs)~~

T. Request for Approval: Regulation Amendment to FSU-3.050, Educational Research Center for Child Development (Student Affairs)

U. Request for Approval: Regulation Amendment to FSU-2.013, Commercial Solicitations (Student Affairs)

V. Request for Approval: Exception to Section 288.860(3)(d) to employ Graduate Assistant in Biological Sciences (University Research)

~~**W. Request for Approval:** Exception to Section 288.860(3)(d) to employ Graduate Assistant in English (University Research)~~

Chair Collins noted that Consent Item S and Consent Item W were removed from the Consent Agenda. Chair Collins moved Consent Item V to an Action Item under the University Research Committee.

Chair Collins requested a motion to approve Consent Items A-R and T-U. Trustee Henderson made the motion to approve, Trustee Boisvert seconded, and the motion was unanimously approved by all present at the meeting.

VI. 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 introduced Audrey Koenig, a student athlete at FSU from Wesley Chapel, Florida. He recognized her for her achievements as a two-sport athlete and champion in both indoor and beach volleyball. Ms. Koenig has received multiple honors, including ACC co-player of the year in indoor volleyball and All-Conference honors, all while maintaining a high GPA.

Information Item I:

Student Athlete Highlight

Ms. Koenig expressed gratitude for the opportunity to be a student-athlete and the resources and experiences offered to her. She mentioned that she is excited for the months to come.

Trustee Weatherford acknowledged Ms. Koenig's accomplishments, and President McCullough commented that he is proud of Ms. Koenig for her exemplary performance in sports and as a student.

Chair Collins inquired about any unmet needs the team might have, to which Ms. Koenig responded that a dedicated indoor volleyball facility would be beneficial.

Vice President Alford provided an update on football ticket sales, the stadium renovation (Phases 3-5), the campaign for seating sales in the West Sideline Club and Dunlap Champions Club, and Capital Improvement updates.

Vice President Alford mentioned the House settlement case and its potential implications, including impacts on scholarship budgets and roster limits. There was further discussion and questions.

Action Item I: Request for Approval: ACC Governing Board Certification Form (Academic Year 2024-25)

Chair Collins requested a motion to approve the ACC Governing Board Certification Form (Academic Year 2024-25). Trustee Henderson made the motion to approve, Trustee Weatherford seconded, and the motion was unanimously approved by all present at the meeting.

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 expressing her gratitude for the opportunity to present and highlight the exceptional work of FSU faculty members across various disciplines. Dr. Hughes emphasized how interdisciplinary and collaborative research at FSU strengthens the university's role as a leader in innovation, education, and societal impact.

Dr. Hughes highlighted exceptional work from the following faculty on campus:

Physics: Drs. Laura Reina and Stephen Hill have been recognized by the Academy of Science, engineering, and Medicine of Florida for their groundbreaking contributions to quantum research and material science.

Nursing: Dr. Lisa Hightow-Weidman was recognized for her contributions in healthcare innovation and research.

Earth, Ocean, and Atmospheric Sciences: Professor Robert Hart for meteorology, who has been named a fellow of the American Meteorological Society.

Statistics: Professor Hongyuan Cao was elected as a fellow of the American Statistical Association for her outstanding contributions to high-dimensional statistics and data analysis.

Humanities: Assistant Professor of Classics Stephen Sansom has earned prestigious fellowships, including recognition from the National Endowment for the Humanities and Harvard University Center for Hellenic Studies.

Dr. Sonia Hazard, assistant professor of American religious history, earned the National Humanities Center fellowship for her pivotal research on early print culture in the Cherokee nation.

Chair Collins expressed amazement at the ongoing success of FSU's faculty in research, accolades, and increasing research funding. He noted that the faculty's achievements are a key driver of the university's progress and asked that Board of Trustees appreciation be extended to the faculty.

c. Student Government Association

Mr. Anthony Benn, Vice President, Student Government Association

Mr. Anthony Benn, Vice President for the Student Government Association (SGA), presented an update on the initiatives and achievements of SGA at FSU. He provided an overview of the work to support student life, the summer's highlights, and the fall semester's start.

Mr. Benn noted that members of the FSU Rugby Team and College of Business Case Club students traveled to Ireland to compete and represent FSU. Mr. Benn shared quotes from students expressing gratitude for the opportunity to compete abroad and bond with students from other countries.

Mr. Benn emphasized SGA's collaborations with the College of Business and its Student Leadership Council to foster leadership and professional growth. Programs such as the James M. Seneff Honors Program, Noles on Wall Street, and the Consulting Group were highlighted for providing real-world experiences to students. He noted that SGA also supports Registered Student Organizations (RSOs) like Alpha Kappa Psi, Women in Accounting, and the Financial Management Association.

Mr. Benn noted that the fraternity and sorority life community at FSU, divided into four councils, received over 122 awards this summer. The Interfraternity Council (IFC) had over 1,100 students sign up for rush and launched a new interfraternity service committee. The Multicultural Greek Council (MGC) won the Multicultural Greek Council of the Year award and the Council Impact Award at the Southeast Greek Leadership Association Conference.

Mr. Benn noted that SGA's signature welcome week event, FSUnite, was hosted in partnership with the Division of Student Affairs and class councils. Held at the Donald L. Tucker Civic Center, the event featured over 1,200 students, including a pep rally, performances by the Marching Chiefs, and a concert.

Mr. Benn commented that in response to the hurricane season, SGA partnered with FSU Emergency Management to distribute hurricane preparedness boxes, which included essential supplies for students.

Mr. Benn noted that The Veterans Student Union held an event honoring lives lost on 9/11 by placing flags on Union Green. SGA partnered with the FSU Police Department (FSUPD) to launch the "Heads Up" campaign and is also working with FSUPD on distributing a student safety survey and other safety measures.

SGA strengthened its relationship with the local government by meeting with Mayor John Dailey to foster collaboration between the city of Tallahassee and FSU's student government. SGA's Office of Governmental Affairs is preparing for the annual day at the Capitol.

Mr. Benn highlighted the activities of the Hispanic Student Union during Hispanic Heritage Month. The Hispanic Student Union will host over 18 events, including an

opening ceremony on September 16 and the first-ever La Familia weekend, coinciding with Family Weekend.

Mr. Benn concluded by expressing pride in the progress SGA has made this year. He reiterated the mission of SGA to support the student body and create opportunities for growth, student engagement, and leadership. He thanked the Trustees for their time.

Trustee Boisvert thanked Mr. Benn for his dedication and hard work as vice president, as well as the support from Senior Vice President Clark, Vice President Hecht, and the student engagement team. He highlighted the focus on student health & wellness, campus safety, and the student experience. He thanked the Board and President McCullough for their leadership.

d. Legislative Affairs

Mr. Clay Ingram, Chief Legislative Affairs Officer

Mr. Clay Ingram, Chief Legislative Affairs Officer presented an update on the university's legislative affairs, noting the extended interim period between sessions allowed for additional engagement with candidates and legislators across Florida.

Over the summer, Mr. Ingram noted that his team met with various deans and departments across campus to better understand ongoing research and to assist his team in advocating for resources.

Mr. Ingram commented that the general election will take place on November 5th, with the House and Senate organizing by November 19th. Committee meetings begin in December 2024, with the 2025 legislative session starting March 4th. FSU Day at the Capitol is scheduled for March 19th, 2025.

Mr. Ingram noted that the FY 2025 Federal Appropriations process is nearing completion, with potential government shutdown risks. He commented that FSU expects significant federal funding for several projects, including those at the College of Engineering and for the INSPIRE project in Panama City. Mr. Ingram thanked Trustee Roth for his guidance on this.

President McCullough asked how much FSU received last year for these types of projects, and Mr. Ingram noted that FSU asked for \$5 million or less, but we will likely receive upwards of \$30-40 million this year.

Chair Collins thanked Trustee Roth for his guidance and President McCullough and Vice President Stacey Patterson for their efforts.

Trustee Thiel asked if Mr. Ingram could share the information, they've been inventorying with Vice President Vickers, and Chief Marketing Officer Susannah Wesley-Ahlschwede so they can also tell the stories.

Trustee de las Cuevas-Diaz asked about the legislative internship program. Clay responded that the FSU legislative internship program applications are open until

September 29th. Approximately 18 students are expected to participate, with continued interest and potential expansion of the program.

President McCullough mentioned that discussions are underway to expand FSU's presence in Washington, D.C., potentially through internship programs and study opportunities. Affordable housing options for interns and a permanent presence are being explored.

Mr. Ingram's report concluded with appreciation for ongoing support and collaboration within the university and external partners.

e. Academic Affairs Committee

Trustee Vivian de las Cuevas-Diaz, Chair

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

Trustee Vivian de las Cuevas-Diaz, Chair of the Academic Affairs Committee, highlighted the importance of their committee discussion topics. The committee meeting included updates on undergraduate admissions and enrollment data and insights into graduate student programs.

Dr. John Barnhill, Associate Vice President for Enrollment Management, presented the data on the incoming class. A record number of over 79,000 applications were received, representing a 6% increase, with more significant growth from out-of-state and international applicants. The admitted class totaled 18,953 students, with 5,905 students enrolling, just under the target of 6,000. The class includes 25% first-generation students, with popular fields of study remaining consistent. 65 of 67 Florida counties were represented, with some challenges in recruiting students from smaller counties like Franklin and Union. The middle 50th percentile SAT and ACT scores increased, showing a continued rise in the academic caliber of the student body. Financial aid processes faced challenges due to the Free Application for Federal Student Aid (FAFSA) delays, but the university still awarded more financial aid than in the previous year.

Chair Collins asked Dr. Barnhill to explain FAFSA. Dr. Barnhill explained it as a need analysis form that every family must complete to understand how much aid students will need. Dr. Barnhill noted that it was recently simplified, causing delays, but it will become simpler over time.

Dr. Barnhill commented that the focus remains on supporting first-generation and Pell Grant students as competition for these students increases with other universities offering significant scholarships.

The president inquired how much more improvement is possible and whether the university is reaching that point where it will change. Dr. Barnhill and Dr. O'Shea said that the university's culture will not change. Dr. O'Shea highlighted how many students they can support in the university due to CARE and other similar programs.

Trustee Boisvert inquired about international student enrollment and how it compares to years past. Dr. Barnhill mentioned that the undergraduate level is lower than that of

their peers. As the university's reputation has grown, so have numbers. He noted that the state limits the number of international students they can support, but the numbers are where they should be.

Trustee de las Cuevas-Diaz highlighted that while there are more online programs, we want students, especially new students, to have the in-classroom experience.

Trustee Gonzalez emphasized the high quality of education available within Florida.

Dr. James Clark, Provost, and Executive Vice President for Academic Affairs introduced Dr. James Hunt, Director of Institutional Research, to discuss the Hispanic-Serving Institution Designation. The university is close to achieving the required 25% Hispanic undergraduate student enrollment to qualify as an HSI, with the current percentage at 24.3%. Dr. Hunt presented the additional requirements for HSI designation, including Pell Grant percentages, and the possibility of applying for a waiver if needed. President McCullough emphasized the importance of recruitment strategies targeting South Florida.

Provost Clark highlighted that the university graduated its highest number of Ph.D. students to date, with 500 Ph.D. graduates. Postdoctoral appointments also reached an all-time high, demonstrating FSU's growing research profile. Applications for graduate programs increased by 21%, with enrollment of doctoral and master's students rising.

Provost Clark highlighted the university's efforts to attract and retain high-quality faculty to meet the growing expectations of an academically strong student body. The university will have nine National Academy members by January 2025, with three more potential recruits being considered. Recruitment of these faculty members enhances FSU's research capabilities and reputation, making it a more attractive destination for both faculty and students.

Trustee Weatherford inquired about the further benefits of the HSI designation, to which Provost Clark responded that it would give FSU eligibility for several lines of federal funding and the designation would also assist in research funding.

Trustee de las Cuevas-Diaz updated the Board on the Academic Affairs Committee's process of hiring an outside consultant to do a comparative and analytical review of two topics. The first is the process and policies on promotion and tenure and the second is the policies and practice regarding public statements made by FSU employees on social media. She advised that they have identified a consultant. The study will be comprehensive and inclusive of all stakeholders. It will also include discussions with other higher education institutions on what they are doing in these areas.

Trustee de las Cuevas-Diaz thanked Provost Clark and his team for their hard work.

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, reported a productive and robust committee meeting focused on aligning priorities with the university's goals of faculty excellence and student success. The committee discussed funding strategies, acknowledging the state's generosity while emphasizing the need for FSU to support itself through philanthropy.

Trustee Thiel noted that Mr. Rod Kirsch presented the results of a feasibility study for the upcoming comprehensive campaign. Interviews with alumni and donors revealed strong support for the university's goals, with faculty excellence and student success ranking as the top two priorities. Trustee Thiel commented on the campaign's goal.

Trustee Thiel continued his report commenting that the university aims to engage 135,000 alumni, representing one-third of FSU's living alumni, through new outreach strategies. The plan includes hiring nine alumni engagement officers by the end of Fiscal Year 2025. These officers will focus on connecting with alumni in specific colleges and units to foster a sense of community and encourage giving. Better data on alumni engagement and contributions is critical to this effort.

Trustee Thiel commented that the Advancement Services team is building infrastructure to support sustainable growth through two key initiatives: pipeline growth and technology transformation. Investments are being made to identify high-capacity donors using advanced technology and data analytics. The university is implementing Salesforce as a state-of-the-art customer relationship management tool, which will enhance engagement and coordination across the university.

Trustee Thiel continued his report by saying the university's total endowment (including DSO's), is now over \$1 billion, and places FSU in a competitive position among top institutions.

Trustee Thiel emphasized the importance of launching the leadership gift phase (silent phase) of the comprehensive campaign. President McCullough will focus on cultivating top donors, especially the top 50 prospects, to ensure the campaign's success. Salesforce implementation and the alignment of goals across all university units are key components in building a successful and unified advancement culture.

Trustee Thiel and President McCullough commended the efforts of Marla Vickers, Vice President for University Advancement and President of the FSU Foundation, Inc., and her team for rebuilding the advancement team and working toward ambitious fundraising goals. They acknowledged the leadership of FSU's deans, who play a critical role in the university's fundraising success. Vice President Vickers mentioned that discussions will continue on how to achieve long-term transformational goals beyond the eight-year campaign horizon, focusing on setting a 30–50-year vision for the university's growth and development.

Further Trustee comments included praise for the advancement team's work, particularly in South Florida, and recognition of the importance of alumni engagement. The board members reiterated the importance of creating a culture of philanthropy and maintaining alignment with the university's overall goals.

g. Audit and Compliance Committee

Trustee Maximo Alvarez, Chair

Mr. Undra Baldwin, Chief Audit Officer

Mr. Robert Large, Chief Compliance Officer

Trustee Maximo Alvarez, Chair of the Audit & Compliance Committee provided an update on their committee meeting.

Trustee Alvarez reported two action items were presented by Chief Compliance Officer Robert Large at their meeting. The Compliance and Ethics Charter, reviewed every three years, was reapproved by the committee with no significant changes. The committee approved the Office of Compliance and Ethics Annual Report and Work Plan. Robert Large also reported in their meeting staffing updates, including three new hires and one promotion. Foreign gifts and contracts, as well as international travel reporting, were discussed. Updates on the Florida Commission on Ethics Form One filing compliance were provided.

Trustee Alvarez noted that Mr. Baldwin presented an overview of the office's accomplishments for fiscal year 2023-24. A total of 15 audits were completed. 24 compliance complaints/intakes were received. Three audits were rolled over to the following fiscal year, 2024-25. Customer service feedback scores for the audit office improved from the previous year.

Action Item I: Request for Approval: Office of Audit and Advisory Services (OAAS) Post-Tenure Review Audit Results

Chief Baldwin introduced Heather Friend, who presented on the post-tenure review audit conducted in compliance with Board of Governors Regulation 10.003. The first post-tenure review audit was completed, covering 134 faculty members: 88 received an "Exceeds Expectations" rating, and 46 received a "Meets Expectations" rating. No faculty members received "Does Not Meet" or "Unsatisfactory" ratings. A non-compliance issue was noted due to the timing of reporting the post-tenure review outcomes to the Board of Trustees, which was delayed due to ongoing collective bargaining negotiations. This issue has since been remediated. Provost Clark provided additional context on the process.

Chair Collins commended the process and expressed pride in the university's approach to post-tenure review, particularly the faculty's commitment to maintaining high standards. Trustee Henderson commended the process as well.

Chair Collins requested a motion to approve Office of Audit and Advisory Services (OAAS) Post-Tenure Review Audit Results. Trustee Thiel made the motion to approve, Trustee Henderson seconded, and the motion was unanimously approved by all present at the meeting.

h. Finance and Business Committee

Trustee Jim Henderson, Chair

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

Trustee Henderson, Chair of the Finance & Business Committee reported on four major areas of focus during their committee meeting. He noted that the university continues to monitor and report on carryforward spending, ensuring compliance with state requirements. Additionally, new talent has been brought in to manage capital expenditure programs.

Trustee Henderson noted that deferred maintenance was a topic of discussion, with a focus on securing funds for ongoing maintenance needs. He commented that the procurement team was praised for their compliance and control measures, ensuring all state and federal regulations are met. The committee also discussed budget updates and the focus on employee performance and recruitment as part of the bonus program.

Action Item I: Request for Approval: Campus Master Plan Amendment (Finance & Business)

Senior Vice President Kyle Clark and Vice President Alford presented an amendment to the campus master plan, proposing the addition of a lacrosse field at the Southwest entrance of campus (the former site of Alumni Village).

Chair Collins requested a motion to approve the Campus Master Plan Amendment. Trustee Boisvert made the motion to approve, Trustee Henderson seconded, and the motion was unanimously approved by all present at the meeting.

Senior Vice President Clark provided an update on the university's strategic property acquisition program, noting that more information will be shared during the November Board meeting.

Senior Vice President Clark continued by reporting on the bonds issued, which financed the Doak Campbell Stadium renovations and the construction of the Dunlap Football Operations Center. Additionally, it was noted that several new processes were implemented to streamline work across departments, procurement services, and accounts payable.

Senior Vice President Clark gave updates on Business Services, noting that the Student Union Bookstore was rebranded to the FSU store, reflecting a shift towards retail growth opportunities. FSU also implemented a new mobile ordering platform with Aramark for campus food service. Senior Vice President Clark gave an update on the Foundation's endowment. The Office of Procurement received its 10th consecutive Excellence in Procurement Award by the National Procurement Institute.

Senior Vice President Clark provided updates from Human Resources, the Budget Office, and Public Safety. With Public Safety, various safety measures have been implemented on campus, including new pedestrian safety projects and emergency blue light system assessments.

Senior Vice President Clark provided updates on several facility projects such as Legacy Hall, the Interdisciplinary Research and Commercialization building, and the FSU-TMH Academic Health Center. Senior Vice President Clark and Chair Collins discussed deferred maintenance challenges and the new state mandate.

i. Governance Committee

Trustee Bob Sasser, Chair

Ms. Carolyn Egan, Vice President for Legal Affairs

Trustee Bob Sasser, Chair of the Governance Committee and Vice Chair for the Board of Trustees, reported on their committee meeting.

Trustee Sasser reported that the committee has refined the process for confirming board appointments to direct support organization (DSO) boards at the university. A detailed biographical information sheet and checklist have been implemented to better vet candidates. Trustee Sasser noted that the Governance Committee approved the slate of DSO nominees brought before the committee during their meeting.

Trustee Sasser continued by saying that efforts to ensure consistency across DSO boards regarding composition and governance procedures have been ongoing. Progress has been made, and the committee anticipates further action at the November Board meeting. Trustee Sasser thanked the Office of General Counsel, Art Wiedinger and Heather Mayo, and others for organizing this information.

Trustee Sasser continued by saying that each university vice president is reviewing the regulations under their purview for any necessary updates, changes, or elimination of outdated regulations. The goal is to ensure university regulations and policies are clear, up to date, and accurate. Some regulation changes were included in the meeting's consent agenda, with more expected in future meetings. Deputy General Counsel Lisa Scoles was commended for her work on this project with the university vice presidents and for her presentation at the committee meeting.

The committee reviewed President McCullough's annual evaluation, with all in agreement that he is doing an excellent job leading the university. More details on this evaluation will be provided in the Chair's report later in the meeting.

j. Student Affairs Committee¹

Trustee Drew Weatherford, Chair

Dr. Amy Hecht, Vice President for Student Affairs

Trustee Weatherford, Chair of the Student Affairs Committee, gave an overview of their committee meeting where they discussed many items with a focus on pedestrian safety efforts and the boutique fitness concept.

Trustee Weatherford noted that the FSU Greek life received 122 regional and national awards in 2024, and 12 chapters were recognized as top international chapters,

¹ The Student Affairs Committee report was moved in the agenda and occurred after the Finance & Business Committee report and before the Governance Committee report.

indicating a significant turnaround since 2017. With on-campus housing occupancy at 99.9%, the committee discussed the need for additional housing capacity to accommodate future student needs.

Vice President Hecht introduced two new staff members: Dr. Rob Liddell, assistant vice president for Career Services, and Dr. Kim Guyer, interim associate vice president and dean of students.

Vice President Hecht introduced Alice Maxwell, who presented FSU's Student Success Communications Campaign called "Hello FSU!". The campaign includes social media outreach, personalized direct mail, and AI-powered communications. The campaign has received several awards and recognition from organizations such as the Council for Advancement and Support of Education (CASE).

k. University Research Committee

Trustee Jorge Gonzalez, Chair

Dr. Stacey Patterson, Vice President for Research

Trustee Gonzalez, Chair of the University Research Committee, commented that their committee meeting was robust. The committee dedicated most of the time to their action items. In addition to the robust discussion, there was active engagement with the committee members, the president, the deans, and the vice president for research.

Action Item I: Request for Approval: Exception to Section 288.860(3)(d) to employ Graduate Assistant in Biological Sciences (University Research)

Trustee Gonzalez commended the university leadership for advancing the action item on today's agenda and expressed gratitude for their time and effort. The committee favorably recommended moving the candidate forward.

Vice President Patterson thanked Trustee Gonzalez and introduced the action item. She provided background on the Florida Board of Governors' regulation and gave a brief update on the university's process. She commented on the Foreign Influence Task Force, which President McCullough organized to develop a method for considering these candidates. Vice President Patterson provided a general overview of the candidate being brought before the Board of Trustees.

Trustee Gonzalez noted that Dr. Patterson's presentation was a summary, but the Board members received detailed information on the candidate in the materials.

Trustee Birmingham inquired on the BOG calendar process, and Dr. Patterson advised on the timeline.

For the record, Trustee Gonzalez reiterated that this was originally Consent Item V and that the item was moved to an action item.

Chair Collins gave a brief overview of the legislation and the process. He reminded the Board that they had started discussing this matter some time ago. He emphasized the importance of involving the deans and departments in the committee discussions.

Trustee Gonzalez proposed in the committee meeting that the committee's decision should be unanimous. Chair Collins also pointed out that if the candidate is approved, they would be the first candidate to go before the BOG under this new statute.

Trustee Gonzalez expressed gratitude for President McCullough's expertise in this area and commended him for leading the discussion at the state level.

Trustees de las Cuevas-Diaz, Thiel, and Roth emphasized the need for an exceptionally high threshold for any candidate brought forward for consideration.

Trustee Boisvert inquired about the timeline after submitting the item to the Florida Board of Governors, and Vice President Patterson provided an update.

Chair Collins requested a motion to approve the exception to Section 288.860(3)(d) to employ a Graduate Assistant in Biological Sciences. Trustee Gonzalez made the motion to approve, Trustee Birmingham seconded, and the motion was unanimously approved by all present at the meeting.

Vice President Patterson thanked the Board for participating in the FSU Health groundbreaking. She emphasized that the building is just one aspect of the ongoing efforts and provided updates on further developments with FSU Health.

Chair Collins reiterated that FSU Health is one of the most transformational initiatives the university has undertaken.

VII. CHAIR'S REPORT

Mr. Peter Collins, Chair

Chair Collins complimented the president's evaluation process and thanked all the Trustees for providing comments.

Chair Collins focused on the President's overall score in the evaluation which was 13 votes for "exceeds expectations." He commented they all agree that the president is doing a fantastic job.

President McCullough thanked the Board for their feedback and wisdom throughout this process and throughout the year. President McCullough noted that he is self-motivated to do a great job. President McCullough commented on hiring of the vice president for health affairs and moving on that item. He commented that he deeply appreciates the Board's support and is honored to be a part of the FSU Family. He thanked the Board for welcoming him and the First Lady to FSU and for all their support.

Trustee Gonzalez noted that he can't imagine anyone else being a better fit for FSU than President McCullough and that he's the right guy at the right time. He emphasized that he was extremely pleased that President McCullough was chosen and wanted him to remain at FSU for a long time.

Trustee Birmingham expressed her appreciation for the opportunity to collaborate on faculty-related issues and commended President McCullough for his dedication to the institution.

She also mentioned that she frequently interacts with individuals across the state who are grateful for President McCullough's leadership in higher education.

Action Item I: Request for Approval: FY 2023-2024 Presidential Evaluation and Contract

Chair Collins requested a motion to approve the Fiscal Year 2023-2024 Presidential Evaluation. Trustee Thiel made the motion to approve, which was seconded by Trustee Henderson and unanimously approved by all present at the meeting.

Chair Collins requested a motion to approve the following for the president's contract amendment: a 10% raise on his base salary, a \$320,000 bonus, an additional \$250,000 for the president's stay bonus, and an increase in his bonus potential for the following year from 40% to 50%. Trustee Alvarez made the motion to approve, which was seconded by Trustee Sasser and unanimously approved by all present at the meeting.

President McCullough thanked the Board and thanked the Chair Collins for all his work as well.

VIII. OPEN FORUM FOR BOARD OF TRUSTEES

Mr. Peter Collins, Chair

Chair Collins discussed upcoming board dates.

He thanked everyone for their participation in the meeting.

IX. ADJOURNMENT

Mr. Peter Collins, Chair

Chair Collins adjourned the meeting at 1:43 pm.