



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA

Board of Governors Meeting
Turnbull Conference Center, Room 208
Florida State University
Tallahassee, Florida
March 20, 2014
8:30 a.m.

1. **Call to Order and Chair's Report:** *Chair Mori Hosseini*
2. **Approval of Meeting Minutes:** *Chair Hosseini*
 - A. Board of Governors, **January 16, 2014**
3. **Chancellor's Report:** *Chancellor Marshall Criser, III*
4. **Public Comment:** *Chair Hosseini*
5. **Performance Funding:** *University Presidents*
6. **Confirmation of Interim President for Florida State University:**
Chair Hosseini
7. **Consideration of Amendments to Board of Governors Operating Procedures:**
Ms. Vikki Shirley, General Counsel, Board of Governors
8. **Academic and Student Affairs Committee Report:** *Governor Norman Tripp*
Action:

- A. [Approval of Awards for the Target Educational Attainment Grant Program](#)
- B. [Public Notice of Intent to Establish Board of Governors Regulation 8.005 General Education Core Course Options](#)

9. Strategic Planning Committee Report: *Governor Dean Colson*

Action:

- A. [Further Consideration of Strategic Plan Alignment: Revision of Florida A&M University's Accountability Metrics](#)
- B. [Mission Change for New College of Florida](#)

10. Audit and Compliance Committee Report: *Governor Alan Levine*

11. Budget and Finance Committee Report: *Governor Tom Kuntz*

Action:

- A. [Auxiliary Facilities 2014-2015 Operating Budget](#)

12. Innovation and Online Committee Report: *Governor Ned Lautenbach*

13. Health Initiatives Committee Report: *Governor Ed Morton*

14. Select Committee on Florida Polytechnic University Report:

Governor Tom Kuntz

15. Overview of Committee Priorities

[Academic and Student Affairs Committee](#)

Governor Norm Tripp

[Audit and Compliance Committee](#)

Governor Alan Levine

[Budget and Finance Committee](#)

Governor Tom Kuntz

[Facilities Committee](#)

Governor H. Wayne Huizenga, Jr.

[Health Initiatives Committee](#)

Governor Ed Morton

[Innovation and Online Committee](#)

Governor Ned Lautenbach

Legislative Affairs Committee

Governor Dick Beard

Nomination and Governance Committee

Chair Hosseini

Strategic Planning Committee

Governor Dean Colson

16. Concluding Remarks and Adjournment: *Chair Hosseini*

(As to any item identified as a "Consent" item, any Board member may request that such an item be removed from the consent agenda for individual consideration.

Public comment will only be taken on agenda items before the Board. Public comment forms will be available at the staff table at each meeting and must be submitted prior to the plenary meeting of the Board. A maximum of 15 minutes will be set aside after the Chancellor's Report to accept public comment from individuals, groups, or factions who have submitted a public comment form.)

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

March 20, 2014

SUBJECT: Chair's Report to the Board of Governors

PROPOSED BOARD ACTION

For Information Only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Chair, Mori Hosseini, will convene the meeting with opening remarks.

Supporting Documentation Included: None

Facilitators/Presenters: Chair Mori Hosseini

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

March 20, 2014

SUBJECT: Approval of Minutes of Meetings held January 16, 2014

PROPOSED BOARD ACTION

Approval of minutes of the meetings held on January 16, 2014 at Florida Gulf Coast University, Ft. Myers.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board members will review and approve the minutes of the meeting held on January 16, 2014 at Florida Gulf Coast University, Ft. Myers.

Supporting Documentation Included: Minutes: January 16, 2014

Facilitators/Presenters: Chair Mori Hosseini

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FLORIDA GULF COAST UNIVERSITY
COHEN CENTER BALLROOM
10501 FGCU BLVD SOUTH
FORT MYERS, FLORIDA
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*Video or audio archives of the meetings of the Board of Governors
and its Committees are accessible at <http://www.flbog.edu/>.*

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BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
FLORIDA GULF COAST UNIVERSITY
COHEN CENTER BALLROOM
10501 FGCU BLVD SOUTH
FORT MYERS, FLORIDA
JANUARY 16, 2014

1. Call to Order and Chair's Remarks on the State of the University System

Chair Mori Hosseini convened the meeting at 10:01 a.m., on January 16, 2014, with the following members present and answering roll call: Vice Chair Tom Kuntz; Dick Beard; Dr. Manoj Chopra; Dean Colson; Carlo Fassi; Pat Frost; H. Wayne Huizenga, Jr.; Ned C. Lautenbach; Ed Morton; and Norman Tripp. Wendy Link joined the meeting at 10:03 a.m. Matthew Carter participated in the meeting by phone.

Chair Hosseini thanked Chair Robbie Roepstorff, President Bradshaw, and Florida Gulf Coast University for hosting the meeting. President Bradshaw welcomed the members and Chancellor Criser. President Bradshaw presented a short video highlighting Florida Gulf Coast University. Chair Hosseini thanked President Bradshaw for showcasing his university.

Chair Hosseini delivered the State of the System address. A copy of the address as prepared is attached to the minutes.

2. Approval of Meeting Minutes

A. Board of Governors Meeting held November 20-21, 2013

Mr. Kuntz moved that the Board approve the Minutes of the Meeting held on November 20-21, 2013, as presented. Mr. Beard seconded the motion, and the members concurred unanimously.

3. Chancellor's Report

Chair Hosseini called on Chancellor Criser for his report. Chancellor Criser thanked Dr. Jan Ignash, Tim Jones, and the staff at the Board office for serving the state so well. He thanked former Chancellor Brogan for assembling the team. He recognized the Board office's new Director of Communications Brittany Davis.

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Chancellor Criser thanked the university presidents, the chairs of the university boards of trustees and the university provosts for their insight and their commitment to their institutions. He commented that he looked forward to working with them in the future.

Chancellor Criser stated that the Board of Governors would be working hard to get the revenue and capital that will allow the System, the institutions and the faculty needed to serve the students and the State. He said that he planned to leverage the Board members in working with the elected officials.

Chancellor Criser recognized the work of the Commission on Access and Attainment. He reminded the System that the deadline for grant applications is February 3rd. He looked forward to the continued work of the Commission in serving the needs of the State.

Chancellor Criser recognized Florida State University for winning the National Championship. He commended the University of Central Florida for earning a berth to a BCS Bowl.

Chancellor Criser applauded Florida A&M University, Chair Solomon Badger, and President Robinson for the very positive SACS report. He said that he looked forward to receiving Dr. Elmira Mangum at a meeting of the Board of Governors for consideration of her confirmation as the next president at Florida A&M University.

Chancellor Criser thanked the Governor, the Legislature and the University of Florida for the launch of UF Online on a short timeline. He commented that Florida is the first state to successfully launch an undergraduate completely online degree program in the country. He said that UF Online and the new Innovation and Online Committee will position Florida to play offense and not defense in online efforts.

Chancellor Criser encouraged the universities to participate in the Sunshine State Scholars Conference on February 13th-14th in Orlando. He said that the conference recognizes the top STEM student in their junior year from each Florida school district and recruits those students to pursue their postsecondary education in Florida.

Chancellor Criser commented that it is a privilege to be the Chancellor. He looks forward to working with the System and the Board of Governors.

4. Public Comment

Chair Hosseini asked the Board's General Counsel Vikki Shirley if there are any requests for public comment for items on the Board's agenda. Ms. Shirley stated that no requests for public comment were received.

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Provost Douglas Wartzok commented that Florida International University received the most visible progress award for its progress six-year graduation rate (50%) at the Association of Public and Land-grant Universities conference in December.

5. Confirmation of Reappointment of President for University of North Florida

Chair Hosseini informed members that the Board of Trustees of the University of North Florida on September 10, 2013 re-appointed John A. Delaney to serve as the president of UNF through May 31, 2018. He reported that Bruce Taylor, the past chair of the UNF Board of Trustees, submitted a request that the Board of Governors confirm Mr. Delaney's re-appointment. He stated that the consideration of confirmation of the reappointment of the president at the University of North Florida was originally on the Board's agenda in November but was postponed. He reported that UNF's Board of Trustees elected Hugh Greene as its new chair in January 2014.

Chair Hosseini recognized Mr. Greene to present President Delaney for confirmation. Mr. Greene stated that the UNF Board of Trustees, the university, and the Jacksonville community are proud to have Mr. Delaney as president because he understands the region and what is needed for its growth. He elaborated that a clear understanding of the unique mission of UNF as a regional comprehensive university par excellence – one that responds to regional needs while performing at a national level – had occurred under President Delaney's leadership. President Delaney's accomplishments include raising the profile of freshmen students to ensure that the region has a supply of high-quality graduates who will contribute to the regional economy. President Delaney has also developed flagship programs including nursing, coastal biology, transportation and logistics, and international business which are related to regional businesses. Mr. Greene commented that President Delaney is a visionary who is committed to student engagement and improving graduation rates. Under his leadership, UNF has moved from being a commuter campus to a campus with a vibrant student life. President Delaney also played a unique role in creating the Jacksonville Commitment program which provides support to need-based students. Mr. Greene requested that the Board of Governors confirm the re-appointment of President John A. Delaney.

Chair Hosseini recognized President Delaney for comments. President Delaney stated that UNF feels that its niche is to be relevant to the region and benchmark itself against regional institutions across the country. He said that the UNF Board of Trustees relies heavily on metrics as does the Board of Governors. He appreciated working with the Board of Governors and the UNF Board of Trustees.

Mr. Tripp moved that the Board of Governors confirm the re-appointment of John A. Delaney as the president of the University of North Florida. Mr. Colson seconded the motion, and the members of the Board concurred unanimously.

Chair Hosseini congratulated President Delaney.

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6. Facilities Committee Report

Chair Hosseini called on Mr. Huizenga for the Facilities Committee report. Mr. Huizenga reported that the committee heard a presentation on how universities are becoming more efficient with their use of electricity and reviewed the major projects completed in 2013. He reported that the committee had two action items.

A. Florida Gulf Coast University Educational Plant Survey Validation

Mr. Huizenga moved that the Board approve the Florida Gulf Coast University Educational Plant Survey. Mr. Colson seconded the motion, and the members of the Board concurred unanimously.

B. Amend the 2014-2015 SUS Fixed Capital Outlay Legislative Budget Request

Mr. Huizenga reported that the committee approved amendments to the Fixed Capital Outlay Legislative Budget Requests to reduce the general revenue and the PECO requests. He elaborated that the reductions reflect discussions at the October facilities workshop as well as the reduction of the State's official PECO forecast. He reported that the committee's amended LBR emphasizes maintenance, renovation, and completion of projects with partial funding.

Mr. Huizenga moved that the Board approve the amendment to the Fixed Capital Outlay Legislative Budget Request to fund \$321 million for maintenance, renovation, and completion projects. Mr. Colson seconded the motion, and the members of the Board concurred unanimously.

Mr. Huizenga moved that the Board approve an amendment to the Fixed Capital Outlay Legislative Budget Request to fund \$15.6 million for Priority D projects. Mr. Beard seconded the motion, and the members of the Board concurred unanimously.

Mr. Huizenga reported that the committee authorized building projects from non-state sources. He elaborated that the universities would return to the budget committee in future years to seek utilities and custodial costs to the extent used for educational purposes if these buildings are constructed. Mr. Huizenga moved approval for universities to seek Legislative authorization for projects on Attachment V for 2014-15 Fixed Capital Outlay POM. Mr. Beard seconded the motion, and the members of the Board concurred unanimously.

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Mr. Huizenga clarified that the 3-2-1 plan includes only maintenance, renovation, and completion projects; however, the Board's Legislative Budget Request includes new projects and the student's CITF requests.

7. Select Committee on Florida Polytechnic University Report

Chair Hosseini called on Mr. Kuntz for the Select Committee on Florida Polytechnic University report. Mr. Kuntz reported that the newly constituted Select Committee had no action items. He stated that the Select Committee asked Florida Polytechnic to provide the following items: (1) a projection of student enrollment and the costs associated with student enrollment to see how the cost per student would be lowered over time and (2) a green-yellow-red report to be presented at each meeting that mirrors the statutory requirements in areas to be achieved by December 31, 2016. Mr. Kuntz reported that the Select Committee feels that progress is being made but recognizes that the deadline is approaching and will be monitoring progress through the requested status reports.

8. Strategic Planning Committee Report

Chair Hosseini called on Mr. Colson for the Strategic Planning Committee report. Mr. Colson reported that the committee reviewed the annual accountability report on the progress made toward Board of Governors Strategic Plan goals. He elaborated that the report includes information and metrics regarding enrollments, degrees awarded, retention and graduation, e-learning, degree productivity in key discipline areas, academic program quality, research and commercialization, funding and expenditures, and other efficiency metrics and activities. He reported that the committee was pleased with the progress that the System is making.

A. 2012-2013 State University System Accountability Report

Mr. Colson moved that the Board approve the 2012-13 Annual Accountability Report. Mr. Kuntz seconded the motion, and the members of the Board concurred unanimously.

9. Innovation and Online Committee Report

Chair Hosseini called on Mr. Lautenbach for the Innovation and Online Committee report. Mr. Lautenbach reported that the committee had an extensive discussion of the recommendations included in the Final Report of the Task Force on Postsecondary Online Education in Florida and endorsed the staff's proposed implementation plan for those recommendations.

A. Task Force on Postsecondary Online Education in Florida Final Report

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Mr. Lautenbach moved that the Board approve the implementation plan for the Task Force on Postsecondary Online Education in Florida Final report. Mr. Tripp seconded the motion, and the members of the Board concurred unanimously.

10. Budget and Finance Committee Report

Chair Hosseini called on Mr. Kuntz for the Budget and Finance Committee report. Mr. Kuntz reported that the committee has three action items.

A. Task Force on Postsecondary Online Education in Florida

Mr. Kuntz moved that the Board amend the 2014-2015 Board of Governors Legislative Budget Request to reflect \$250,000 for a lead institution to coordinate the development, delivery, and marketing of at least three for-credit Massive Open Online Courses for use by the State University System and to incorporate a quality framework, effective practices, and competency-based assessments. In addition, the lead institution, in collaboration with the Board of Governors staff, would lead a statewide working group to draft a statewide MOOC strategy to recommend to the Board of Governors, including guidelines for evaluating non-credit MOOCs. Mr. Tripp seconded the motion, and the members of the Board concurred unanimously.

B. 2013 New Fees and Tuition Differential Reports

Mr. Kuntz moved that the Board approve the 2013 New Fees and Tuition Differential Reports and direct staff to transmit the reports to the Legislature and the Governor. Mr. Beard seconded the motion, and the members of the Board concurred unanimously.

C. Performance Funding Model

Mr. Kuntz moved that the Board approve the performance funding model for implementation. Implementation is dependent upon the appropriation of new state monies for Fiscal Year 2014-15 to fund the model, and a grant of authority to reallocate a like amount of funds that the universities receive as part of their base funding through the General Appropriations Act. Mr. Colson seconded the motion. The motion passed 12-1 with Mr. Fassi voting no.

11. Concluding Remarks and Adjournment

Chair Hosseini said that he wanted to make sure that the Board is up to speed on current presidential searches. He called on Dr. Chopra to provide a report on the Florida A&M University Presidential Search. Dr. Chopra's reported that the Florida A&M Presidential Search was disbanded on March 22, 2013 to allow the university to

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direct its attention to accreditation. He said that Florida A&M University Board of Trustees Chair Solomon Badger asked the Search Committee to reconvene on October 3, 2013 after the SACS review was completed. Dr. Chopra further reported that the Committee held a number of meetings. He stated that the Committee met on October 17, 2013 and asked that the position be re-advertised for at least thirty days. He said that the Committee met on December 23, 2013 and received new applications from the search firm. He reported that the Committee met by conference call on December 27, 2013 to review and provide input into the process. He informed members that the Committee met by conference call on January 3, 2014 to review forty-nine applications and agreed to invite six candidates to interview in Orlando. Dr. Chopra reported that four candidates were interviewed in person by the Committee on January 6, 2014, and the committee forwarded two finalists to the Florida A&M University Board of Trustees. He stated that the Florida A&M University Board of Trustees interviewed the finalists on January 8, 2014 and took public comment. He stated that the Florida A&M University Board of Trustees voted on January 9, 2014 to select Dr. Elmira Mangum as the candidate for president. He reported that Dr. Mangum has significant executive higher education management. Dr. Chopra concluded that he feels that the process was followed and resulted in finding a suitable candidate.

Chair Hosseini asked Florida A&M University Board of Trustees Chair Solomon Badger if he had anything to add to Dr. Chopra's report. Mr. Badger reported that contract negotiations are underway with Dr. Mangum. He further reported that he will request confirmation of Dr. Mangum by the Board of Governors when the contract negotiations have concluded.

Chair Hosseini asked Ms. Link to provide a report on the Florida Atlantic University Presidential Search. Ms. Link reported that there were fifteen members on the Florida Atlantic University Presidential Search Committee including three members of the Florida Atlantic University Board of Trustees, a student, and members of the community. She further reported that the Committee received sixty-one applications and chose ten for interviews. She stated that the Committee interviewed nine applicants and advanced three finalists to the Florida Atlantic University Board of Trustees. She said that three finalists had a wide variety of skills – a business school dean, a university vice president, and an attorney who was appointed by former Governor Charlie Crist to the United States Senate. She concluded that these candidates will be interviewed by the Florida Atlantic University Board of Trustees on January 17, 2014, and the Board of Trustees is expected to make a selection at that time.

Chair Hosseini commented that the Board of Governors has the Constitutional responsibility for appointing the university presidents but has delegated that authority to the university boards of trustees. He stated that the Board of Governors will be looking closely at the process for selecting presidential candidates as well as asking questions of candidates brought before the Board of Governors for confirmation.

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Chair Hosseini stated that the next meeting on the calendar is scheduled for February 20, 2014 and that the University of South Florida has agreed to host that meeting. He stated that one or both of the presidential candidates may be brought before the Board of Governors for consideration of confirmation on February 20th.

Chair Hosseini reminded members that the 2014 Legislative Session begins on March 4, 2014. He also stated that the Board of Governors would be holding an in-person meeting in Tallahassee on March 19-20, 2014 at Florida State University.

Chair Hosseini called on Mr. Fassi to provide the Board with an update on the activities of the Florida Student Association. Mr. Fassi reported that the Florida State Association would be reviewing its Legislative agenda on January 17, 2014 at Florida Gulf Coast University. He stated that the Florida Student Association has a two-tiered agenda. He stated that first is a facilities request that complements the Board's 3-2-1 approach by asking that the System's facilities priorities be funded and that the Capital Improvement Trust Fund be bonded. Mr. Fassi stated that the effort has been dubbed the Hard Hats for Higher Education campaign and would be unveiled at the Capitol on February 5, 2014. Mr. Fassi reported that the second tier is focused on granting in-state tuition rates for certain qualified student groups including veterans. He further reported that February 26, 2014 would be Aim Higher Florida Day and each institution would have a rally focusing on these two priorities. He stated that March 26, 2014 would be the annual Rally in Tally.

Chair Hosseini recognized former Chair Dean Colson for his leadership over the past two years. He presented Mr. Colson with a resolution acknowledging his contributions to the Board of Governors specifically Mr. Colson's commitment to quality through the pre-eminent state research university program, the development of a performance funding model, and the creation of a task force to address the facilities funding crisis.

Chair Hosseini presented Mr. Colson with three books on Florida history - a recent book published by the University Press of Florida and written by Dr. Michael Gannon, Distinguished Service Professor Emeritus of History at the University of Florida as well as a set written in the 1920s by Caroline Mays Brevard, a history professor at the Florida State College for Women (now Florida State University).

Mr. Colson commented that the Board of Governors is a fine group who are generous with their time and commended the staff at the Board of Governors office. He said that the Board has made great progress and that he will be proud to be part of the future progress of the Board.

Chair Hosseini asked if any member had anything for the good of the order. Mr. Colson stated that there was a recent court opinion regarding guns on campus. He

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asked the Board's General Counsel Vikki Shirley whether she agreed with his opinion that the corrective action needed was from the Legislature and not the Board of Governors. Ms. Shirley stated that her opinion was that a Legislative resolution was needed. Mr. Colson said that he hoped that the Legislature would take a look at any failings in the current law to assist the university presidents in making sure that the campuses are safe.

Having no further business, the meeting was adjourned at 11:32 a.m. on January 16, 2014.

Mori Hosseini, Chair

Monoka Venters,
Corporate Secretary

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Talking Points
(As Prepared)

Florida Board of Governors State of the System Address
Mori Hosseini
January 16, 2014

As I enter my term as Chair of the Board, I want to begin by saying what a privilege it is to serve the State University System of Florida – and what an honor it is to work with the members of this Board. Each of you has demonstrated a deep commitment to higher education and the state of Florida by volunteering on this Board. I look forward to continuing to work over the next 2 years on making our System the best System in the country.

I am fortunate to share that work not only with the members of this Board but also with Chancellor Criser. Our new Chancellor understands the challenges that our System and the State of Florida face. He will effectively advocate for our System; he will carry our message to our State’s leadership and fight for our priorities. In his brief remarks at our November meeting, Chancellor Criser talked about our Board ensuring that the students, families, and citizens of Florida know that an investment in our higher education system is the best investment that can be made with public or private dollars.

Now you know that Chancellor Criser and I both started at the beginning of January, so we’ve only been at these new jobs for a couple of weeks. We thought that we would share with you pictures from each of our first day on the job. Here’s what I looked like on my first day as Chair:



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If you think that's bad, here's what Chancellor Criser looked like on his first day:



In all seriousness, higher education in Florida is at a critical time. We are on the cusp of greatness....and this Board is prepared to ascend to greatness.

This Board has worked hard over the past few years, and our efforts have paid off. The House, the Senate, and the Governor all trust our Board and our System to provide a high-quality, affordable education. This Board stands ready to move that good work forward.

Today, I will lay out a blueprint for how this Board will be laser-focused over the next 2 years. Laser-focused on 3 critical areas: **(1)** quality, **(2)** funding, and **(3)** System synergy – which is working together to create the best possible system of higher education.

In the area of quality, the Board of Governors must continue to lead...and to lead with focus. Our System has the future of the students – and in many ways of the State – in our hands. Our work will set the future for higher education in this great State, and that is a big responsibility. We must focus on what is good for the future of Florida – an educated and skilled workforce that will create more high-paying jobs is good for Florida. We must focus on attracting companies to Florida – companies that are looking for that educated, skilled workforce. We will build the 21st century Florida – a Florida with the most educated work force in the country.

We can harness the entrepreneurship that already exists in the System. Universities have always been incubators of new knowledge – that's the reason that businesses develop around universities. Just look at Stanford, MIT, Harvard, and the Research Triangle in North Carolina. Companies like **Cisco** go to North Carolina to be close to their great universities.

I want businesses to think about Florida's universities in the same way. I want companies across the nation and the world to place Florida at the top of their list of places to create jobs.

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Our universities already produce some unbelievable results. We are a good return on the State's investment. For example, we rank 5th in the country in bringing in critical research dollars.

Our System contributes 1.8 billion in research dollars to the State – the University of Florida led with 697 million dollars, and the University of South Florida is gaining ground at over 451 million dollars. Our researchers use these dollars to tackle the critical issues facing the world – developing new medicines and new technologies lead the list.

60% of those dollars – more than \$1 billion – comes from private contracts and contracts with the National Institutes of Health, the Department of Defense, the National Science Foundation and other federal agencies. That's a good return on investment.

Our universities have been awarded more patents in the past 5 years than anyone else in Florida. We were awarded 937 patents. Our closest competitor was Siemens Energy – and they were only awarded 356 patents during that five-year span. Another good return on investment.

Since 2003, the state has invested 84.5 million dollars in 11 centers of excellence located in our System. These centers have created jobs, collaborated with private industry, and produced 467 million dollars in competitive grants – that's a collective return on investment of \$5.52 for every state dollar invested. The 495 institutes and centers conducting research in our System average a \$4.85 return on investment for every state dollar invested, proving again that we are a good return on investment.

Look at the University of Florida. Congratulations are in order to Dr. Machen for raising 1.7 billion dollars in 5 years for his university. He also recently announced that he is looking to raise another 800 million dollars for the pre-eminence program over 10 years. And those my friends are a great return on investment. But, we can still get better. And we must.

This Board will partner with the universities to hold the System accountable for creating a high-quality educational experience. This Board will hold the universities accountable – and we will hold ourselves accountable.

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We have already done great work in the area of accountability. Our strong 3-pronged accountability system –

- our 2025 Strategic Plan,
- our Annual Accountability Reports, and
- our university work plans –

focuses on measures critical to improving Florida: operational efficiency, return on investment, and academic quality. That's why we are recognized nationally as a leader for our accountability work.

Our accountability report has shown us areas where the System excels. For instance, our System, compared to other systems, does an incredible job of getting students out of college in 6 years. And we continue to improve – graduating more students sooner – students who can go out and contribute to Florida's economy.

Our latest data show that 6-year graduation rates are up for all types of students – first-time-in-college and transfer students alike. In fact, we rank third among the 10 largest public university systems on our FTIC 6-year graduation rate at 68%. And over the last 4 years, this rate went up by 4%. Clearly we are heading in the right direction.

That said, 32% of our FTIC students do not graduate in 6 years. That does not tell the whole story. 6-year graduation rates in our System range from a high of 86% at UF to a low of 39% at FAMU and 40% at FAU. That is unacceptable. Just think what our overall system 6-year graduation rate *could* be if the universities with the lowest graduation rates increased their graduation rate. Think about how much better we can be. Wouldn't it be great to be ranked first in the U.S.?

Who said that we should *only* pay attention to 6-year graduation rates? What happened to graduating in 4 years? Most parents expect their children to graduate in 4 years! Why is our current 4-year graduation rate for the system 42%? 4-year graduation rates range from a high of 66% at UF to a low of 8%. That is completely unacceptable and obviously we have work to do here, too.

I also want this Board to do its due diligence. I want the Audit and Compliance Committee to take on new responsibilities. They will be the Board's vehicle for ensuring that the Board has undertaken its due diligence on the accuracy of data, especially data related to performance funding.

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I want this Board and its committees to be held accountable and that's us! I expect each of the committees to come before the Board in March with a 2-year plan outlining how that committee expects to contribute to this blueprint. Only by holding our System and ourselves accountable will we be able to succeed for our students and our State. We owe them our very best.

Now I want to turn to funding. Our Board has developed a performance funding model that will incentivize quality by assessing items like retention rates, graduation rates, and post-graduation success as well as providing university-specific metrics targeted to each institution's distinct mission.

We are fortunate to have leaders in this State who are supportive of our System and who care about the students. We understand their goals for our System. We want to be affordable, but we also want to meet the needs of our students – to provide them with the best education possible so that they can be productive citizens with good jobs. We know that we can rely upon the Governor, the Senate, and the House to support our System in achieving these goals by providing our universities with adequate funding for operations and facilities. The Governor and the Legislature prudently took \$300 million dollars from us when the economy was in dire straits. They had to balance the budget like any other business in the state. Now that the economy is growing again and unemployment is down, we need the State to fund us.

We desperately need funding for our 3-2-1 plan for facilities. What is the 3-2-1 plan? Very simple. We need 321 million dollars for facilities – that's the 3-2-1 plan. The 3-2-1 plan does not include a penny for new construction.

We need 87 million dollars for maintenance, 189 million dollars for completion, and 45 million dollars for renovation. The 3-2-1 plan supports facilities that the Legislature has already supported with partial funding. Our Board is focused on completing these crucial projects.

Compared to other Systems across the country, Florida invests relatively little in facilities. For instance, the New York System has spent 550 million dollars for the past 5 years on maintenance alone. Texas spent 475 million dollars on facilities for the University of Texas and Texas A&M systems. The University of California System issued 860 million dollars in century bonds in 2012 – topping MIT's record investment of 750 million dollars in its facilities.

MINUTES: BOARD OF GOVERNORS

JANUARY 16, 2014

Our 3-2-1 plan will be our countdown for success. This Board is not just asking for money.

We are looking for efficiencies and demanding collaboration. Our universities have taken up this challenge and made difficult choices to close 197 low-performing programs since 2008. Our 2 pre-eminent universities are leading the way in this effort. Florida State has terminated 55 programs since 2008, 36 of which were terminated in the Spring of 2013, and the University of Florida has terminated 30 programs. And the universities continued to look for efficiencies even after the economic picture started to improve.

I am proud of the universities for focusing on these efficiencies. FSU is receiving national recognition for its focus on balancing quality with efficiency. In fact, it was recently named as the "most efficient high-quality university in the country" by US News and World Report – for the second year in a row. Thank you Dr. Barron.

Our universities are also working together better than ever before. As just one example, I recently learned about a new initiative from Presidents Rosenberg, Hitt, and Genshaft. FIU, UCF, and USF are building a consortium dedicated to finding the best ways to collectively serve their unique student populations. This partnership among our state's 3 largest metropolitan research universities will ensure access to education that leads to productive jobs by maximizing the resources available in Florida's largest metropolitan centers.

I also want our System to collaborate with the other education sectors. I want to build on the conversations from the last two Academic and Student Affairs Committee meetings between our System and the Florida College System. I am relying on that Committee's Chair Norm Tripp and Vice Chair Wendy Link to ensure that this State's 2+2 System remains the envy of the nation. Thank you Dr. Hitt for having the best 2 + 2 program in our system, called direct connect.

I am also appointing Wendy Link to the Higher Education Coordinating Council. She will serve as our "link" not only to the Florida College System but also to the K-12 sector and the independent colleges in Florida.

I created an Innovation and Online Committee to look at innovations across the country and ensure that our institutions are at the forefront of new technologies. This

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Committee is chaired by Ned Lautenbach and held its first meeting yesterday. I expect that committee to act quickly – to assess the potential of new innovations and online learning as well as seek out existing best practices. Most importantly, this Committee will spur new thinking and take the System to the next level of innovation.

Next I want to talk about System synergy – or System teamwork. At the Trustee Summit in November, I talked a lot about creating System synergy, and I want to make that synergy a focus for the Board of Governors, the boards of trustees, and the universities. Our Board must collaborate with the boards of trustees to steer higher education policy for the State. We must continue to carefully select only the best candidates for Trustee positions and then strengthen our relationships with the local boards of trustees. Together, we can create the best System of higher education in the country.

We must, however, have synergy within the System to succeed. Our Board shares responsibility for System governance with the university boards of trustees. As we continuously refine the powers and duties of the Boards of Trustees, we develop our relationship with the members of the university boards. Chair Colson frequently said that many decisions can only be made by the university Boards of Trustees, and I agree with him completely. This Board trusts each university board of trustees to carry out the responsibilities set out for it in the Constitution – and to honor the trust placed in it by the citizens of Florida, the Governor, and our Board.

Two of the major responsibilities of the Board of Governors are to define the distinctive mission of each university and to ensure the well-planned coordination and operation of the State University System. To do this, we need to work even more closely with each university's board of trustees. I am launching a special initiative and calling upon each university's board of trustees to create a special committee to conduct a stress test of the university's operations.

Let me tell you what I mean by a stress test. The goal of the stress test is to review whether the university is financially resilient. We are asking the boards of trustees to conduct a stress test to diagnose how well their institutions are likely to perform in today's challenging environment. The trustees will review every program and every degree to see if students graduate on time without excess hours and get jobs. They will determine whether programs whose students do not graduate on time and get jobs should be closed.

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We have recently come through some difficult years because of the economy where we have all had to make some tough choices and decisions. How will institutions react if funding decreases dramatically once again? How can we be assured that our institutions can weather stressful conditions? What strategies would they employ to manage additional budget reductions? ...and What would be the likely impacts and outputs?

Over the course of the next few months, we will be communicating with the boards of trustees about the conditions of the “stress test” that we want you to conduct on your university. We expect that members of the Board of Governors and our staff will have conversations with boards of trustees and campus leadership during this exercise. We will be asking boards of trustees to report the results of the stress test to the Board of Governors in Fall 2014. I want to be clear that this work will be done by the trustees themselves – it will be hard work, but it will result in a better System.

Our Board will no longer accept low graduation rates, high excess hours, or degrees that don't create jobs or address workforce needs. Our Board will continue to demonstrate its ability to lead the System as we advance into the 21st century. We will continue to improve. Not only do I want our System to be the best System in the country, I want our System to be one of the best Systems in the world.

Our System has been changing, and we have worked hard on improving over the past few years. We have made great strides. As the American Council of Trustees and Alumni said, “Florida is rising”. We, however, have a long way to go. As I take over the reins, I want each of you to be ready to dig in and prepare for some hard work. We owe nothing less to the students, families, and taxpayers of our great state.

Thank you.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

March 20, 2014

SUBJECT: Chancellor's Report to the Board of Governors

PROPOSED BOARD ACTION

For Information Only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Chancellor Marshall Criser, III, will report on activities affecting the Board staff and the Board of Governors since the last meeting of the Board.

Supporting Documentation Included: None

Facilitators/Presenters: Marshall Criser, III

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
March 20, 2014

SUBJECT: Public Comment

PROPOSED BOARD ACTION

For Information.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Article V, Section H, Board of Governors Operating Procedures; Section 286.0114, Florida Statutes

BACKGROUND INFORMATION

Article V, Section H, of the Board of Governors Operating Procedures provides for public comment on propositions before the Board. The Board will reserve a maximum of fifteen minutes during the plenary meeting of the Board to take public comment.

Individuals, organizations, groups or factions who desire to appear before the Board to be heard on a proposition pending before the Board shall complete a public comment form specifying the matter on which they wish to be heard. Public comment forms will be available at each meeting and must be submitted prior to the plenary meeting.

Organizations, groups or factions wishing to address the Board on a proposition shall designate a representative to speak on its behalf to ensure the orderly presentation of information to the Board. Individuals and representatives of organizations, groups or factions shall be allotted three minutes to present information; however, this time limit may be extended or shortened depending upon the number of speakers at the discretion of the Chair.

Supporting Documentation Included: None

Facilitators/Presenters: Chair Mori Hosseini

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

March 20, 2014

SUBJECT: Performance Funding

PROPOSED BOARD ACTION

For Information Only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The president of each university will discuss the ten metrics from the Board of Governors' approved performance funding model and identify specific metrics that the university will focus on for improvement.

Supporting Documentation Included: None

Facilitators/Presenters: University presidents

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

March 20, 2014

SUBJECT: Consideration of Confirmation of Interim President for Florida State University

PROPOSED BOARD ACTION

Consider the confirmation of Dr. Garnett S. Stokes as the interim president of Florida State University as recommended by the Board of Trustees of Florida State University.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 1.001 University Boards of Trustees Powers and Duties.

BACKGROUND INFORMATION

Sub-paragraph (5)(d) of Regulation 1.001 provides, "In the event that a board of trustees selects an interim president, such selection is subject to confirmation of the candidate by the Board of Governors."

On March 7, 2014, the Board of Trustees of Florida State University selected Dr. Garnett S. Stokes to serve as the interim president of Florida State University effective close of business on April 2, 2014. By letter to Chair Mori Hosseini, Florida State University Board of Trustees Chair Allan G. Bense requested confirmation of Dr. Stokes' selection by the Board of Governors.

Florida State University provided the Curriculum Vitae of the candidate. Dr. Stokes has served as Provost and Executive Vice President for Academic Affairs at Florida State University since 2011. Previously, she spent 26 years at the University of Georgia serving as a faculty member and Chair in the Department of Psychology as well as the Dean of the Franklin College of Arts and Science.

The selection is pending confirmation by the Board of Governors.

Supporting Documentation Included: 1. Letter from Florida State University Board of Trustees Chair
2. Curriculum Vitae of the Candidate

Facilitators/Presenters: Mori Hosseini, Chair, Board of Governors
Leslie Pantin, Vice Chair, Florida State University Board of Trustees
Dr. Garnett S. Stokes, Candidate



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

March 14, 2014

Mori Hosseini, Chair
State University System of Florida
Board of Governors
325 West Gaines Street, Suite 1614
Tallahassee, FL 32399

Dear Chair Hosseini,

On Friday, March 7, 2014, the Board of Trustees at Florida State University (FSU) unanimously approved Dr. Garnett S. Stokes as interim president effective close of business April 2, 2014. Dr. Stokes has served as Provost and Executive Vice President for Academic Affairs at FSU since 2011. Dr. Stokes, who also holds an appointment as a professor in psychology at FSU, serves as the chief academic officer and the second-highest ranking administrator at the university. Dr. Stokes will serve while FSU conducts a national search for a new president.

In accordance with Board of Governors Regulation 1.001(5)(d), the Florida State University Board of Trustees requests confirmation by the Board of Governors of its selection of Dr. Stokes to serve as interim president.

Sincerely,

Allan G. Bense
Chairman

cc: Chancellor Marshall Criser
Dr. Garnett S. Stokes

GARNETT S. STOKES

PERSONAL DATA

Office Address: 212 Westcott Building
222 S. Copeland Avenue
P. O. Box 3061310
Tallahassee, FL 32306-1310

Home Address: 121 N. Monroe Street, Apt. 1107
Tallahassee, FL 32301

Phone: (850) 644-1765 (Office)
(706) 340-1632 (Mobile)
(850) 644-0172 (Fax)

E-mail Address: gstokes@fsu.edu

EDUCATION

May, 1977	B.A.	Carson-Newman College Jefferson City, Tennessee Major: Psychology; Minors: Political Science & Religion
March, 1980	M.S.	University of Georgia Athens, Georgia Area of Study: Measurement and Human Differences
December, 1982	Ph.D.	University of Georgia Athens, Georgia Area of Study: Industrial/Organizational Psychology

PROFESSIONAL EXPERIENCE

2011 – present	Provost & Executive VP for Academic Affairs, Florida State University
2004 – 2011	Dean, Franklin College of Arts and Sciences, University of Georgia
1999 - 2004	Head, Department of Psychology, University of Georgia
1997 - 2011	Professor, Department of Psychology, Applied Psychology Program, University of Georgia
1991 - 1999	Chair, Applied Psychology Program, University of Georgia
1990 - 1997	Associate Professor, Department of Psychology, Applied Psychology Program, University of Georgia
1985 - 1990	Assistant Professor, Department of Psychology, Applied Psychology Program, University of Georgia

PROFESSIONAL AFFILIATIONS AND HONORS

Fellow, Association for Psychological Science (APS)
Fellow, American Psychological Association (APA)
Fellow, Society for Industrial and Organizational Psychology (SIOP)
Phi Beta Kappa, Alpha of Florida
Summer Institute for Women in Higher Education Administration, Bryn Mawr (2002)
1997 PSI CHI Graduate Teaching Award
1993 PSI CHI Graduate Teaching Award
1990 State of Georgia Licensed Psychologist
1989 PSI CHI Graduate Teaching Award
1986 PSI CHI Graduate Teaching Award

ACADEMIC AND ADMINISTRATIVE SERVICE

Chair, Advisory Search Committee, Athletic Director, FSU (2013)
Chair, Search Committee, VP for Finance and Administration, FSU (2013)
Chair, Recruitment & Retention Committee, Diversity and Inclusion Council (2012 – present)
Chair, IT Governance Committee, FSU (2011- present)
Chair, Long Range Planning Subcommittee, Civic Center, FSU (2012-2013)
Co-chair, FSU United Way Campaign for Charity (2012)
Member, Florida Medical Practice Plan Board (2011-present)
Member, Athletics Board, FSU (2013 – present)
Member, Panama City, Panama Board (2013 – present)
Member, ERP Management Council
Member, FSU Research Foundation Board
Member, Council of Academic Vice Presidents, Board of Governors, Florida
Chair, Review Team for UGA Human Resources (2010-2011)
Chair, Search Committee for Associate Provost for International Education (2009)
Chair, Search Committee for Dean of College of Environment and Design (2007)
Chair, UGA's Campaign for Charities (2006)
Chair, Dean's Review Committee, College of Environment and Design (2005 – 2006)
Member, UGA's Task Force for Enhancing Research (2007)
Member, Review Team for Office of Vice-President for Research (2006 – 2007)
Member, UGA's Task Force on Enrollment Management (2006 - 2007)
Member, UGA's Task Force on Pay and Benefits for Low-Wage Earners (2006)
Member, UGA's Task Force on Fall Break (2006)
Member, University Council, (2004 – present)
Member, Executive Committee, APA Committee on Accreditation (2004)
Member, American Psychological Association Committee on Accreditation (2002 - 2004)
Head, Department of Psychology (1999- 2004)
Member, University Promotion and Tenure Appeals Committee (2003 - 2004)
Member, Steering Committee, Etowah Watershed Habitat Conservation Plan
Co-Chair, Review Committee for Comparative Literature, UGA (2001-2002)
Search Committee, Graduate School Dean (2001-2002)
Search Committee, VP for Instruction, UGA (2001-2002)
External Review Committee, Department of Psychology, Georgia Institute of Technology (2002)
External Review Committee, Department of Management, University of Tennessee (2000)
Chair, Applied Psychology Program, UGA (1991 - 1999)

American Psychological Society Program Committee, 1995-1996
Society for Industrial and Organizational Psychology Awards Committee, 1997 – 2000
Advisor, Students for Applied Psychology, UGA (1988 - 1999)
Member, Graduate Studies Committee (1991 - 1999)
Member, Research Participants Pool Committee (1985 - 1999)
Member, Grievance Committee (1985 - present)
Member, Undergraduate Studies Committee (1984 - 1991)
Member, Measurement Committee (1984 - 1988)
Member, Quantitative Committee (1984 - 1988)
Chair, Applied Program Student Selection Committee (1989 - 1990)
Member, Strategic Planning Committee (1993)
Member, Department Head Search Committee (1993 - 1994)
Member, Ad hoc Personnel Advisory Committees (1990 - 1999)

SELECTED LEADERSHIP/ADMINISTRATIVE TRAINING

10th Annual National Outreach Scholarship Conference, Athens, GA, September 28 – 30, 2009

Fundraising and Media Relations Workshop, The Osborne Group, September 2, 2009

Academic Affairs Symposium: The Challenged University: Communication and Collaboration in Good and Bad Times, March 27 – 28, 2009

Biennial Institute for Georgia Legislators, Athens, GA, December 8 – 9, 2008

ACE Network/Georgia Association for Women in Higher Education, Clayton State University, Georgia, November, 2008

Academic Affairs Symposium: Enhancing Faculty Impact through Engagement and Renewal, March 28 – 29, 2008

Council of Colleges of Arts and Sciences (CCAS) Washington Seminar, March 12 – 14, 2008

CASE Conference, Development for Deans, Boston, Massachusetts, February 20 - 22, 2008 & Montreal, Canada, October, 2004

Academic Affairs Symposium: Achieving Academic Excellence Through Rigor, Relevance, & Reflection, April 14 – 15, 2006

Council of Colleges of Arts and Sciences (CCAS) Development for Deans of Colleges of Arts and Sciences, Tucson, AZ, September, 2004

Academic Affairs Symposium: Enhancing the Undergraduate Experience through Discovery, Engagement, and Transformation, March 30 – 31, 2007

Southeastern Conference Academic Consortium: Deans of Arts and Sciences; bi-annually 2006-2011

HERS Summer Institute for Women in Higher Education Administration, Bryn Mawr College, Pennsylvania, Summer, 2002

ACADEMIC PUBLICATIONS

Books:

Stokes, G. S., Mumford, M. D., & Owens, W. A. (Eds.) (1994). Biodata handbook: Theory, research, and use of biographical information in selection and performance prediction. Palo Alto, Consulting Psychologists Press.

Mumford, M. D., Stokes, G. S., & Owens, W. A. (1990). Patterns of life adaptation: The ecology of human individuality. Hillsdale, NJ: Lawrence Erlbaum & Associates.

Peer Reviewed Articles, Book Chapters, and Reports:

Gilmer, P. J., Stokes, G. S., & Holbrook, K. A. (in press) Developing academic leaders in STEM. In Gilmer, P. J., Hansel, B., Miller, M. H. (Eds.), Alliances for advancing academic women: Guidelines for collaborating in STEM fields.

Yang, W., Stokes, G. S., Hui, C. H. (2005). Cross-cultural validation of Holland's interest structure in Chinese population. Journal of Vocational Behavior, 67, 379-396.

Stokes, G. S., & Cooper, L. A. (2003). Biodata. In J. Thomas (Ed.), Comprehensive handbook of psychological assessment: Industrial and organizational assessment (v.4). New York: John Wiley & Sons.

Johnson, C. D., & Stokes, G. S. (2002). Understanding the meaning, development and outcomes of breadth of vocational interests: A longitudinal investigation. Journal of Vocational Behavior, 61, 327-347.

Stokes, G. S., & Cooper, L. A. (2001). Content/construct approaches in developing life history measures for selection. International Journal of Selection and Assessment, 9, 1-14.

Stokes, G. S. (1999). One hundred years of biodata. Human Resource Management Review, 9(2), 111-116.

Stokes, G. S., Toth, C. S., Searcy, C. A., Stroupe, J. P., & Carter, G. W. (1999). Construct/rational biodata dimensions to predict salesperson performance: Report on the U.S. Department of Labor sales study. Human Resource Management Review 9(2), 185-218.

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Stokes, G. S., Barroso, C., Hecht, J., & Boyle, B. (1999). Personality, Values, Attitudes, and Life Experiences as Predictors of Occupational Choice: A Longitudinal Investigation. In Mervielde, I., Dreary, I., De Fruyt, F., & Ostendorf, F. (Eds.) Personality Psychology in Europe. Tilburg University Press.

Stokes, G. S., Searcy, C., & Toth, C. (1996). U. S. Department of Labor Biodata Project: Final Report. Detroit, MI: Northern Assessment Research and Development Center.

Stokes, G. S., & Toth, C. (1996). Background data. In R. S. Barrett (Ed.). Fair Employment Strategies. Quorum Books.

Stokes, G. S., Toth, C., & Searcy, C. (1996). Validation Methods Research Project: Final Report. Raleigh, NC: Southeastern Assessment Research and Development Center.

Iezzi, A., Stokes, G. S., Adams, H. E., Pilon, R. N., & Ault, L. (1994). Somatothymia in chronic pain patients. Psychosomatics, *35*, 460-468.

Stokes, G. S. (1994). Introduction and history. In G. S. Stokes, M. D. Mumford, & W. A. Owens (Eds.). Biodata handbook: Theory, research, and use of biographical information in selection and performance prediction. Palo Alto, CA: Consulting Psychologists Press.

Stokes, G. S., & Cooper, L. A. (1994). Selection using biodata: Old notions revisited. In G. S. Stokes, M. D. Mumford, & W. A. Owens (Eds.), Biodata handbook: Theory research and use of biographical information in selection and performance prediction. Palo Alto, CA: Consulting Psychologists Press.

Snell, A. F., Stokes, G. S., Sands, M. M., & McBride, J. R. (1994). Adolescent life experiences as predictors of occupational attainment. Journal of Applied Psychology, *79*, 131-141.

Stokes, G. S., Hogan, J. E., & Snell, A. (1993). Comparability of incumbent and applicant samples for the development of biodata keys: The influence of social desirability. Personnel Psychology, *46*, 739-762.

Russo, M., Stokes, G. S., Lahey, B. B., Christ, M. A. G., McBurnett, K., Loeber, R., Stouthamer-Loeber, M., & Green, S. M. (1993). A sensation seeking scale for children: Further refinement and psychometric development. Journal of Psychopathology and Behavioral Assessment, *15*, 69-86.

Stokes, G. S. (1992). Convergence of clinical and actuarial assessment: Life history subgroups. Applied Psychology: An International Review. [Reprinted keynote address]

Stokes, G. S., & Reddy, S. (1992). Use of background data in organizational decisions. In C. L. Cooper & I. T. Robertson (Eds.), International review of industrial and organizational psychology. London: Wiley.

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In Mumford, M., Stokes, G. S., & Owens, W. A., Patterns of life adaptation: The ecology of human individuality. Hillsdale, NJ: Lawrence Erlbaum & Associates.

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Anderson, L. M., & Stokes, G. S. (1989). Planting in parking lots to improve perceived attractiveness and security. Journal of Arboriculture, *15*, 7-10.

Stokes, G. S. (1988). Social and industrial/organizational psychologists: Friends or foes? Journal of Social Behavior and Personality, *3*, 85-92. [Reprinted: In M. R. Leary (1989; Ed.), The state of social psychology, Newbury Park: Sage.]

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Lautenschlager, G., & Shaffer, G. S. (1987). Reexamining the factor stability of Owens's Biographical Questionnaire. Journal of Applied Psychology, *72*, 149-152.

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Shaffer, G. S., Saunders, V., & Owens, W. A. (1986). Additional evidence for the accuracy of biographical information: Long-term retest and observer ratings. Personnel Psychology, *39*, 791-809.

Shaffer, G. S., & Anderson, L. M. (1985). Perceptions of security and attractiveness of urban parking lots. Journal of Environmental Psychology, *5*, 311-323.

Shaffer, D. R., & Shaffer, G. S. (1985). Intelligence: Measuring mental performance. In D. R. Shaffer, Developmental Psychology: Theory, Research, and Applications. Monterey, CA: Brooks/Cole Publishing Company.

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Varca, P. E., Shaffer, G. S., & McCauley, C. (1983). Sex differences in job satisfaction revisited. Academy of Management Journal, *26*, 348-353.

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Cooper, L. A., & Stokes, G. S. (1999). Development and Validation of a Biodata Form to Select Foreign Service Officers for the U.S. State Department. Iowa City, Iowa: ACT, Inc.

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Stokes, G. S., Crowley, C., Snell, A. F., & Stennett, R. B. (1994). Validation of the STM and the Electrical Skills Test Device for Selection of Mechanics and Electricians. Champaign, Illinois: Kraft General Foods.

Stokes, G. S., & Havill, V. (1994). Development and validation of a test battery to select Gas

Customer Service Dispatchers. Central Islip, NY: Long Island Lighting Company.

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Stokes, G. S., Snell, A. F., Nio-Woods, P., Thompson, K., Eastman, L., Wise, G. (1993). Development of a background experience inventory to select Southern Company Customer Service Representatives. Atlanta, GA: Southern Company.

Stokes, G. S., Cooper, L. A., Snell, A. F., Reddy, S., Eastman, L., Nio-Woods, P., Thompson, K., & Ogletree, C. (1993). Development of a background experience inventory to select Southern Company Engineers. Atlanta, GA: Southern Company.

Stokes, G.S., Eastman, L. J., Searcy, C., Cooper, L., Nio-Woods, P., Stewart, A., & Toth, C. (1993). Development and validation of a biodata inventory for selection MAC Tools distributors. Columbus, OH: MAC Tools, Inc.

Stokes, G. S. & Palmer, H. T. (1993). Development of a background questionnaire to select transport drivers. Houston, TX: Conoco Oil Company.

Stokes, G. S. & Gore, B. (1992). Validation of the P-3 Inventory. Greenville, SC: David Tollison, Ph.D.

Stokes, G. S., Palmer, H. T., Morris, D., Snell, A. F., & Allison, I. A. (1992). Validation of the Guilford-Zimmerman Temperament Survey for Use in the Selection of Gas Customer Service Specialists. Central Islip, NY: Long Island Lighting Company.

Palmer, H. T., Stokes, G. S., Allison, I. A., Morris, D., & Snell, A. F. (1992). Content validation of mechanic B performance exercise for selection of gas customer service specialists. Central Islip, NY: Long Island Lighting Company.

Stokes, G. S., Woods, P. N., & Gerks, J. (1992). Validation of Standard Timing Model for Selection of Mechanics and Operators. Fort Washington, PA: McNeil Consumer Products.

Stokes, G. S., Gore, B., Eastman, L., & Morris, D. (1992). Report on validation of a test battery in select machine adjusters and craftsmen. Reidsville, NC: American Tobacco Company.

Stokes, G. S., Snell, A., & Allison, I. A. (1992). Validation of Standard Timing Model for Selection of Mechanics. Philadelphia, PA: Merck, Sharp & Dohme.

Stokes, G. S., Allison, I. A., & Snell, A. (1991). Validation of Standard Timing Model for Selection of Mechanic-Technicians. Philadelphia, PA: Merck, Sharp & Dohme.

Stokes, G. S., Allison, I. A., & Reddy, S. (1991). Development of Firefighter Assessment Laboratory. Personnel Office: Clarke County Fire Department, Athens, GA.

Stokes, G. S., Cooper, L. A., & Eastman, L. (1991). Validation of Standard Timing Model for Selection of Operator A, Operator C, OCL Operator, Granulator, Set-up Mechanics, and Maintenance Mechanics. Personnel Office, Burroughs Wellcome, Montreal, Quebec.

Stokes, G. S., Jago, A., & Henderson, R. (1991). Validation of Standard Timing Model for Selection of Craftsmen and Set-up Mechanics. Personnel Office, Marion Merrell Dow, Kansas City, Missouri.

Stokes, G. S., & Palmer, H. (1991). Use of the Position Analysis Questionnaire (PAQ) for a Job Evaluation System at York Lithonia. Personnel Office, York Lithonia, Montreal, Quebec.

Stokes, G. S., Palmer, H., & Allison, I. (1990). Validation of the Standard Timing Model for Selection of Packaging Mechanic Artisans. Personnel Office, Rorer Pharmaceuticals, Fort Washington, PA.

Stokes, G. S., Palmer, H., Mayfield, D., Gore, B., Allison, I., & Henderson, R. (1990). Validation of the Standard Timing Model for Selection of Technicians. Personnel Office, Avondale Mills, Sylacauga, AL.

Stokes, G. S., Palmer, H., & Block, L. K. (1990). Use of the PAQ in a job evaluation system. Personnel Office, Lithonia Lighting, Conyers, GA.

Stokes, G. S., Allison, I., & Foster, M. (1989). Literacy audit. Personnel Office, Sara Lee Hosiery, Marion, SC.

Stokes, G. S., Block, L. K., Reddy, S., Boyd, J., & Foster, M. (1989). Development and Validation of a Test Battery for Secretarial Selection. Personnel Office, Burroughs Wellcome, Research Triangle Park, NC.

Stokes, G. S., & Foster, M. (1988). Development of Master Police Officer Assessment Lab. Personnel Office, City of Athens, Athens, GA.

Stokes, G. S. (1988). Comparison of Alternate Forms of the Standard Timing Model. Personnel Office, Hanes Hosiery, Inc., Winston-Salem, North Carolina.

Stokes, G. S., & Bracken, D. T. (1988). Use of the Standard Timing Model for Selection of Operators and Mechanics: Job Analysis and Validation. Personnel Office, Merrell-Dow Pharmaceuticals, Cincinnati, Ohio.

Stokes, G. S., & Cooper, L. A. (1988). Chatham County Entry-level Police Examination. University of Georgia, Carl Vinson Institute of Government, Athens, GA.

Stokes, G. S., & Cooper, L. A. (1988). Chatham County Entry-level Police Examination: Job Analysis and Test Development. University of Georgia, Carl Vinson Institute of Government, Athens, GA.

Stokes, G. S., & Bracken, D. T. (1987). Validation of the MacQuarrie Test for Mechanical Ability for Machine Operators. Personnel Office, Tambrands, Inc., Palmer, MA.

Shaffer, G. S., Block, L. K., Donnelly, T., Sloan, C. E., & Reddy, S. (1987). Use of the Standard Timing Model for Selection of Customer Service Representatives: Job Analysis and Validation. Personnel Office, Pitney-Bowes, Inc., Stamford, CT.

Shaffer, G. S., & Block, L. K. (1987). Validation of the Standard Timing Model for Selection of

Operators. Personnel Office, The Upjohn Company, Kalamazoo, MI.

Shaffer, G. S., & Block, L. K. (1987). Validation of the Standard Timing Model for Selection of Fixers at Hanes. Personnel Office, Hanes Hosiery, Inc., Winston-Salem, NC.

Shaffer, G. S., & Block, L. K. (1986). Preliminary validation study report for North American Philips Lighting Corporation, Personnel Office, North American Philips Lighting Corporation, Richmond, KY.

Shaffer, G. S., & Block, L. K. (1986). Validation of the Standard Timing Model for Selection of Mechanics at L'eggs, Personnel Office, L'eggs Products, Inc., Winston-Salem, NC.

Shaffer, G. S., & Block, L. K. (1985). Job Analysis and Evaluation: Machine Attendant on N. V. Philips and Wedgebase, Personnel Office, North American Philips Lighting Corporation, Richmond, Kentucky.

Bryant, L. D., & Shaffer, G. S. (1985). Final Report on "Train the Trainer" Program at Southern Tea Company, Personnel Office, Marietta, Georgia.

Shaffer, G. S., Bryant, L. D., Hogan, J., Lambert, G., & Bayless, A. (1985). Validation of Test Battery to Select Entry-level Employees at Liggett and Myers Tobacco Company, Personnel Office, Durham, North Carolina.

Shaffer, G. S., Lambert, G., Bryant, L. D., Hogan, J., & Bayless, A. (1984). Job Analysis for Tobacco Makers and Packers at Liggett and Myers Tobacco Company, Personnel Office, Durham, North Carolina.

Shaffer, G. S., Bryant, L. D., Hogan, J., & Lambert, G. (1984). Job Analysis for Entry-level Production Positions at Liggett and Myers Tobacco Company, Personnel Office, Durham, North Carolina.

Owens, W. A., & Shaffer, G. S. (1984). Development of a Biographical Questionnaire to Select Fingerprint Examiners for the FBI. Psychological Services, Atlanta, Georgia.

ACADEMIC PRESENTATIONS

Keynote Address:

Stokes, G. S. (1990, July). Clinical versus actuarial assessment: A convergence. Keynote address presented at The 22nd International Congress of Applied Psychology, Kyoto, Japan.

Invited Presentations:

International:

Stokes, G. S., Gatewood, R., Barroso, C., Hecht, J., & Boyle, B. (1996, July). Personality as a predictor of occupational attainment. Invited paper presentation at the Eighth European Conference on Personality, Ghent, Belgium.

National/Regional:

Meade, A. W., Hecht, J. E., Lautenschlager, G. J., Barroso, C. R., & Stokes, G. S. (2001, April). Using item response theory to identify beta change over time in Likert-scale job satisfaction data. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.

Riordan, C. M., Gatewood, R. D., Ciavarella, M. A., Gerard, J. G., Rutherford, M. A., Schaffer, B. S., & Stokes, G. S. (2000, August). Who gets ahead? A longitudinal study of biodata, personality, and career success. Poster presented at the annual meeting of the Academy of Management, Toronto, Ontario.

Mitchell, T. W. & Stokes, G. S. (2000, April). Ask the selection experts: Biodata. Roundtable discussion presented at the 15th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Stokes, G. S. (1999, April). Should biodata serve as an alternative to cognitive ability tests? Invited keynote address to Applied Psychology Conference, Valdosta State University, Valdosta, GA.

Stokes, G. S. (1998, April). Faking: An issue of integrity. Disentangling the effects of faking from social desirability: An examination of multiple measurement strategies. A. F. Snell, Chair. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX. (Invited Discussant)

Stokes, G. S., Searcy, C., & Toth, C. (1998, April). Is it rational to be empirical? An indepth look at an unresolved issue. In Biodata in selection: An investigation of constructs and keying methods. B. L. Hesketh, Chair. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX. (Invited)

Southwick, R., & Stokes, G. S. (1998, April). Antecedents of transformational and transactional leadership. In New frontiers in leadership research. R. H. Lucius, Chair. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX. (Invited)

Stokes, G. S. (1997, April). Biodata as an alternative to cognitive ability tests: Current issues and recent evidence. Presentation made to the Southeastern Industrial and Organizational Psychology Association, Atlanta, GA.

Stokes, G. S., & Searcy, C. (1995, May). Biodata Scoring Strategies: Rational versus empirical and general versus specific. Symposium titled Leveraging empirical keying procedures to advance theory in performance prediction. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.

Stokes, G. S. (1994, April). Methodological and theoretical issues in the construction of biodata predictors. Presented as discussant at the annual meeting of the Society of Industrial and Organizational Psychology, Nashville, TN.

Stokes, G. S. (1994, February). Use of biodata in selection. Presentation made to the Atlanta

Society of Industrial and Organizational Psychologists, Atlanta, GA.

Stokes, G. S. (1993, May). Furthering rationality in biodata research. Presented as discussant at the annual meeting of the Society of Industrial and Organizational Psychology, San Francisco.

Stokes, G. S. (1990, March). Teaching I/O Psychology in the 1990s. Chair of session at meeting of the Southeastern Industrial and Organizational Psychologists, Atlanta, GA.

Stokes, G. S. (1987, November). Do the people make the place? Biodata research in industry. Invited presentation to Psi Chi, University of Louisville, Louisville, KY.

Shaffer, G. S. (1987, April). New directions in life history research. Symposium at annual meeting of Industrial and Organizational Psychology Conference, Atlanta, GA.

Shaffer, G. S. (1985, April). Role of urban forestry in increasing perceptions of security. Invited address at conference on Managing the South's Urban Forests, Athens, Georgia.

Other:

Durley, J., Butts, M., & Stokes, G. S. (2004, August). Woodsy Owl isn't ubiquitously effective: Examining environmental information mediums. Paper presented at the annual meeting of the American Psychological Association, Honolulu, Hawaii.

Butts, M., Durley, J., & Stokes, G. S. (2004, August). Investigating environmental consciousness: Its correlates and possible antecedents. Paper presented at the annual meeting of the American Psychological Association, Honolulu, Hawaii.

Riordan, C. M., Gatewood, R. D., Ciavarella, M. A., Gerard, J. G., Rutherford, M. A., Schaffer, B. S., & Stokes, G. S. (2000, August). Who gets ahead? A longitudinal study of biodata, personality, and career success. Poster presented at the annual meeting of the Academy of Management, Toronto, Ontario.

Meade, A. W., Hecht, J. E., Lautenschlager, G. J., Barroso, C. R., & Stokes, G. S. (2000, August). Using item response theory to identify beta change over time in Likert-scale job satisfaction data. Poster presented at the annual meeting of the Academy of Management, Toronto, Ontario.

Stanley, S. A., Hecht, J. E., Montagiani, A. M., Stokes, G. S., Barroso, C. R., & Hause, O. R. (2000, April). Biodata item attributes in multiple samples: Validity and response distortion. Poster presented at the 15th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Schaffer, B. S., Riordan, C. M., Gatewood, R. D., & Stokes, G. S. (2000, April). Career success differentials between dual-earner males and females: The importance of family position variables. Poster presented at the 15th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Johnson, C. D., Mack, D. A., Hecht, J. E., & Stokes, G. S. (2000, April). Relating Holland's RIASEC and the big five longitudinally: Can the relationship withstand the test of time? Paper presented in symposium, Linking career-related constructs with personality, at the 15th annual

meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Stanley, S. A., & Stokes, G. S. (1999, May). Controlling faking with test format: An examination. Poster presented at the 14th annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Johnson, C. D., & Stokes, G. S. (1999, August). Understanding the meaning, development, and career outcomes of breadth of vocational interests: A proposed framework and longitudinal investigation. *Awarded Best Paper in Careers Division* at the 1999 Academy of Management Conference, Chicago, IL.

Stokes, G. S. (1999, August). My life as an I/O psychologist. Presentation made to the Applied Psychology Student Association, Athens, GA.

Hecht, J. E., Stokes, G. S., & Gatewood (1998, November). An examination of the relationship between job involvement and psychosomatic and physical health complaints. Poster presented at the Southern Management Association, New Orleans, LA.

Stokes, G. S. (1998, August). My life as an I/O psychologist. Presentation made to the Applied Psychology Student Association, Athens, GA.

Boyle, B., Stokes, G. S., Noble, B., Ellis, L., & Stanley, S. (1998, August). Forced-choice vs. Likert formats in personality assessment for selection. Poster presented at the annual meeting of the American Psychological Association, San Francisco, CA.

Toth, C. S., Stokes, G. S., Ellis, L., & Noble, B. (1998, August). Using personality to differentiate between Holland's groups. Poster presented at the annual meeting of the American Psychological Association, San Francisco, CA.

Barroso, C., Hecht, J., Stokes, G. S., & Gatewood, R. (1998, April). Profiles of work and nonwork satisfaction: A fifteen year follow-up. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.

Crowe-Taylor, M.A., Johnson, C. D., Meade, A., Montagliani, A., Stokes, G. S., & Gatewood, R. D. (1998, April). Biodata, interests, values, and achievement: Predictors of advanced degree attainment. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.

Stokes, G. S. (1997, October). Wading through the I's and the O's and the ID's of IO psychology. Presentation made to the Applied Psychology Student Association, Athens, GA.

Searcy, C. A., Stokes, G. S., & Toth, C. S. (1997, April). Use of bootstrapping to identify stable biodata predictors in small samples. Poster presentation at the annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO.

Stokes, G. S. (1996, November). Is life history all that matters? Presentation made to the Applied Psychology Student Association, Athens, GA.

Stokes, G. S., Boyle, B., Hecht, J., Crowe, M. A., Barroso, C., & Gatewood, R. (1996, October). Life history and personality as predictors of occupational choice. Paper presented at the

First Biennial Conference on Biodata, Athens, GA.

Gatewood, R., Hecht, J., Crowe, M. A., Stokes, G. S., Sarabia, C., & Barroso, C. (1996, October). Predicting adult work attitudes from pre-college biodata. Paper presented at the First Biennial Conference on Biodata, Athens, GA.

Solomonson, A., Stokes, G., & Gatewood, R. (1996, October). Exploring construct relations in personality and biodata scales. Paper presented at the First Biennial Conference on Biodata, Athens, GA.

Searcy, C. A., Stokes, G. S., & Toth, C. (1996, October). Report on the Department of Labor Sales Study. Paper presented at the First Biennial Conference on Biodata, Athens, GA.

Eastman, L., & Stokes, G. S. (1996, April). Understanding the early retirement decision: Beyond health and finances. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.

Stennett, B., Stokes, G. S., Thompson, K., & Wise, G. (1995, August). Prescreening of biodata items to prevent adverse impact. Poster presented at the annual meeting of the American Psychological Association, New York, New York.

Stokes, G. S., Toth, C. A., Ellis, L., & Elder, B. (1995, August). Development of a personality measure for career counseling of adults. Poster presented at the annual meeting of the American Psychological Association, New York, New York.

Stokes, G. S., Boyle, B., Nio-Woods, P., & Snell, A. F. (1995, May). College and post-college experiences as predictors of occupational attainment. Poster presented at an annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.

Toth, C., Cooper, L., Reddy, S., Thompson, K., Crowley, C., & Stokes, G. (1994, April). Further validation of biodata-formed subgroups. Paper presented at meeting of the Southeastern Psychological Association, New Orleans, Louisiana.

Toth, C., Crowley, C., & Stokes, G. S. (1994, October). Work Force 2000: Predicting effective teams through biodata. Paper presented at Conference on Work Teams Dynamics and Productivity in the Context of Diversity, Center for Creative Leadership, Greensboro, North Carolina.

Snell, A. F., Stokes, G. S., & Cooper, L. A. (1994, April). Toward a taxonomy of work performance. Poster presented at the annual meeting of the Society of Industrial and Organizational Psychology, Nashville, TN.

Stokes, G. S., & Havill, V. (1994, July). Personality and life history in the formation of developmental niches. Paper presented at the Seventh European Conference on Personality, Madrid.

Stokes, G. S. (1994, July). Personality and work performance: The importance of complex criteria. Paper presented at the Seventh European Conference on Personality, Madrid, Spain.

Stokes, G. S., Hogan, J. B., & Snell, A. F. (1993, May). Impression management: Influence

on biodata key development. Presented as part of symposium at the annual meeting of the Society of Industrial and Organizational Psychology, San Francisco.

Allison, I., Snell, A., & Stokes, G. S. (1992, May). Biodata as a predictor of occupational discontinuity. Poster presented at annual meeting of the Society Industrial and Organizational Psychology. Montreal, Quebec, CANADA.

Mayfield, D. L., & Stokes, G. S. (1992, March). Relationships regional between raters' demographic characteristics and the actual and perceived validity of job analysis ratings. Poster presented at meeting of the Southeastern Psychological Association, Knoxville, Tennessee.

Stokes, G. S., Snell, A. F., Gore, B. A., Allison, I. E., Weeks, A. J., & Owens, W. A. (1991, August). Adolescent life experiences as predictors of job choice. Poster presented at annual meeting of the American Psychological Association, San Francisco, CA.

Lance, C. E., Mayfield, D. L., Foster, M. R., Stokes, G. S., & Mecham, R. C. (1991, April). Development and validation of cross-job retraining time estimates based on the Position Analysis Questionnaire (PAQ). Poster presented at annual meeting of the Society of Industrial and Organizational Psychology, St. Louis, Missouri.

Iezzi, A., Stokes, G. S., & Adams, H. E. (1991, March). Assessment of chronic low-back pain psychophysiology during mental and physical stress. Paper presented at the annual meeting of the Society of Behavioral Medicine, Washington, D. C.

Iezzi, A., Stokes, G. S., & Adams, H. E. (1991, March). Somatization: The final common pathway of biopsychosocially determined health problems. Paper presented at the annual meeting of the Society of Behavioral Medicine, Washington, D. C.

Iezzi, A., Adams, H. E., Stokes, G. S., & Pilon, M. D. (1990, April). Prediction of dysfunctional chronic low back pain: Biobehavioral determinants. Paper presented at the meeting of the Society of Behavioral Medicine, Chicago, IL.

Snell, A., & Stokes, G. S. (1990, March). Examining life history prototypes: Does crystallization make a difference? Poster presented at meeting of the Southeastern Psychological Association, Atlanta, GA.

Iezzi, A., Stokes, G. S., Adams, H. E., Pilon, M. D., & Borenstein, M. (1989, June). Prevalence of somatization in a chronic low back pain population. Presentation at meeting of the American Psychological Society, Alexandria, VA.

Hogan, J. B., & Stokes, G. S. (1989, April). Influence of socially desirable responding on empirically validated biodata keys. Poster presented at the meeting of the Society for Industrial and Organizational Psychology, Boston, MA.

Stokes, G. S., Mecham, R. C., Block, L. K., & Hogan, J. B. (1989, April). Classification of persons and jobs. Poster presented at the meeting of the Society for Industrial and Organizational Psychology, Boston, MA.

Iezzi, A., Stokes, G. S., Adams, H. E., Pilon, M. D., & Averitt, S. E. (1989, March).

Relationship of functional capacity and psychological variables in chronic low back pain. Poster presented at meeting of the Society for Behavioral Medicine, San Francisco, CA.

Sloan, C. E., & Shaffer, G. S. (1987, March). The impact of central life interests on the work- nonwork satisfaction relationship. Poster presented at meeting of the Southeastern Psychological Association, Atlanta, GA.

Cooper, L. A., & Shaffer, G. S. (1987, March). Biodata used to predict career choice: Traditional versus nontraditional. Paper presented at meeting of the Southeastern Psychological Association, Atlanta, GA.

Shaffer, G. S., Mecham, R. C., Block, L. K., & Hogan, J. (1987, March). Life history variables as predictors of worker-oriented job elements. Paper presented at meeting of the Southeastern Psychological Association, Atlanta, GA.

Lautenschlager, G. J., Shaffer, G. S., & Blakley, B. (1986, August). Reexamining the component stability of Owens's Biographical Questionnaire. Paper presented at meeting of the American Psychological Association, Washington, D.C.

Shaffer, G. S. (1986, April). A follow-up to a classification of persons. Presentation made at the Institute for Behavioral Research seminar, University of Georgia, Athens, GA.

Blakley, B., Lautenschlager, G., & Shaffer, G. S. (1986, March). A comparison of male biodata and female biodata factors. Paper presented at meeting of the Southeastern Psychological Association, Orlando, FL.

Haney, L. G., & Shaffer, G. S. (1986, March). The effects of pay decisions on employees perceptions of job equity and satisfaction. Paper presented at meeting of the Southeastern Psychological Association, Orlando, FL.

Block, L. K., & Shaffer, G. S. (1986, March). Determinants of performance and satisfaction in private versus nonprivate work settings. Paper presented at meeting of the Southeastern Psychological Association, Orlando, FL.

Anderson, L. M., & Shaffer, G. S. (1985, March). Perceptions of security and attractiveness in urban areas. Paper presented at meeting of Southeastern Psychological Association, Atlanta, Georgia.

Shaffer, G. S., Jackson, K., Lautenschlager, G., Neiner, A., & Owens, W. A. (1985, March). What is the Best Predictor of Behavior? Twenty years of biodata research. Symposium presented at meeting of Southeastern Psychological Association, Atlanta, Georgia.

Dove, D., & Shaffer, G. S. (1985, February). Equal Employment Opportunity since 1960: An analysis of EEO laws in terms of contingencies of reinforcement. Paper presented at meeting of Human Resources Management and Organizational Behavior, Denver, CO.

Shaffer, G. S. (1983, March). A study of differential patterns of life and job satisfaction. Paper presented at the meeting of the Southeastern Psychological Association, Atlanta, Georgia.

Saunders, V., Shaffer, G. S., & Varca, P. E. (1983, March). A longitudinal study of sport

participation and life satisfaction. Paper presented at a symposium at the Southeastern Psychological Association, Atlanta, Georgia.

Shaffer, G. S., & Ames, S. P. (1983, March). The impact of social desirability and acquiescence on personal history measures. Paper presented at the meeting of the Southeastern Psychological Association, Atlanta, Georgia.

Lykins, K. B., Shaffer, G. S., & Varca, P. E. (1982, March). Antecedents of job involvement. Paper presented at the meeting of the Southeastern Psychological Association, New Orleans, LA.

Stokes, G. S., & McCauley, C. (1982, March). Sex differences in job satisfaction: An equity interpretation. Paper presented at the meeting of the Southeastern Psychological Association, New Orleans, LA. [Honorable Mention: Outstanding Student Research Award]

Smith, J. E., & Shaffer, G. S. (1981, August). Developmental antecedents of locus of control. Paper presented at the meeting of the American Psychological Association, Los Angeles, California.

Stokes, G. S. (1981, May). Use of a biographical questionnaire in the early identification of college dropouts. Paper presented at the meeting of the Southeastern Psychological Association, Atlanta, Georgia.

Mumford, M. D., & Shaffer, G. S. (1981, March). Developmental antecedents and behavioral correlates of positive and negative emotionality. Paper presented at the meeting of the Southeastern Psychological Association, Atlanta, Georgia.

Grant, D. L., Denning, D., Neiner, A., & Stokes, G. S. (1980, May). Use of assessment centers in police and fire departments. Paper presented at the meeting of the Georgia Psychological Association, Macon, Georgia.

Grant, D. L., Denning, D., Lee, J. A., Neiner, A., Jackson, K., Small, N., Stokes, G. S., & Thomas, L. (1980, March). Development of assessment centers for selection of police and fire department personnel. Symposium presented at the meeting of the Southeastern Psychological Association, Washington, D.C.

SELECTED ADMINISTRATIVE PRESENTATIONS AND SPEECHES/REMARKS

Franklin College Dean's Update: Bi-annual presentation to Franklin College Dean's Council, 2004-2011

Presentation, UGA Senior Administrators Retreat:

Graduate Education at UGA, August 28 – 29, 2008

Profile of UGA Faculty: Current and Future, August 24 – 25, 2006

College Fundraising Strategies, August 19 – 20, 2005

The Path to Promotion and Tenure, Presentation at New Faculty Colloquium, August 12, 2004

Introduction, Ambassador Gertrude Mongella (Pan-African Parliament), National Outreach Conference, Athens, GA, September 29, 2009

Introduction, Andrea Carson Coley Lecture, Michelle Cliff, University Chapel, April 17, 2009

Introduction, UGA Charter Lecture, Dr. Robert Hazen, University Chapel, March 18, 2009

Remarks, Dedication of Singer Moyer, Columbus, GA, November 17, 2008

Opening Remarks, German Studies Conference: "The Meaning of Culture," Athens, GA, March 28, 2008

Remarks, Dedication, Lamar Dodd School of Art, ARCH Foundation Trustees, September 4, 2008

Introduction, Coleman Barks and Art Rosenbaum, "Lion of the Heart," Reading and Performance, UGA Arts Festival, September 5, 2008

Introduction, UGA Arts Festival, Theatre performance of "Art," September 4, 2008

Introduction, Dr. Jim Young Kim (former head of HIV/AIDS program, World Health Organization & co- Founder, Partners in Health), Voices from the Vanguard Series, Global Diseases Lecture, February 12, 2008

Introduction, Natasha Trethewey, 2007 Pulitzer Prize for Poetry, UGA Alumni Association, Atlanta, GA, September 18, 2007

Remarks, Music Business Program Advisory Board Meeting, Atlanta, GA, August 11, 2007

Remarks, Franklin College in New York City, New York Friends and Alumni, Music Business Program, University Club, June 1, 2007

Remarks, "The Art of Science: Nano Structures Unstructured," Exhibit, Athens, GA, March 25, 2007

Opening Remarks, Symposium, "Democracy and Culture: The African Perspective," Symposium, Athens, GA, February 16 – 17, 2007

Remarks, "UGA in the Big Apple," Arader Galleries, James Cobb Lecture, NYC, December 5, 2006

Remarks, Dedication of Old College, October 13, 2006

Remarks, Campaign for Charities Kick-off Breakfast, October 5, 2006

Remarks, Alumni Association Board of Directors, Athens, GA, September 15, 2006

Remarks, New York City Alumni Reception, University Club, Jasper Johns Lecture (Professor Isabelle Wallace), June 2, 2006

Remarks, Redcoat Marching Band Send-off to China, Athens, GA, May 11, 2006

Opening Remarks, "African Democracy and Culture Symposium," February 16, 2006

Remarks, "The Gertrude Mongella – UGA Initiative," Opening Ceremonies of Pan African Parliament, Pretoria, South Africa, November 21, 2005

Opening Remarks, Byzantine Studies Conference, Georgia Center, October 28, 2005

Opening Remarks, Image and Substance Symposium, Georgia Museum of Art, May 27, 2005

Graduation Keynote Speaker, Department of Microbiology, University of Georgia, May 13, 2005

Introduction, Cantrell Lecture, Roger Penrose, Physics, May 2, 2005

Remarks, 25th Anniversary Celebration of Genetics Department, April 16, 2005

Opening Remarks, Four IMACS International Conference, April 11, 2005

Remarks, University of Georgia's Archway to Excellence Capital Campaign Kick-off Event, World Congress Center, Atlanta, GA, April 14, 2005

Remarks, Lamar Dodd School of Art Groundbreaking Ceremonial Luncheon, October 1, 2004

Remarks, Partnership for Reform in Science and Mathematics (PRISM) Dinner, September 7, 2004

Presentation, Women's History Month panel, "Pursuing the Equal Rights Amendment: Memories from the Early 1980s", Athens, GA, March 19, 2004

ORGANIZATIONAL CONSULTING

Organizations:

U. S. Department of Labor, Washington, D.C.
Graniteville Company, Graniteville, South
Carolina Kraft General Foods, Champaign, Illinois
Alabama Power Company, Birmingham, Alabama
Square D, Lincoln, Nebraska
Westvaco, Springfield, Massachusetts
Merck, Sharp, & Dohme, Philadelphia, Pennsylvania
American Tobacco Company, Reidsville, North Carolina
Long Island Lighting Company, Islip, New York
McNeil Consumer Products, Fort Washington, Pennsylvania
MacTools, Inc., Columbus, Ohio
Uniroyal, Baton Rouge, Louisiana
Meredith Associates, Westport, Connecticut
Dow Chemical, Geismar, Louisiana
Butler Shoes, Atlanta, Georgia
DuPont de Nemours, Wilmington, Delaware
Brown & Williamson Tobacco Corporation, Macon, Georgia
Psychological Services, Atlanta, Georgia
Bowman Transportation, Atlanta, Georgia
USDA, Food Science Inspection Service, Washington, D.C.
Liggett and Myers Tobacco Company, Durham, North Carolina
North American Phillips Lighting Corporation, Richmond,

Kentucky Southern Tea Company, Marietta, Georgia
L'eggs, Inc., Winston-Salem, North
Carolina Pitney-Bowes, Inc., Stamford,
Connecticut The Upjohn Company,
Kalamazoo, Michigan Hanes, Inc.,
Winston-Salem, North Carolina Chatham
County, Georgia Police Department
Tambrands, Inc., Palmer, Massachusetts
Merrell-Dow Pharmaceuticals, Cincinnati, Ohio
Athens, Georgia Police Department
Lithonia Lighting, Conyers, Georgia
Burroughs-Wellcome, Research Triangle Park, North Carolina
Westpoint Pepperell, Westpoint, Georgia
Conoco, Houston, Texas
Avondale Mills, Sylacauga, Alabama
Rorer Pharmaceuticals, Fort Washington,
Pennsylvania Clarke County Fire Department,
Athens, Georgia Burroughs Wellcome, Montreal,
Quebec
Marion-Merrell Dow, Kansas City, Missouri
Revlon Consumer Products, Phoenix, Arizona and Oxford, North Carolina
RJR Packaging, Winston-Salem, North Carolina
Merck, Wilson, North Carolina
ACT, Iowa City, Iowa

Examples of Work Completed for Organizations: Developed and validated biographical questionnaires; validated tests of mechanical ability for production jobs; conducted job analyses using multiple methods, such as the Position Analysis Questionnaire, task analysis, etc.; developed assessment centers and other selection/promotion tests for managers, police departments, and fire departments; investigated turnover problems; conducted workshops on conflict in organizations; conducted studies of organizational safety; developed test batteries for selection of secretaries and a number of different production jobs; evaluated a variety of training programs; conducted a job evaluation study; validated a large number of tests; served as expert witness.

PROFESSIONAL SERVICE

Editorial Board: Journal of Applied Psychology (1994 - 2002)
 Personnel Psychology (2002 – 2008)

Reviewer: American Psychologist
 Personnel Psychology
 Professional Psychology
 Human Relations
 Journal of Psychopathology and Behavioral Assessment
 Journal of Personality
 Journal of Behavioral Medicine
 Journal of Applied Social Psychology
 Journal of Organizational and Occupational Psychology
 National Science Foundation

Workshops: "The Nuts and Bolts of Biodata," Annual Meeting of the Society for Industrial and Organizational Psychology, Orlando, FL, May, 1995. (with Terry Mitchell)

"Finding the Past that Predicts the Future: Biodata in Selection" at the Personnel Testing Council of Metropolitan Washington, Washington, D.C., October, 1999.

"Ethics in Academia," Georgia Psychological Association, Atlanta, GA, September 12, 2001.

"Accreditation of Psychology Programs," American Psychological Association, Honolulu, Hawaii, August 2004.

"Ethics in I/O Psychology" Atlanta, GA, December, 2004.

STUDENT SUPERVISION AS MAJOR PROFESSOR

Lisa K. Block	M.S.	August, 1985
Gail Tomlinson	M.S.	August, 1985
Cynthia Hartley	M.S.	December, 1985
Carol Parker	M.S.	March, 1986
Chris E. Sloan	M.S.	August, 1986
Lisa Anne Cooper	M.S.	August, 1986
Jill Weeks	M.S.	December, 1988
Barbara Gore	M.S.	August, 1990
Kathryn Thompson	M.S.	March, 1996
Sarah Stanley	M.S.	June, 1998
Ragin Hause	M.S.	August, 1998
Douglas Johnson	M.S.	May, 1999
Claudia Barroso	M.S.	December, 1999
Mary Alice Crowe	M.S.	December, 1999
Dirk Baxter	M.S.	December, 1999
David Finch	M.S.	May, 2002
Weiwei Yang	M.S.	May, 2004
Gary Lambert	Ph.D.	December, 1987
James Hogan	Ph.D.	June, 1988
Wanda Ward	Ph.D.	June, 1990
Mary Russo	Ph.D.	June, 1991
Helen Palmer	Ph.D.	June, 1992
Jill Weeks	Ph.D.	June, 1992
Ina Allison	Ph.D.	August, 1992
Jeff Boyd	Ph.D.	December, 1992
Andrea F. Snell	Ph.D.	December, 1994
Ann Jago	Ph.D.	December, 1994
Mark Foster	Ph.D.	March, 1995
Patty Nio Woods	Ph.D.	December, 1995
Amy Stewart	Ph.D.	March, 1996

Lorrina Eastman	Ph.D.	March, 1996
Lisa Cooper	Ph.D.	March, 1998
Sarita Reddy	Ph.D.	March, 1998
Richelle Southwick	Ph.D.	March, 1998
Cheryl Toth	Ph.D.	May, 1999
Barbara Gore	Ph.D.	May, 2000
Carlton Crowley	Ph.D.	May, 2000
Ragin Hause	Ph.D.	December, 2000
Kathryn Thompson	Ph.D.	August, 2001
Amy Montagiani	Ph.D.	May, 2003
Sarah Stanley Fallaw	Ph.D.	May, 2003
Claudia Barroso	Ph.D.	December, 2003
Mary Alice Crowe-Taylor	Ph.D.	December, 2003
David Finch	Ph.D.	May, 2004
Janet Hecht	Ph.D.	December, 2005

REFERENCES

Available upon request

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

March 20, 2013

SUBJECT: Consideration of Amendments to Board of Governors Operating Procedures

PROPOSED BOARD ACTION

Consideration of Amendments to Board of Governors Operating Procedures

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Section 286.0114, Florida Statutes

BACKGROUND INFORMATION

Article VI, Section C is being amended to include the new Innovation and Online Committee as a Standing Committee of the Board, and to revise the title and scope of the Trustee Nominating and Development Committee to encompass the responsibilities of the committee related to governance. The new title of the committee is "Nomination and Governance."

Supporting Documentation Included: Board of Governors Operating Procedures

Facilitators/Presenters: Vikki Shirley

**OPERATING PROCEDURES OF
THE BOARD OF GOVERNORS OF
THE STATE UNIVERSITY SYSTEM OF FLORIDA**

ARTICLE I. CORPORATE NAME

The Board of Governors is a body corporate to be known as the “Board of Governors of the State University System of Florida.”

ARTICLE II. AUTHORITY AND RESPONSIBILITY

The Board of Governors (the Board) is the governing body of the State University System of Florida (the System) that is vested with all of the powers, duties and authority delegated to the Board by Article IX, Section 7 of the Florida Constitution for the operation, regulation, control, management and governance of the whole university system. The Board of Governors possesses such other authority granted under the Florida Constitution and as provided by the laws of Florida.

ARTICLE III. MEMBERSHIP OF THE BOARD

The Board of Governors is comprised of seventeen members. Fourteen members of the Board are appointed by the Governor and three members serve by virtue of their offices: the Commissioner of Education, the Chair of the Advisory Council of Faculty Senates, and the President of the Florida Student Association. The appointed members are confirmed by the Florida Senate and serve staggered terms of seven years. Such members shall serve until their successors are appointed and qualified. In the event of a vacancy of an appointed member by whatever cause, except for the expiration of a term, the Board shall request the Governor to appoint a successor to fill the vacancy for the remainder of the unexpired membership term.

ARTICLE IV. OFFICERS OF THE BOARD AND CHANCELLOR

Section A. Officers

The officers of the Board of Governors shall consist of the Chair, the Vice Chair, and the Corporate Secretary.

Section B. Selection of Officers and Term of Office

The Chair and Vice Chair shall be elected by a majority vote of the Board at a meeting held during the month of November of each odd-numbered year. The term of office shall commence on the first day of the January following the November election. Each officer shall serve for two years and may be re-elected for one additional consecutive two-year term. Any exception to this term of office shall be approved by a two-thirds vote of the members present at the meeting, provided there is a quorum.

Section C. Vacancy in Office

In the event of a vacancy in the office of the Chair, the Vice Chair shall assume the position of Chair and shall serve out the remainder of the Chair's term of office. In the event of a vacancy in the office of the Vice Chair, the Board shall hold a special election as soon as practicable to select a successor who shall serve out the remainder of the Vice Chair's term of office.

Section D. Chair

- (1) The Chair shall preside at all meetings of the Board and shall have the authority to call any special or emergency meetings of the Board.
- (2) The Chair shall appoint the members of all standing and ad hoc committees of the Board and select the chairs of such committees.
- (3) The Chair is authorized to execute all instruments and documents approved or issued by the Board or as delegated by the Board.
- (4) The Chair shall serve as the official spokesperson of the Board and shall exercise such other powers and duties that inure to the office of Chair of a body corporate.

Section E. Vice Chair

The Vice Chair shall perform the duties of the Chair and have the same power and authority in the absence or disability of the Chair.

Section F. Chancellor

- (1) The Chancellor is the chief executive officer of the Board and the State University System. The Chancellor shall perform all such duties as necessary to assist with the Board's implementation of its constitutional duties

and responsibilities related to the governance of the System. The Chancellor is responsible for the prompt and effective execution of all Board regulations, policies, guidelines and resolutions.

(2) The Chancellor shall serve as the Board's liaison for communications with university boards of trustees, university presidents and other university officers and employees, the Legislature, other state entities, officers, agencies, the media, and the public.

(3) The Chancellor shall keep the Board informed of all issues affecting or that may affect the System and make such recommendations to the Board for the development of any new regulations, policies or guidelines and any amendments to existing regulations, policies or guidelines.

(4) The Chancellor shall attend and participate in all meetings of the Board, its committees, and prepare and submit such reports as may be required by the Board or by law, or as deemed necessary by the Chancellor.

(5) The Chancellor shall be responsible for preparing and submitting an annual legislative budget requests for the System and the general office to the Board for approval and for recommending any amendments as may be required.

(6) The Chancellor shall be responsible for the efficient operation of the general office, and is authorized to enter into any contracts necessary for the operation of the Board and the general office, to employ all personnel and establish all policies and procedures incident to general office personnel and operations, to submit an annual legislative budget request for the general office to the Board for approval and for recommending any amendments as may be required, to provide any general office budgetary information as may be requested by the Board or Board Chair, to oversee all departments and functions, and to take any other actions as deemed appropriate by the Chancellor to foster efficient and effective Board operations.

Section G. Corporate Secretary

Upon recommendation of the Chancellor, the Chair shall select a member of the general office staff to serve as the Corporate Secretary. The Corporate Secretary shall serve at the pleasure of the Board and shall:

- (1) Maintain an accurate record of the proceedings of the Board;
- (2) Have custody of all official records and documents of the Board;

- (3) Have custody of the corporate seal of the Board, affix the seal to official documents and attest to same;
- (4) Notice all meetings of the Board as required by applicable law; and
- (5) Serve as agency clerk for the Board.

ARTICLE V. MEETINGS OF THE BOARD

Section A. Regular Meetings

There shall be no fewer than six regular meetings per year which shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

Section B. Special Meetings

The Chair may convene special meetings, including workshops or retreats, of the Board as deemed appropriate. Such meetings shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

Section C. Emergency Meetings

The Chair may convene a meeting of the Board for the purpose of acting on emergency matters affecting the System or as necessary to preserve the health, safety or welfare of the public. Such meetings shall be open to the public and the Board shall provide such notice of the meeting as is reasonable under the circumstances.

Section D. Use of Technology

Any meeting of the Board may be conducted through a telephone conference call or by any other technological means. Any such meetings shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

Section E. Agenda

The Chair, in consultation with the Chancellor of the System, shall approve items to be placed on the agenda for each Board meeting. Any member may request items to be placed on the agenda for discussion or action at a meeting, subject to approval by the Board. Any such item approved by the Board will be placed on the agenda for the next regularly scheduled meeting. All agenda

items and supporting documentation must be submitted to the Chancellor with sufficient time for distribution to the Board members at least seven days in advance of the meeting where the item will be considered.

Section F. Quorum and Voting

A majority of the members of the Board must be present to constitute a quorum to transact official business. The decision of the majority of members in attendance and voting on an issue shall prevail, unless otherwise provided herein. The vote upon any resolution, motion or other matter may be by voice vote, but the Chair may require a roll call vote if deemed appropriate. A member may abstain from voting only under those circumstances prescribed by law. Voting by proxy or by mail is not permitted.

Section G. Minutes

Minutes of the meetings of the Board shall be kept by the Corporate Secretary who shall file and preserve all minutes, agendas and agenda materials, notices, resolutions, and other documents pertaining to the business and proceedings of the Board. Records of the meetings, including any video or audio recordings, are public records subject to Chapter 119, Florida Statutes.

Section H. Appearances before the Board

Individuals, organizations, groups or factions who desire to appear before the Board to be heard on a proposition pending before the Board shall complete a public comment form specifying the matter on which they wish to be heard. Public comment forms will be available at each meeting and must be submitted prior to the plenary meeting of the Board. For meetings held telephonically, public comment forms can be obtained from the Corporate Secretary and must be submitted prior to the date of the meeting. Organizations, groups or factions wishing to address the Board on a proposition shall designate a representative to speak on its behalf to ensure the orderly presentation of information to the Board. The Board will reserve a maximum of fifteen minutes during the plenary meeting of the Board to take public comment. Individuals and representatives of organizations, groups or factions shall be allotted three minutes to present information; however, this time limit may be extended or shortened depending upon the number of speakers at the discretion of the Chair.

Section I. Parliamentary Rules

When not in conflict with any of the Board's Operating Procedures, regulations, policy, or state law, Robert's Rules of Order shall be utilized as a guide in conducting the meetings of the Board.

ARTICLE VI. COMMITTEES

Section A. Purpose

The Chair shall have the authority to establish standing and ad hoc committees of the Board. Standing and ad hoc committees of the Board shall consider matters that are encompassed within the subject matters assigned to each committee and make recommendations to the Board. Unless specifically delegated or otherwise provided by Board regulation, authority to act on all matters is reserved to the Board.

Section B. Membership and Quorum

The Chair of the Board shall have the authority to appoint and remove members of each committee, and select committee chairs. A majority of committee members present at a committee meeting constitutes quorum for purposes of committee business.

Section C. Standing Committees

The standing committees of the Board and the scope of responsibility for each committee is as follows:

(1) *Academic and Student Affairs*: The activities of this committee shall include, but not be limited to, providing leadership for the development of system-level policy regarding admissions, articulation, academic programs, research and economic development, and student support services for the System; the review and approval of academic programs, limited access requests, and exceptions to state mandated program lengths; and regulations and issues relating to the aforementioned areas of responsibilities.

The committee shall identify and address issues that are critical to the well-being of state university students through regular contact with and input from the SUS Council for Student Affairs and the Florida Student Association. In addition, the committee is responsible for issues associated with the System's efforts in research and economic development.

(2) *Audit and Compliance*: The activities of this committee are governed by the *Audit and Compliance Committee Charter* (Charter) that articulates the committee's duties and responsibilities. The committee's responsibilities, as they relate to the operation and management of the Board, are to provide oversight of activities related to internal audit, financial controls, compliance and ethics; to review significant accounting and reporting issues and confirm appropriate management responses; to review risk assessment methodologies and risk

management policies; to assess the effectiveness of the internal control system; and to review and confirm appropriate management response to any report of significant audit or compliance-related findings and recommendations.

The committee's responsibilities, as they relate to the operation and management of the System, are to act as a liaison with university boards of trustees; review university independent ~~audited financial statement reports~~ financial and operational and internal university audit reports; identify trends in these reports and confirm that adverse trends are being addressed; initiate inquiries if the committee has reasonable cause to believe a university is not providing for appropriate response to significant or repeat audit findings; direct the Board's Inspector General to conduct an inquiry or investigation if the committee has reasonable cause to believe that a university board of trustees is unwilling or unable to provide for objective investigation of credible allegations of fraud or other substantial financial impropriety; and ~~work collaboratively with universities to develop resources that will support sound audit and financial compliance practices.~~ perform due diligence to help ensure the accuracy of data submitted to the Board.

(3) *Budget and Finance:* The activities of this committee shall include, but not be limited to, the review of annual operating budget guidelines and legislative budget requests, university operating budgets, annual financial statements, tuition differential proposals, new fees, increases to existing fees, flexible tuition policies, select regulations and other budgetary or financial issues that may arise.

(4) *Facilities:* The activities of this committee shall include, but not be limited to, the approval of the annual system-wide Fixed Capital Outlay Legislative Budget Request, concurrency requests and applicable regulations; the issuance of debt; the facilitation of the Public Education Capital Outlay and Alec P. Courtelis Facility Enhancement Challenge Grant project lists; and monitoring of any financial or facility-related matters which may occur.

(5) *Health Initiatives Committee:* The activities of this committee shall include, but not be limited to, providing leadership for the development of system-level policy regarding health initiatives. The Committee is responsible for all issues associated with medical education in the System including evaluation of the opportunities and challenges for the System's medical schools, especially relating to the development of a strategic plan for advancing the quality and coordination of health initiatives across the System.

(6) *Legislative Affairs:* The activities of this committee shall include, but not be limited to, the development and implementation of strategies for advocacy of the Board's legislative agenda to the Legislature, Governor, and appropriate constituent groups. The committee is also responsible for coordination of the involvement of other Board members and external

stakeholders.

(7) *Strategic Planning*: The activities of this committee shall include, but not be limited to, providing leadership for the development of the System Strategic Plan and the subsequent monitoring of progress toward System goals; the review and approval of institutional strategic plans; the review of University Work Plans; the review and approval of the System Annual Reports; and select regulations and issues regarding System structure and other topics related to strategic planning and performance monitoring.

(8) ~~*Trustee Nominating and Development*~~ *Nomination and Governance*: The activities of this committee shall include, but not be limited to, the review and recommendation of applicants to serve as trustees on the university boards of trustees. The committee is ~~also~~ responsible for enhancing interaction and communication between members of the Board of Governors and members of the boards of trustees, and for addressing matters related to the governance of the State University System including, but not limited to, the delegation of authority to university boards of trustees.

(9) *Innovation and Online*: The activities of this committee shall include, but not be limited to, investigating policies and best practices for transformative and innovative approaches to the delivery of higher education. The committee will engage thought leaders to assist in exploring initiatives that may include systemwide cost efficiencies and effectiveness for university programs and services, credentialing, funding models for online education, collaborating for online course and/or program production and delivery, and meeting workforce needs through online education.

(10) *Tuition Appeals*: This committee, consisting of the Chair of the Board and the Chair of each Board committee, shall hear all university appeals associated with the Board's denial of a university's tuition differential, new fee, or flexible tuition proposal.

ARTICLE VII. CONFLICT OF INTEREST

Members of the Board shall adhere to the provisions of the Code of Ethics for Public Officers in Chapter 112, Part III, Florida Statutes, and Board of Governors Regulation 1.006.

ARTICLE VIII. AMENDMENT OR SUSPENSION OF PROCEDURES

Section A. Amendments

The Board's Operating Procedures may be amended or repealed by a two-thirds vote of the members present at any regular meeting, provided there is a quorum and that such proposed amendment or repeal has been publicly noticed prior to the meeting at which the proposed action is to be taken.

Section B. Suspension of Operating Procedures

Any provision of the Board's Operating Procedures may be suspended by a two-thirds vote of the members present in considering any matter to come before the Board, provided there is a quorum.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS

March 20, 2014

SUBJECT: Approval of Awards for the Target Educational Attainment Grant Program

PROPOSED BOARD ACTION

For approval.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Board of Governors Commission on Florida Higher Education Access and Degree Attainment was created by Chair Dean Colson on May 16, 2012 in order to focus on how Florida is currently addressing the statewide need for future degree attainment. The final report of the Commission was approved at the November 2013 meeting of the Board of Governors. In addition, the Board of Governors approved a Solicitation for Grant Applications (SGA) designed to allocate \$15 million in legislatively appropriated grant funds on a competitive basis to institutions to address the targeted program areas identified in the Commission's gap analysis.

Applications were due on February 3, 2014. Twelve applications were received. Each application was read and scored by a member of the Review Committee to arrive at a total score ranging from 0 to 100. The Review Committee met twice, resulting in the recommendation of applications that should be funded. The recommendations of the Review Committee were presented to the Commission on Florida Higher Education Access and Degree Attainment on March 3, 2014.

The evaluation criteria were focused on the three objectives of the grant:

Criteria Group One: Criteria which relate to the projected number of new graduates who will earn degrees in the targeted program.

Criteria Group Two: Criteria which relate to increasing the probability that graduates who have earned degrees in the targeted programs will be employed

in the occupations indentified in the supply/demand gap analysis.

Criteria Group Three: Criteria which relate to evidence that the proposal can be faithfully implemented with quality by the state university or consortium of institutions that include a state university.

If approved, all grantees are required to spend the funds by the end of the 2014-2015 academic year and submit biannual reports to document outcomes, including number of graduates entering the high demand field, for a five year period ending in 2017-2018 academic year. The goal of the grant program is to decrease the workforce gaps at the baccalaureate level in these high demand areas. A tally of how much the gaps will be reduced has been built into evaluation criteria.

Supporting Documentation Included: Information located in the Academic and Student Affairs Committee materials.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

March 20, 2014

SUBJECT: Public Notice of Intent to Establish Board of Governors Regulation 8.005
General Education Core Course Options

PROPOSED BOARD ACTION

Consider approval of the public notice of intent to establish Board of Governors
Regulation 8.005 General Education Core Course Options

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Board of Governors Regulation
Development Procedure

BACKGROUND INFORMATION

The proposed Board of Governors Regulation 8.005 will provide direction for the implementation of significant revisions to the general education program requirements as stated in Section 1007.25, Florida Statutes. The statute was initially amended by the 2012 Legislature and was further amended by the 2013 Legislature.

To respond to the legislation, specific general education core course options for state university and college undergraduate students were identified as a result of extensive work done by a statewide, cross-sector General Education Steering Committee. The Committee, consisting of faculty representatives of the State University System (SUS) and Florida College System (FCS), worked directly with cross-sector faculty discipline committees during 2012 and 2013 to identify specific core course options in the five subject areas of communication, humanities, mathematics, natural sciences, and social sciences. During this period, the draft recommendations were distributed to the chief academic officers of the SUS and the FCS. Through this review process, feedback from SUS and FCS faculty governance and administrative groups was received and incorporated into the recommended set of general education core course options. The draft recommendations were also reviewed and approved by the chancellors of both sectors.

This regulation was reviewed by the Council of Academic Vice Presidents, Council of Student Affairs, university general counsels, and other state university academic administrators. Minor revisions to the draft regulation were made based on the university review.

The general education core course options are also being codified in State Board of Education rule for Florida College System students.

Pursuant to the regulation procedure adopted by the Board at its meeting on March 23, 2006, the Board is required to provide public notice by publication on its Internet Web site at least 30 days before adoption of the proposed regulation.

Supporting Documentation Included:

Information located in the Academic and Student Affairs Committee materials.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

March 20, 2014

SUBJECT: Further Consideration of Strategic Plan Alignment: Revision of Florida Agricultural and Mechanical University's Accountability Metrics

PROPOSED BOARD ACTION

Approve a technical change for Florida Agricultural and Mechanical University's graduation rates.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

This is a technical change to FAMU's graduation rates to account for the degrees awarded during the Summer of 2013 that were not included in the initial report due to FAMU's late submission of the data. Most notably, this change revises their six-year First-time -in-College (FTIC) graduation rate, for the 2007-13 cohort, from 39% to 41% and increases the points earned under the Board's Performance Based Funding model (from 27 to 29 points). There is, however, no change in the funds allocated to the universities.

Supporting Documentation Included: Information located in the Strategic Planning Committee materials

Facilitators/Presenters: Governor Colson

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

March 20, 2014

SUBJECT: Mission Change for New College of Florida

PROPOSED BOARD ACTION

Approve a mission change for New College of Florida.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The New College of Florida's current mission is to offer undergraduate degrees only. New College of Florida wishes to expand its mission to include graduate certificate or master's degree programs in targeted areas.

New College's faculty has held campus-wide discussions about offering graduate certificates and degrees and voted to approve this change in mission on December 11, 2013. The request went to New College's Board of Trustees on January 16, 2014 in a teleconference call and they, too, approved the change.

The Board of Governors is constitutionally responsible for defining the distinctive missions of the institutions in the State University System. A change in mission requires Board approval and, in this case, minimal statutory changes to section 1004.32, Florida Statutes which describes New College as a "4-year residential liberal arts honors college" that serves undergraduates. It is expected that by changing its mission New College of Florida will be able to build upon its unique strengths while further enabling its fiscal viability. At the Board's Strategic Planning Committee, New College of Florida President Donal O'Shea made a presentation requesting a change in mission to be a master's-level degree granting institution.

Supporting Documentation Included: Information located in the Strategic Planning Committee materials.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

March 20, 2014

SUBJECT: Auxiliary Facilities that have Bond Covenants Requiring Approval of
Estimated 2014-2015 Operating Budgets.

PROPOSED BOARD ACTION

Approve estimated 2014-2015 operating budgets for auxiliary facilities that have bond covenants requiring Board approval.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

An auxiliary enterprise, as defined by the National Association of College and University Business Officers (NACUBO) in the College and University Business Administration Manual, is "an entity that exists to furnish a service to students, faculty, or staff, and that charges a rate directly related, but not necessarily equal, to the cost of the service". One of the distinguishing characteristics of auxiliary enterprises is that they are managed as self-supporting activities. Some examples of auxiliary enterprises are housing operations, university bookstores, food services, student health centers, parking services, and continuing education. Many auxiliary enterprises have debt service commitments for the construction of facilities that must be repaid from pledged revenues from operations.

Section 1010.60, Florida Statutes, authorizes the issuance of bonds or other forms of indebtedness pursuant to the State Bond Act to finance or refinance capital projects authorized by the Legislature. Specific covenants, as set forth in the authorizing resolutions of certain bond issues, require approval of estimated operating budgets for the upcoming fiscal year at least ninety (90) days preceding the beginning of the fiscal year. The state universities historically submit annual operating budgets for their auxiliary operations approximately forty-five (45) days after the beginning of the fiscal year; therefore it is necessary for each affected institution to develop and submit, in advance, an estimated operating budget for all facilities with outstanding bond issues containing the operating budget approval covenant language.

The following universities have outstanding bond issues that require Board of Governors approval: the University of Florida, Florida State University, Florida A&M University, the University of South Florida, Florida Atlantic University, the University of Central Florida, and Florida International University.

A review of each university's information for auxiliary facilities affected by the specific bond covenants indicates that there will be sufficient revenues to meet the estimated level of operational expenditures and debt service payments for fiscal year 2014-2015.

Supporting Documentation Included: Information located in the Budget and Finance Committee materials.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

March 20, 2014

SUBJECT: Overview of Committee Priorities

PROPOSED BOARD ACTION

For Information Only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Chair of each of the Board's standing committees will present the committee's priorities for the next two years.

Supporting Documentation Included: Committee priorities

Facilitators/Presenters: Standing committee chairs



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

Academic and Student Affairs Committee 2014-2015 Committee Priorities

To help guide the work of the Academic and Student Affairs Committee, the Committee will address the topics described below during 2014-2016.

Coordination of Academic Affairs with the Florida College System

General areas of academic mutual interest between the Florida College System and the State University System, including articulation and transfer, Florida's 2+2 program, baccalaureate degree development, and the work of the Articulation Coordinating Committee.

Student Retention and Time-to-Degree

Continued examination of student retention, a topic initiated last year with the Council for Student Affairs, and time-to-degree issues. The Committee will review data, policies and practices regarding student patterns of enrollment and intensity-of-effort at individual universities, including "swirling" and "churning," transfer activity, online and hybrid course enrollments, and part-time attendance. As an example, are there patterns of transfer student attendance throughout their entire baccalaureate degree pathway that improve their chances of successfully graduating within a reasonable period of time? As part of its review, the Committee will consider whether there are recommended strategies that positively affect retention and time-to-degree.

The CAVP Academic Coordination Project

Continued monitoring and regular updates of the Council for Academic Vice Presidents' (CAVP) Academic Coordination Project, including consideration of programs proposed by the new online arm of the University of Florida and Florida Polytechnic University, a review of programs approved and programs terminated, and a follow-up of programs for which some concerns were registered at the proposal stage.

A Review of Research, Innovation and Workforce Development in the SUS

An examination of the extent of research within the SUS, including

- dollars received from federal and other sources, direct and indirect economic impacts, employment impacts, patents and licenses, and commercialization;
- the purposes for research, including graduate education as well as the expansion of knowledge;

- the role of the faculty in research, including research productivity and reward systems; and
- best practices in research.

Regulatory Items

Doctoral program approvals (June and November)

Student Affairs (veterans, hazing, safety)

Academic quality (accreditation, excess hour and limited access requests for bachelor's degree programs)

Academic and Student Affairs Committee 2014 – 2015 Committee Priorities: Draft Schedule of Board Item Topics

March 2014	<ul style="list-style-type: none"> • Discussion: Coordination of FCS and SUS Baccalaureate Degree Offerings—Web Application Development • Approval: Gap Analysis (TEAm) Grant Awards • Discussion: Research, Innovation and Workforce Development in the SUS
June 2014	<ul style="list-style-type: none"> • Approval: PhD Proposals • Approval: Year End Report of the TEAm Gap Analysis and I.T. Grants
September 2014	<ul style="list-style-type: none"> • Discussion: Student Retention and Time-to-Degree • Discussion/Update: Annual CAVP Academic Coordination Project (overview—approvals, terminations, issues)
November 2014	<ul style="list-style-type: none"> • Approval: PhD Proposals • Discussion: Research, Innovation and Workforce Development in the SUS
January 2015	<ul style="list-style-type: none"> • Discussion: Coordination of Academic Affairs with the Florida College System: <ul style="list-style-type: none"> ○ Baccalaureate Degree Offerings ○ AS to BS Transfer
March 2015	<ul style="list-style-type: none"> • Discussion: Research, Innovation and Workforce Development in the SUS • Discussion: Student Retention and Time-to-Degree • Discussion: Coordination of Academic Affairs with the Florida College System: <ul style="list-style-type: none"> ○ Baccalaureate Degree Offerings ○ AS to BS Transfer
June 2015	<ul style="list-style-type: none"> • Approval: PhD Proposals • Approval: Year End Report of the TEAm Gap Analysis Grants
September 2015	<ul style="list-style-type: none"> • Discussion: Student Retention and Time-to-Degree • Discussion/Annual Update: CAVP Academic Coordination Project (overview—approvals, terminations, issues)

November 2015	<ul style="list-style-type: none"> • Approval: PhD proposals • Discussion: Research, Innovation and Workforce Development in the SUS • Discussion: Coordination of Academic Affairs with the Florida College System <ul style="list-style-type: none"> ○ Baccalaureate Degree Offerings ○ AS to BS Transfer

NOTE: Requests for approval of Limited Access Status and the Exception to 120 credit hours to degree for baccalaureate programs will be scheduled for consideration as they are received. Consideration of new or amended board regulations will also be taken up as needed.



Audit and Compliance Committee 2014-2015 Committee Priorities

The Audit and Compliance Committee (AACC) has adopted a four point, two-year plan in support of Chair Hosseini's priorities of quality, funding and System synergy which are focused on creating the best possible system of higher education.

Plan Item	Chair Priority	Plan Item Description
Charter	Quality	<p>The AACC Charter articulates the powers and duties which help foster a management environment committed to integrity, efficiency, sound financial controls, and accountability for the State University System.</p> <p>With regard to the Board Office, the AACC:</p> <ul style="list-style-type: none"> • Approves the Charter for the Office of Inspector General and Director of Compliance (OIGC); • Approves risk assessments and internal audit work plans prepared by the OIGC; • Directs the OIGC to perform audits of board office operations; • Reviews the results of OIGC preliminary inquiries and provides direction on further audit and/or investigative activities; • Reviews the operational and financial audits, management reviews, and investigations of board office operations and system institutions; • Reviews corrective actions taken in response to board office and system institution audits, reviews and investigations; and • Guides the OIGC in establishing and maintaining strong working relationships with external auditors and other stakeholders. <p>With regard to the State University System, the AACC:</p> <ul style="list-style-type: none"> • Acts as a liaison with the university boards of trustees audit committee; • Directs the OIGC to conduct, coordinate, or request investigations when the AACC has reasonable cause to believe that a university board of trustees is unwilling or unable to provide for objective investigation into allegations related to waste, fraud, or financial mismanagement within a state university. • Reviews university financial and operational audits; • Identifies adverse trends and evaluates university actions to address such trends; and

Plan Item	Chair Priority	Plan Item Description
		<ul style="list-style-type: none"> Initiates inquiries when the AACC has reasonable cause to believe that a university is not providing for appropriate response to significant adverse findings.
Update Charters	Quality and Synergy	<p>At the November 2013 AACC meeting, Chair Levine directed the OIGC to review and update, as necessary and appropriate, both the AACC Charter and the OIGC Charter. This process, currently underway, is to include an evaluation of the Office’s positions descriptions as well as sources of authority (i.e., Florida Constitution, statutes, rules and regulations). Once a revise draft is completed, it will follow the processes outlined in the <i>Florida Board of Governors Regulation Development Procedure</i>, which will include a review and comment period before being presented to the AACC for review and approval.</p>
Performance Funding Data Integrity	Funding and Quality	<p>In recognition of the importance of good data to the success of the Board of Governor’s Performance Funding initiative, Chair Hosseini has directed the AACC to perform due diligence to help ensure the accuracy of data related to performance funding. This activity will ensure that the Board has the best possible information on which to base important performance funding decisions.</p> <p>This first due diligence step is for the AACC to review the processes and procedures already in place to ensure data accuracy and completeness. This review will occur at the March 2014 AACC meeting and will serve as a basis for further AACC action related to performance funding data integrity.</p> <p>The following paragraphs outline an approach which balances the powers and duties of each board of trustees with the responsibilities of the Board of Governors for ensuring accurate and complete performance funding data.</p> <p>The Board of Governors may direct each university board of trustees audit committee to task their Chief Audit Executive (CAE) to validate both the performance funding data collection methodology and data integrity for information submitted to the Board of Governors for performance funding decision-making.</p> <p>Data submitted to the Board of Governors shall be accompanied by an attestation of accuracy and completeness executed by the university president, CFO and CAE.</p> <p>Results of the validation effort shall be presented to the board of trustees for review and approval before being presented to the Board of Governors.</p> <p>The Board of Governors may direct the OIGC to conduct periodic audits or assessments of the methodology and data integrity of performance funding</p>

Plan Item	Chair Priority	Plan Item Description
		metrics submitted to the Board of Governors.
BOT Audit Committee	Synergy	Chair Levine will direct the OIGC to engage the audit committee of each university board of trustees to perform a quality assurance self-assessment of both the board of trustees' audit committee and the CAE's responsibilities and activities. This assessment will ensure that the Board of Governors' AACC is informed regarding this important element of the State University System of Florida's governance structure and able to direct improvements (if necessary).



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Budget and Finance Committee 2014-2015 Committee Priorities

To help guide the work of the Committee to meet Chair Hosseini's blueprint that focuses on (1) quality, (2) funding, and (3) System Synergy, the Committee will focus on two funding initiatives and continue work on shared services initiatives.

Legislative Budget Request

An appropriate level of funding will be requested that focuses on system issues that improve university metrics, meet student needs, and enhance the educational experience of the student.

Performance Funding Model

The model will continue to be reviewed to ensure that it meets the *Strategic Plan* goals of the Board and state. The metrics will be reviewed to ensure that appropriate data is captured and utilized, the metrics are appropriately defined for each institution, and the methodology is appropriate.

Universities will report on the intended uses of performance funds and their strategies on moving the university and system forward to ensure that students, families and taxpayers are confident that resources are being strategically invested.

Shared Services/Efficiencies

The Committee will continue to work with the universities, particularly the Council of Administrative and Financial Affairs, to explore opportunities that allow for efficiencies and shared service initiatives. These initiatives are critical to ensure that resources are strategically allocated to best meet the needs of students and university operations.

March 20, 2014

Board of Governors Budget and Finance Committee Meetings: 2014-2015 Committee Priorities			
2014			
January 15-16 (Ft. Myers)	February 20 (Tampa)	March 19-20 (Tallahassee)	May 8 (Conference Call*)
<ul style="list-style-type: none"> • 2013 Fee & Tuition Differential Reports. • Performance Funding Model Final Metric Data. 	<ul style="list-style-type: none"> • No Budget Committee Meeting Scheduled. 	<ul style="list-style-type: none"> • 2014-15 Operating Budgets for Auxiliary Facilities with Bond Covenants. 	<ul style="list-style-type: none"> • No Budget Committee Meeting Scheduled.
June 17-19 (Orlando)	September 17-18 (Pensacola)	November 5-6 (Boca Raton)	
<ul style="list-style-type: none"> • Fall 2014 Tuition Differential Proposals. • Fall 2014 Fee Increases or New Fees. • Review Performance Funding Model for Potential Modifications at the September meeting. 	<ul style="list-style-type: none"> • 2014-15 University Operating Budgets. • 2015-16 SUS and Board LBRs. 	<ul style="list-style-type: none"> • Fall 2015 University Block Tuition Proposals. • Market Rate Tuition Proposals. 	
2015			
January 21-22 (Jacksonville)	February 19 (Conference Call*)	March 18-19 (Tallahassee)	May 7 (Conference Call*)
<ul style="list-style-type: none"> • 2014 Fee & Tuition Differential Reports. • Performance Funding Model Final Metric Data. 	<ul style="list-style-type: none"> • No Budget Committee Meeting Scheduled. 	<ul style="list-style-type: none"> • 2015-16 Operating Budgets for Auxiliary Facilities with Bond Covenants. 	<ul style="list-style-type: none"> • No Budget Committee Meeting Scheduled.
June 16-18 (Tampa)	September 16-17 (Ft. Myers)	November 4-5 (Miami)	
<ul style="list-style-type: none"> • Fall 2015 Tuition Differential Proposals. • Fall 2015 Fee Increases or New Fees. • Review Performance Funding Model for Potential Modifications at the September meeting. 	<ul style="list-style-type: none"> • 2015-16 University Operating Budgets. • 2016-17 SUS and Board LBRs. 	<ul style="list-style-type: none"> • Fall 2016 University Block Tuition Proposals. • Market Rate Tuition Proposals. 	
* Conference call of full Board if needed.			



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Facilities Committee Priority Statement

Legislative Budget Request for Fixed Capital Outlay

An appropriate level of funding will be requested that focuses on space needs, including system issues that improve university metrics, meet student needs, and enhance the educational experience of the student. In addition the Committee will:

- A. Review the current LBR request forms to assure it provides the data necessary to effectively evaluate projects and to further assist in scoring the projects priority to the SUS.
- B. Conduct an LBR request form review with all university Facilities Directors or equivalent to ensure continuity and full completion of the budget forms. The importance of measurable data will be stressed. The review will also emphasize that the requested projects must align with each university's distinctive mission.
- C. The Board will adopt a primary project list at the September Board meeting, at which time the projects to be presented in October will be identified.
- D. A Facilities Committee workshop will be scheduled in October 2014, similar to the workshop held in October 2013 for review of the projects included in the LBR. The time frame will be extended so that there is ample time to review each project.
- E. Following the workshop presentations, the Board will adopt a final LBR in January.

Review and Approval of the Educational Plant Survey

Revitalize the plant survey process as a comprehensive master planning document for each campus, via the following steps:

- A. Work with the Trustees and President to determine the facilities that best enhance the university's distinctive mission in light of limited PECO funding.

- B. Seek guidance from the Board and the Academic and Student Affairs Committee and the Innovation and Online Education Committee to determine unnecessary program or degree duplication that may affect needs for additional facilities.

Public Private Partnerships

If passed into law during the 2014 Session (HB 541/SB 900), the Board will need to develop appropriate guidelines for the review and approval of public private partnerships.

Bond Approvals

The Board will consider university requests for bonding in accordance with the Board's established Debt Management Guidelines and schedule.

Administrative Matters

The Committee will address the following duties, as may be required by law or at the discretion of the Chair:

- a. Regulatory amendments
- b. Funding allocations
- c. Special reports or research requests

Board of Governors Facilities Committee

Planning Calendar

As of March 14, 2014

May 8 – Board Meeting	Review and Approve 2015-16 LBR Guidelines and Associated Forms
May TBD – Workshop at UCF (Chair and staff only)	Review Forms and Mission with Facility Planners – Committee Chair
June 17-19 – Board Meeting	Review and Approve Educational Plant Surveys for NCF, UF and FSU
September 17-18 Board Meeting	Adopt the FCO LBR
October Workshop – Full Facilities Committee	Project Review
November 4-5 – Board Meeting	Public Private Partnership Regulations and Guidelines - Discussion
January 21-22, 2015 – Board Meeting	Final FCO Approval
March 2015 – Board Meeting	Approve Public Private Partnership Regulations and Guidelines Review and Approve 2016-17 LBR Guidelines and Associated Forms
May TBD	Review Forms and Mission with Facility Planners – Committee Chair New Space Factors Discussion
June 2015- Board Meeting	Review and Approve Educational Plant Surveys for FAMU and UNF
September 2015 Board Meeting	Adopt the FCO LBR
October Workshop	Project Review
January 2016	Final FCO Approval



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Health Initiatives Committee 2014-2015 Committee Priorities

To help guide the work of the Health Initiatives Committee, the Committee will address the topics described below during 2014-2016.

An Environmental Scan of Florida's Health Care Needs and Higher Education's Roles and Responses to Those Needs (2014-2015)

Drawing upon the expertise of an Advisory Group and data and information from state- and national databases and reports, the Health Initiatives Committee will conduct an environmental scan to answer the following guiding questions concerning Florida's future health care needs and higher education's role and responses to those needs:

1. Does Florida's current bachelor's and graduate degree production of the health care workforce align with the estimated need to the year 2030 given pending changes in population and practice? (*health education*)
2. What are the emerging and evolving trends in health care delivery? Will they affect the health care education curriculum? (*delivery*)
3. What are the specialized areas of health care research conducted by Florida's universities? Are there critical areas of research that are not being addressed? (*research*)

Implementation of the Recommendations Following the Findings from the Environmental Scan (2015-2016)

The results of the environmental scan will inform the second year of the Committee's work, that is, to develop the Strategic Plan for Health Initiatives. The Strategic Plan will include recommendations, specific goals and performance indicators to the year 2030, that

1. close identified gaps in the production of the health care workforce,
2. develop new curricula and delivery mechanisms to address emerging and evolving trends, and
3. address gaps in health care research.

Following development of the Strategic Plan for Health Initiatives, the Committee will identify strategies to implement the Plan's recommendations. The Implementation

Plan will include activities, feasibility and resources, and a timeline to accomplish the goals of the Strategic Plan.

Timeline for 2014 and 2015

Action Item	Due Date	Tasks	
		Staff	Committee
Goal 1: Environmental Scan			
Develop a Work Outline	By February, 15, 2014	-Develop a two year Work Outline for Committee approval -Create and present charge for Advisory Group	- Guide development of a Work Outline
Approve the Work Outline	March 19 & 20, 2014	-Hold Committee discussion meeting regarding the Work Outline to solicit feedback and make any revisions - Present the Work Outline for Committee approval at the March Board meeting	-Approve the Work Outline
Answer the Guiding Questions	By October 24, 2014	-Conduct research to answer guiding questions -Regularly solicit feedback from Committee and Advisory Group members -Present a draft of answers to guiding questions	-Guide the work of staff -Review draft answers and provide feedback
Draft the Environmental Scan Report	By November 21, 2014	-Develop a rough draft of the Environmental Scan Report	- Provide feedback on the draft report
Approve the Environmental Scan Report	January 21 & 22, 2015	- Present a final version of the Environmental Scan Report	-Approve the Environmental Scan Report
Goal 2: Strategic Plan			
Create a Taskforce	By February 19, 2015	- Create and present charge to the taskforce	-Guide the work of staff
Identify Goals and Performance Indicators for the Strategic Plan	By May 7, 2015	-Hold Taskforce meetings to develop and refine Strategic Plan goals and performance indicators in light of Environmental Scan findings	-Guide the work of staff
Solicit Feedback on Strategic Plan Goals and Performance indicators	By September 5, 2015	-Engage Taskforce and stakeholders in discussions of draft goals and performance indicators	-Guide the work of staff
Draft the Strategic Plan	By October 1, 2015	-Develop a draft of the Strategic Plan	- Provide feedback on the draft Strategic Plan
Approve the Strategic Plan	November 4 & 5, 2015	- Present a final version of the Strategic Plan	-Approve the Strategic Plan



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Innovation and Online Committee 2014-2015 Committee Priorities

To help guide the work of the Innovation and Online Committee, the Committee will address the topics described below during the 2014 and 2015 calendar years.

Environmental Scan

Reviewing critical trends and emerging issues that may affect the delivery of higher education in Florida, including innovative programs being implemented by institutions and systems in Florida and other states.

Ensuring systemwide cost efficiencies and effectiveness

Exploring transformational policies and procedures that would ensure systemwide cost efficiencies and effectiveness of university programs and services. Monitoring implementation activities related to recommendations of the *Task Force on Postsecondary Online Education*

Credentialing

An exploration of credit or other credentials being provided for new approaches, such as competency-based education and micro-credentials (i.e., badges)

Online Education:

- **System Goals for Online Education**
Setting enrollment, graduation, and degree goals for online education for the system to determine if, collectively, universities are meeting Board expectations
- **Meeting Workforce Needs**
Determining gaps between workforce needs and online programs to assist with strategic planning activities
- **Effective Funding Models for Online Education**
An exploration of funding models that may encourage students to complete online courses or programs at a faster pace, such as paying by the month, lower tuition for online courses and/or programs, and block tuition

Innovation and Online Committee Calendar

March 2014	<ul style="list-style-type: none"> • Status: UF Online • Status: Complete Florida • Status: Implementation of <i>Task Force on Postsecondary Online Education in Florida</i> recommendations <ul style="list-style-type: none"> ○ Training on enhanced labor market and employment data ○ Massive Open Online Courses (MOOCs) ○ Faculty Development Center ○ FLVC initiatives ○ Data collection
May Workshop	<ul style="list-style-type: none"> • Discussion: Current and planned online education initiatives at each state university <ul style="list-style-type: none"> ○ Will include data related to enrollment, graduation, and degrees awarded.
June 2014	<ul style="list-style-type: none"> • Status: Florida Virtual Campus • Discussion: Innovative trends and emerging issues <ul style="list-style-type: none"> ○ Current landscape; challenges and opportunities; paths for moving forward • Discussion: Funding models for online education
September 2014	<ul style="list-style-type: none"> • Status: Implementation of <i>Task Force on Postsecondary Online Education in Florida</i> recommendations • Discussion: Innovative trends and emerging issues
November 2014	<ul style="list-style-type: none"> • Discussion: Innovative trends and emerging issues • Discussion: Determining system goals for online education; gaps between workforce needs and online programs
January 2015	<ul style="list-style-type: none"> • Approval: Notice to create new regulation on awarding credit for MOOCs taken prior to admission to a postsecondary institution • Discussion: Innovative trends and emerging issues
March 2015	<ul style="list-style-type: none"> • Approval of new regulation on awarding credit for MOOCs taken prior to admission to a postsecondary institution • Discussion: Innovative trends and emerging issues
June 2015	<ul style="list-style-type: none"> • Discussion: Innovative trends and emerging issues • Status: Implementation of <i>Task Force on Postsecondary Online Education in Florida</i> recommendations
September 2015	<ul style="list-style-type: none"> • Discussion: Innovative trends and emerging issues
November 2015	<ul style="list-style-type: none"> • Discussion: Innovative trends and emerging issues



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Legislative Affairs Committee

Priorities for 2014-2015 Legislative Session

As session draws closer with a start date of March 4th, the committee will be focusing on several areas of key concern to the State University System, but specific attention will be placed on passing a fully funded performance model which incorporates a percentage of base funding as further incentive to all universities to achieve “Excellence” or “Improvement” on each of the ten established metrics.

- **Performance Funding** - \$100,000,000 recommended Legislative Budget Request (LBR) includes \$50 million for performance funding for the state universities, and \$50 million in base funding. Chancellor Criser has presented in front of several legislative committees on this topic and has met with several stakeholder groups to highlight the importance of this performance model.

As stated above there will be several key issues raised during this legislative session that will impact the State University System. A few of these areas are listed below. To date there have been 73 bills filed of interest to the State University System of which board of governor’s staff have been asked to conduct in-depth analysis on 58. Members had until February 28th to file additional bills and amendments.

- **Public Private Partnerships:** SB 900, filed by Senator Latvala, and HB 541, filed by Representative Steube, aim to extend the existing governmental entity framework for public-private partnerships to state universities, allowing for the timely and cost-effective acquisition, construction, maintenance and operation of facilities needed by the State University System. These bills further direct the Board of Governors to develop public-private partnership guidelines for the state universities. HB 543, also filed by Rep. Steube, would provide limited public records exemptions for unsolicited proposals sent to a university board of trustees by a private entity

seeking to enter a public-private partnership for the development of a university project. This bill would encourage more private entities to establish partnerships with the state universities.

- **Florida College Prepaid:** SB732, filed by Senator Galvano, would adjust the basis on which the Prepaid College Board establishes prices, resulting in state universities being paid the lesser of actual amounts assessed or an amount based on the actuarial reserve. The cost of a 4-Year University plan purchased before 2024 will be reduced by at least \$10,000. The bill prohibits the amount paid by Prepaid to a state university in a year from exceeding 100 percent of the fees assessed by the university in that year.
- **Residency Requirements:** A number of changes to residency requirements for tuition purposes have been proposed for the 2014 legislative session. One proposal would prohibit a dependent child who is a United States citizen from being denied classification as a resident for tuition purposes based solely upon the immigration status of his or her parent. Another would allow for the verification of documents required to determine residency classification to be satisfied by the submission of an affidavit. A proposal that would allow veteran students to qualify for out-of-state tuition waivers would not classify these students as Florida residents but may be reported for the purposes of state funding. Bills addressing residency issues include HB 851, filed by Representatives Nuñez and Diaz, HB 7015, filed by the Veteran & Military Affairs Subcommittee, and HB 205, filed by Representative Rodríguez.

Short and Long-Term Capital Outlay Financing

- Fixed Capital Outlay Request- \$321,000,000 submitted in recommended LBR for fixed capital outlay. The Governor's recommended budget provided \$115,000,000 for fixed capital outlay.
- A proposal to cut the tax on commercial energy roughly in half and provide \$225 million in revenue to the PECO Fund has been circulating. HB 899, filed by Representative Hill, and SB 1076, filed by Senator Flores, contain this proposal.



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Nomination and Governance Committee 2014-2015 Committee Priorities

To help guide the work of the Nomination and Governance Committee, the Committee will address the following topics over the course of 2014 and 2015.

Trustee Vacancies

The committee will continue to review and recommend applicants to serve on the university boards of trustees using the sub-committee process previously utilized.

Based on the dates that terms of appointment expire, the committee will handle a minimum of two trustee vacancies in 2014 and twenty-three trustee vacancies in 2015.

Trustee Development

The committee will continue to enhance interaction and communication between members of the Board of Governors and members of the boards of trustees. The committee will continue to hold two Trustee Orientation sessions per year and one Trustee Summit per year.

The Board Chair will continue to hold an annual dinner meeting with the chair of each university board of trustees. Each member of the committee will attend one meeting of the board of trustees at two universities each year. Board office staff will also monitor meetings of the university boards of trustees.

The committee will receive information about the process that each university board of trustees uses to elect its leadership and any leadership succession plans.

Presidential Searches

The Board will have one representative on each presidential search committee. In addition, the Board Chair or Vice Chair will serve as a special advisor on all presidential searches.



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Strategic Planning Committee 2014-2015 Committee Priorities

To help guide the work of the Strategic Planning Committee, the Committee will address the topics described below during the 2014-2016 two-year period:

Strategic Plan Alignment

In March 2013, the Board approved a review of the goals in the 2012-2025 Strategic Plan to assess the extent to which the SUS is meeting the goals in 2014 and in 2019. This review is important to ensure that the Strategic Plan remains relevant in a dynamic environment and that the Board has the opportunity to study the System's trajectory and whether adjustments need to be made to the goals to ensure relevance and credibility. One key piece of this review concerns the goals for graduate education.

Annual University Work Plans

As one of the Board's Three Great Books, the University Work Plan is the critical, individual university report that connects the System's progress on the Board's forward-looking 2012-2025 Strategic Plan with the retrospective Annual Accountability Report. Each of the 12 public universities in the System reports data on over 50 metrics, including graduation rates, student debt, and other important indicators, and provides narrative information on the institution's mission, vision, strategic direction and proposed programs for the next three years.

Annual Accountability Report

The Annual Accountability Report looks back over the previous year and reports university and system-wide progress on over 40 metrics, allowing for comparisons among institutions as well as year-over-year progress on important indicators. To the largest extent possible, the metrics are based upon commonly accepted national definitions for graduation and retention rates and other key indicators that allows for comparison of Florida's State University System with other state systems across the U.S.

Preeminent State Research Universities

The Strategic Planning Committee will continue to monitor the progress Florida's preeminent universities are making reaching national preeminence, as described in legislation passed during the 2013 session.

Consideration of Institutional Mission Change for New College of Florida

The Committee will consider a request for a mission change for New College of Florida to include the offering of targeted graduate degrees.

Discussion of Recommendations in the American Council of Trustees and Alumni (ACTA) Report

In its 2013 report “Florida Rising,” the American Council of Trustees and Alumni observed that Florida higher education can be “a model for the nation” in terms of quality and cost. The report also provided several recommendations for continued system improvement, including an examination of affordability and the role of liberal arts within the undergraduate curriculum.

System Growth

In its 2012-2025 *Strategic Plan*, the Board of Governors set targets for system growth at the undergraduate and graduate levels. Since that time, a number of changes that should have an impact on system growth have occurred: Florida Polytechnic was established, UF Online was created, the Access and Attainment Commission addressed gaps at the baccalaureate level, the Florida College System continues to develop additional baccalaureate degrees, and online enrollments within the SUS reached 39,000 students—the equivalent of a large university. A comprehensive look at the factors impacting SUS growth, given the recent changes, can provide critical direction to SUS institutions and the system as a whole regarding resource needs and strategic direction.

**Strategic Planning Committee 2014-2015 Committee Priorities:
Draft Schedule of Board Item Topics***

March 2014	<ul style="list-style-type: none"> • Discussion: Coordination of FCS and SUS Baccalaureate Degree Offerings—Web Application Development • Strategic Plan Alignment: Discussion • Mission Change for New College of Florida
June 2014	<ul style="list-style-type: none"> • University Work Plan Presentations & Discussion
September 2014	<ul style="list-style-type: none"> • University Work Plans: System Summary and Follow-Up
November 2014	<ul style="list-style-type: none"> • Strategic Plan Alignment: Final Draft
January 2015	<ul style="list-style-type: none"> • Annual Accountability Report • Strategic Plan Alignment: Approval of any changes in quantitative goals
March 2015	
June 2015	<ul style="list-style-type: none"> • University Work Plan Presentations & Discussion
September 2015	<ul style="list-style-type: none"> • University Work Plans: System Summary and Follow-Up
November 2015	

*TBD: Discussion of Work Plan topics concerning Pre-eminent Universities, ACTA Recommendations and System Growth will be scheduled for consideration as they are developed.