

FLORIDA STATE UNIVERSITY

SUMMARY OF PRESIDENTIAL SEARCH PROCESS

CONDUCTED FOR THE FLORIDA BOARD OF GOVERNORS

JUNE 23, 2021





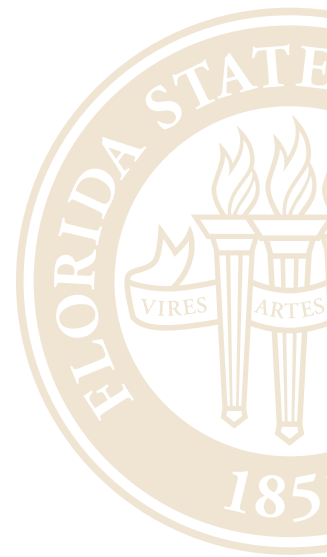
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SECTION 1

Letter from the FSU Board of Trustees

Letter from the FSU Board of Trustees



June 23, 2021

**The Honorable Syd Kitson, Chair
Florida Board of Governors
325 W. Gaines St., Suite 1614
Tallahassee, FL 32399**

RE: Confirmation of Florida State University President-Elect

Dear Chair Kitson,

On behalf of the Florida State University Board of Trustees, I am pleased to request the Florida Board of Governors confirm Dr. Richard McCullough as the 16th president of Florida State University. This request follows FSU Board of Trustees' unanimous vote of Dr. McCullough's selection as university president at its May 24 meeting and is pursuant to Board of Governors Regulation 1.001(5)(c).

Dr. McCullough was one of three finalists forwarded to the FSU trustees from the 15-member Presidential Search Advisory Committee. The committee interviewed nine candidates out of 35 applicants before inviting three finalists back to campus for open forums with students, faculty, staff and community members and interviews with the trustees. Dr. McCullough's experience, record of success and passion for higher education stood out among the slate of outstanding candidates.

We appreciate your guidance and support throughout the presidential search process and are grateful for Chancellor Criser's leadership and counsel. In addition, Governor Eric Silagy was an active member of the Presidential Search Advisory Committee, and we greatly valued his input and wisdom.

Following President Thrasher's announcement last fall of his intention to retire, the FSU Board of Trustees and the search committee set out to recruit a candidate with a history of executive level administrative experience in higher education who demonstrated the ability to lead a large, public research university. In addition, the committee sought a proven leader who possessed outstanding characteristics and abilities including:

- A staunch commitment to academic excellence in undergraduate, graduate, international and professional education and scholarship, and the ability to inspire confidence and encourage achievement among students and faculty.
- A demonstrated commitment to all aspects of student success.
- Mastery of the successful balance among academics, athletics, and the arts.
- Talent and vision to enhance the quality of graduate programs, stimulate interdisciplinary collaboration, and build added research capacity to secure FSU's position among global peers.

- A proven record of supporting issues of diversity, equity, and inclusion and establishing a culture where faculty, students, administrators, and staff actively contribute to the vibrant life of the University.
- A demonstrated commitment to recruiting women and minorities to the student body and for faculty, staff, and administrative positions.
- A management style that demonstrates an appreciation for relationship building, approachability, and accessibility. The new President will be a visible, passionate, and fully engaged advocate for all campus stakeholders.
- Persuasive and enthusiastic fundraising skills with the ability to successfully connect with public and private donor sources, and leverage dollars to support high-caliber scholarly, research and service programs and grow faculty/staff resources, and ability to successfully acquire public and governmental resources and funding.
- Experience in achieving measurable outcomes with business, education, and political communities, and in growing innovative public-private partnerships with industry, government, and other entities.

In addition, the trustees and the members of the search committee were looking for a candidate who would project a sense of energy, enthusiasm and optimism for FSU's future while vigorously championing our storied traditions, unique heritage, mission and vision.

Dr. Richard McCullough possesses these leadership traits and qualities, and his experience as vice provost for research at Harvard has prepared him well to serve as Florida State University's 16th president. His credentials are impeccable, and the members of the board were unanimous in their belief that Dr. McCullough will be an exceptional fit with FSU's culture of excellence and student success. He is an experienced academic, tested administrator and creative innovator who possesses a vision that will be vital for FSU to continue its climb in the national rankings as a preeminent university.

This is a pivotal time in the history of Florida State University, and I'm confident that Dr. McCullough is the person to lead it into the future. Therefore, I ask the Board of Governors to consider and confirm the appointment of Dr. Richard McCullough at its June 23, 2021 meeting. Additional information, in compliance with the requirements of Board of Governors Regulations 1.001(S)(c) and 1.002(1) (d)(v), is enclosed.

Sincerely,



Ed Burr
Chair, Florida State University Board of Trustees



SECTION 2

Presidential Search Advisory Committee

Presidential Search Advisory Committee



BOB SASSER | Chair

Bob Sasser is the Executive Chairman of Dollar Tree, North America's leading operator of discount variety stores. Bob is a graduate of Florida State University with a Bachelor of Science degree in Marketing. He was inducted into the College of Business Hall of Fame in 2009. Bob serves on the FSU Board of Trustees and he formerly served on the Foundation Board of Trustees. He is a lifetime member of the FSU Alumni association, a member of Seminole Boosters, and a member of the FSU Presidents Club.



RENISHA GIBBS | Vice Chair

Renisha Gibbs serves as Associate Vice President of Human Resources and Finance and Administration Chief of Staff. She is responsible for university-wide planning and administration of the Human Resources function for faculty and staff and provides leadership to the Division of Finance and Administration as Chief of Staff. In addition, Gibbs serves as a key consultant to faculty, staff, and students, as appropriate, throughout all levels of the University's community and represents the University's interests in community activities, regulatory agencies, and professional associations.



BRIDGETT BIRMINGHAM

Bridgett Birmingham is the library liaison for Film Studies and Earth, Ocean, and Atmospheric Sciences with FSU Libraries. In her current position as Undergraduate Technology and Media Librarian, she is responsible for media and technology consultations for undergraduates in all disciplines of study. Birmingham provides reference services both in person and at a distance through Skype, Ask-A-Librarian, email and phone consultations. She earned a Bachelor of Arts degree in English Literature from Florida Agricultural & Mechanical University and a Masters in Library and Information Studies from Florida State University.



CAITLYN BLAKE-HEDGES

Caitlyn Blake-Hedges currently serves as the Deputy Speaker for Finance for the Congress of Graduate Students. She is a doctoral candidate in the Department of Biomedical Sciences, where her research interests include the study of embryonic development through cytoskeletal regulation using *Drosophila* as a model. Her career goals are to work in science policy at the federal level where she can advocate for the advancement of science and promote funding for research. She received her Bachelor of Science degree in Microbiology with a minor in Psychology from Clemson University in 2016.



EDWARD E. "ED" BURR

Ed Burr is the current Chair of the Florida State University Board of Trustees. He has served on the board since 2011. He is president and CEO of GreenPointe Holdings LLC, a diversified holding company he founded in 2008. Burr has also served on the Board of Trustees of the FSU Foundation, the board of the Seminole Boosters and the Executive Board of the FSU Center for Real Estate Education and Research in the College of Business. He holds a bachelor's degree in accounting from Florida State University.



JOE CAMPS

Dr. Joe Camps has been practicing medicine in Tallahassee since 1990. He has served as the Chief of Staff and Chairman of the Department of Surgery at Capital Regional Medical Center, as well as Chairman of the Cancer Committee at Tallahassee Memorial Hospital. Camps previously held the position of Chief of Staff at Tallahassee Memorial Hospital and is currently on the hospital's Board of Directors. As a student at Florida State, he was a captain of the Seminole football team in 1976. He earned a Bachelor of Science degree in biology from FSU in 1978, then a medical degree from the University of Florida in 1982.



ANDREA K. FRIALL

Dr. Andrea K. Friall is a native Floridian and received her Bachelor of Science in biology from Florida State University. She went on to study at Howard University College of Medicine where she received her medical degree. Since 2001, Friall has been a trusted physician and partner with North Florida Women's Care. She accepted the esteemed role of Chief Medical Officer at Tallahassee Memorial Healthcare in 2016.



CHRISTIAN HALL

Christian Hall is a senior majoring in Finance and Management Information Systems. He currently serves on the Student Government Association Executive Branch as the Student Body Treasurer. In addition, he has been an active member of Garnet & Gold Key Leadership Honorary, the Black Student Union, and the FSU Student Foundation. Hall is from Tallahassee and is a proud member of the Iota Delta Chapter of Alpha Phi Alpha Fraternity, Inc.



NICK IAROSS

Nick Iarossi graduated from Florida State University with honors, where he served as student body president and also received his JD degree from Florida State University Law School. He is a co-founding member of Capital City Consulting in Tallahassee. He has more than 20 years of lobbying experience on local, state and federal government policy issues. Previously, Iarossi worked in the Florida Senate Majority Office and Office of Insurance Regulation as a law clerk.



DAZI LENOIR

Dazi Lenoir is a founding and managing partner of Lyons & Lenoir LLC, a boutique law firm that specializes in personal injury and wrongful death litigation, as well as family and sports law matters. She serves as the secretary of the Seminole Club of Greater Orlando and as a member of its board of directors. A two-time graduate of FSU, Lenoir earned a bachelor's degree in English literature with a concentration in business in 2002 and a master's degree in sports administration in 2003. She currently serves as the Vice Chair of the Alumni Association National Board of Directors.



CRAIG MATEER

Craig Mateer has served on the Florida State University Board of Trustees since 2016 and is currently the CEO of CCM Capital Group Services. He is the founder of Orlando-based Bags, Inc., which he sold to publicly traded SP Plus in 2018. Mateer graduated from Florida State with a bachelor's degree from the College of Social Sciences in 1988 and was a member of the FSU Men's Basketball Team. He is a member of the Micco Club, FSU Varsity Club and Seminole Boosters.



DEVOE MOORE

DeVoe Moore has been self-employed with various businesses over the years. He has served numerous community boards and local organizations over the years and helped to establish the DeVoe L. Moore Center in the College of Social Sciences in 1996. He has also provided numerous endowed scholarships to assist athletes and other students. In 2005, Moore received an honorary Doctor of Humane Letters degree from Florida State University in recognition of his personal achievements and his generosity toward generations of young people seeking a higher education.



LESLIE PANTIN

Leslie Pantin is president of Pantin / Beber Silverstein Public Relations, based in Miami. He served on the FSU Board of Trustees from 2006-2011 and 2013-2018, and has held positions on the Board of Directors for the FSU Alumni Association, FSU Foundation Board and Seminole Boosters and now serves on the Ringling Museum of Art Board of Directors. Pantin earned a bachelor's degree in Business from Florida State University.



PAM PERREWÉ

Dr. Pam Perrewé is the Robert O. Lawton Distinguished Professor and Haywood and Betty Taylor Eminent Scholar of Business Administration at Florida State University. She received her bachelor's degree in psychology from Purdue University and her Masters and Ph.D. degrees in Management from the University of Nebraska. Perrewé primarily teaches courses in Organizational Behavior and Human Resource Management and has taught at the undergraduate, masters, and Ph.D. levels.



ERIC SILAGY

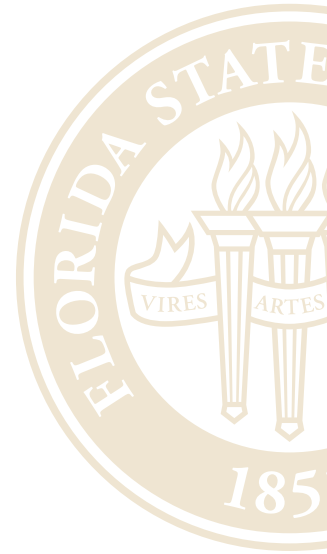
Eric Silagy has served on the Florida Board of Governors since 2019. He is president and CEO of Florida Power & Light Company. He has served and currently sits on various boards including the U.S. Chamber of Commerce, Florida Chamber of Commerce, Enterprise Florida, Florida Council of 100 and the Energy Security Leadership Council of Securing America's Future Energy. Silagy holds a Bachelor of Arts degree in economics from the University of Texas, a Juris Doctor degree from Georgetown University Law Center and is a member of the Maryland and U.S. Supreme Court bars.



SECTION 3

Search Timeline and Process

Search Timeline and Process



- Oct. 2, 2020** FSU Board of Trustees selects and approves Presidential Search Advisory Committee
- Oct. 19, 2020** The Presidential Search Advisory Committee met to:
- Introduce committee members
 - Review government in the Sunshine Law
 - Receive charge from the Board of Trustees
 - Review Board of Governors presidential search process regulations
 - Discuss the role of the executive search firm and evaluation criteria for selection of a firm
- Oct. 21, 2020** A Request for Quotation (RFQ) to enter into a contract with a firm to provide an extensive national executive search for FSU's 16th president was sent out.
- Nov. 10, 2020** The Presidential Search Advisory Committee met to review search firm RFQs and interview four firms.
- Nov. 18, 2020** The Presidential Search Advisory Committee voted unanimously to engage in negotiations with Storbeck/Pimentel & Associates to lead the search for the next president of Florida State University.
- Dec. 10, 2020** The Presidential Search Advisory Committee met to review the search process with Storbeck/Pimentel & Associates and discuss a timeline for developing a presidential profile.
- Jan. 26, 2021** Graduate Students and Leon County Community Listening Sessions
- Jan. 27, 2021** Undergraduate Students, Alumni Association, and Staff Listening Sessions
- Jan. 28, 2021** Seminole Boosters Listening Session
- Jan. 29, 2021** College Deans and Faculty Senate Listening Sessions
- Feb. 1, 2021** FSU Foundation Listening Session
- Feb. 2, 2021** Presidential Cabinet and Faculty Listening Sessions

Feb. 4, 2021	Boosters and other Direct Support Organizations Listening Sessions
Feb. 10, 2021	Deadline for Presidential Search Stakeholder Survey
Feb. 12, 2021	Presidential Search Advisory Committee met to receive a summary of listening sessions and stakeholder feedback from the search firm and review drafts of position profile and advertisement.
Feb. 18, 2021	Presidential Search Advisory Committee Chair and Storbeck/Pimentel & Associates consultant provided an update to the Board of Trustees on the status of the search.
Feb. 19, 2021	FSU Board of Trustees approved position profile and advertisement.
March 23, 2021	The Presidential Search Advisory Committee met to receive an update from Storbeck/Pimentel & Associates on progress of search.
April 26, 2021	The Presidential Search Advisory Committee met to review and discuss applications submitted and receive update from search firm.
May 11, 2021	The Presidential Search Advisory Committee met to review and discuss candidates. The committee narrowed the field to nine candidates and invited them to campus for in-person interviews.
May 14-15, 2021	<p>The Presidential Search Advisory Committee heard public comment before interviewing nine candidates.</p> <p>The committee narrowed the field to three applicants for the Board of Trustees' consideration: Richard McCullough, Robert Blouin and Giovanni Piedimonte.</p>
May 18, 2021	Finalist Richard McCullough participated in open forums with staff, faculty, students and community and direct support organizations.
May 19, 2021	Finalist Robert Blouin participated in open forums with staff, faculty, students and community and direct support organizations.
May 20, 2021	Finalist Giovanni Piedimonte participated in open forums with staff, faculty, students and community and direct support organizations.
May 24, 2021	<p>Board of Trustees held formal interviews with Richard McCullough, Robert Blouin and Giovanni Piedimonte.</p> <p>The trustees heard the results of reference checks and background investigations for the three finalists.</p> <p>The FSU Board of Trustees discussed the three finalists and unanimously voted to select Richard McCullough as president-elect.</p>
June 23, 2021	President-elect McCullough to appear before the Florida Board of Governors for consideration for confirmation as the 16th president of Florida State University.



SECTION 4

Position Advertisement



FLORIDA STATE UNIVERSITY PRESIDENT

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

As one of the nation's most elite research universities and one of the largest and oldest of the 12 institutions of higher learning in the State University System of Florida, FSU offers a distinctive academic environment built on its cherished values and unique heritage. With nearly 44,000 students, approximately 6,600 employees and an operating budget of \$1.62 billion, FSU provides a welcoming campus environment on the oldest continuous site of higher education in Florida with a prime location in the heart of the state capital. Combining traditional strengths in the arts and humanities with internationally recognized leadership in the sciences, FSU provides unmatched opportunities for students and faculty through challenging academics, cultural discovery, and community interaction. FSU's 18 colleges and its Graduate School offer more than 276 undergraduate, graduate, doctoral, professional, and specialist degree programs, including medicine and law. In addition to its academic programs, FSU possesses a rich history of educational offerings at sites around the world and success in athletics. Additional information about FSU, its history and programs can be found at fsu.edu.

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

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

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

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applications should include a current curriculum vitae and a letter of interest describing relevant experience and interest in the position. Submission of materials via email is strongly encouraged. Nomination letters should include the name and contact information of the nominee.

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



Alberto Pimentel, Managing Partner
Will Gates, Partner
Sal Venegas Jr., Principal

SP&A Executive Search
6512 Painter Avenue
Whittier, CA 90601

Email: apsearch@spaexec.com
Refer to code "**FSU-President**"
in subject line



SECTION 5

Presidential Profile Description

FLORIDA STATE UNIVERSITY
PRESIDENT
POSITION PROFILE



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

THE UNIVERSITY

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

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

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





university complex in the nation, and home to the FSU Center for the Performing Arts, which houses the Asolo Repertory Theatre.

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

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

RESEARCH AT FSU

FSU has received the Carnegie Foundation's highest designation (Doctoral Universities: Very High Research Activity) and consistently ranks in the top 10 universities nationally in physical sciences grants awarded by the National Science Foundation. In addition, many of the University's research programs are among the best in their respective disciplines including programs in physics, chemistry, statistics, ecology, evolutionary biology, meteorology, political science,

psychology, sociology, criminology, and information studies. FSU also produces exceptional scholarship from highly ranked programs in the humanities and performing arts and each year attracts world-class exhibitions and performers to Tallahassee. FSU faculty includes members of the National Academy of Sciences, the National Academy of Engineering, and the American Academy of Arts & Sciences; Pulitzer Prize winners; a Nobel Laureate; Oscar winners; and Guggenheim, Fulbright, and National Endowment for the Humanities fellows.

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

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



ATHLETICS AT FSU

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

UNIVERSITY MISSION

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

UNIVERSITY VISION

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

Additional information about FSU, its history and programs can be found at fsu.edu.

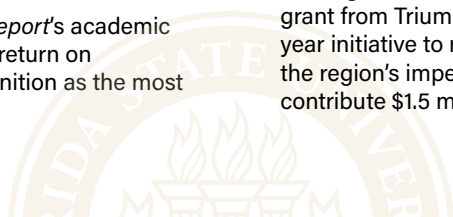


POINTS OF PRIDE



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

- ◆ FSU has risen faster in the *U.S. News & World Report* rankings than any other Top 50 public university in the past four years — 25 spots. In 2019, FSU vaulted eight spots to No. 18 among national public universities — the biggest single-year improvement in university history.
- ◆ FSU is among the most in-demand universities in the nation for prospective students, receiving a record-breaking number of undergraduate applications for admission for the third consecutive year. Nearly 64,000 students from all 50 states and 77 different countries applied for undergraduate admission. Top five academic areas of interest for admitted students include biological science, business, engineering, chemistry/biochemistry, and psychology.
- ◆ FSU's graduation rate is #1 in the State of Florida and its four-year graduation rate is among the highest in the country at 74 percent. FSU's six-year graduation rate rose to a record 84 percent, also among the highest in the nation. Most notably, FSU has proven graduation rate gaps between its traditional and underrepresented student populations can be erased. For example, our Unconquered Scholars group, comprised of hundreds of former foster care, wards of the state, and homeless students, graduates at the same or even higher rates.
- ◆ FSU has tremendous depth with more than 275 degree programs and broad excellence across the sciences, arts, social sciences and globalization, emphasizing critical thinking and experiential learning.
- ◆ According to *U.S. News and World Report's* academic rankings, FSU provides an excellent return on investment, as noted by FSU's recognition as the most efficient university in the nation.
- ◆ The recent establishment of the Jim Moran College of Entrepreneurship, the nation's first stand-alone entrepreneurship college at a public university.
- ◆ FSU is ranked No. 9 best value among public universities for in-state students and No. 3 best value among public colleges for out-of-state students on *Kiplinger's* annual list of Best Values in Public Colleges.
- ◆ FSU is one of the nation's top research institutions for producing Fulbright U.S. Scholars and students. A school-record nine FSU faculty scholars earned Fulbright grants for 2020-2021. FSU is also a top research institution for producing student Fulbright Scholars with nine students receiving awards in 2020-2021.
- ◆ FSU is ranked among the top 50 universities worldwide for producing patented technologies, according to a new report from the National Academy of Inventors and the Intellectual Property Owners Association.
- ◆ FSU recently became the largest university in the country to have an experiential learning graduation requirement for its undergraduates. Before graduating, students will engage in at least one transformational, career-building internship, undergraduate research experience, international study, service-learning, or other engaged learning program.
- ◆ FSU researchers received a record \$233.6 million in funding in the 2019 fiscal year, including an \$8 million grant from Triumph Gulf Coast as part of a major 10-year initiative to restore Apalachicola Bay and revive the region's imperiled oyster industry. FSU also will contribute \$1.5 million toward the project.



- ◆ FSU has been recognized by *INSIGHT Into Diversity* magazine as one of 15 *Diversity Champion* colleges and universities in the nation and has earned the “Higher Education Excellence in Diversity” (HEED) Award seven years in a row!
- ◆ FSU is proud of its heritage as a women’s school dating back to 1905 when Florida’s educational system was reorganized by the Legislature and Florida State College became Florida Female College. In 1909, the college was renamed to Florida State College for Women, an institution which grew to become the third largest women’s college in the nation during the 1930s. In 1935, the first chapter of Phi Beta Kappa in the state, Alpha Chapter of Florida, was installed at the College.
- ◆ The only facility of its kind in the United States, the National High Magnetic Field Laboratory headquartered at FSU is the largest and highest-powered magnet laboratory in the world. The magnet lab holds the most world records for the most powerful magnets on Earth.
- ◆ FSU provides countless opportunities for students to be involved in service learning, civic education, and leadership. With more than 650 registered student organizations, as well as Service Scholars and Garnet and Gold Scholars, the university is a leader of programs focused on community development and values education.
- ◆ Since they began fielding intercollegiate athletic teams in 1946, the Seminoles have won 17 national championships in nine sports, including the 2014 and 2018 NCAA Soccer Championship and the 2018 NCAA Softball Championship. The Seminole football program won its third national title in 2013.
- ◆ FSU has captured four team national championships in the last seven years. Of the school’s 17 national titles, six have come since 2006.
- ◆ Since joining the ACC in 1992, the Seminoles have won 88 ACC team championships in 14 different sports. Twenty-nine of those titles have come in the past seven seasons.
- ◆ Since 2010, Seminole teams have qualified for NCAA postseason play in 196 of 204 opportunities. Over the last four years, 67 of 68 teams have qualified for NCAA postseason play.
- ◆ Founded in 1947 by Jack Haskin, FSU is home to the Flying High Circus—an aerial and stage presentation. Throughout its history, the FSU Flying High Circus has appeared in Europe, Canada, the Bahamas, and the West Indies.

RECENT CAPITAL CAMPAIGN — “RAISE THE TORCH”

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





OPPORTUNITIES FOR THE NEXT PRESIDENT

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

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

- ◆ Under the visionary leadership of President Thrasher, FSU has made significant strides in its academic reputation and has risen in the *U.S. News and World Report* Top Public University ranking from 43 to 19. The next President will be responsible for not only maintaining this success but charting a new course for continuing the University's upward trajectory in its rankings, international reputation, and academic quality.
- ◆ Promoting external relations and serving as an energetic fundraiser and advocate for the University.
- ◆ The University's current strategic plan, "The Future of Florida State: Strategic Plan 2017-2022", will soon reach its culmination. The next President will have the opportunity to lead FSU and its constituents in the development of a new University strategic plan with the goal of building a dynamic and inspiring vision for the future of the institution.
- ◆ Serving as an effective partner with the Florida Legislature, other appropriate public officials, the University Board of Trustees and the State University System of Florida Board of Governors to advance FSU's institutional priorities and academic mission.
- ◆ Providing leadership for a highly successful intercollegiate athletics program steeped in a commitment to athletic prowess, integrity, and sportsmanship.
- ◆ The new President will continue FSU's ongoing efforts to become a leader in sustainability and will strive to improve efficiency and stewardship of its resources in order to develop changemakers and innovators who can create a better, more just future for all.
- ◆ The new President will serve as a key leader in supporting FSU's existing initiatives and strengthening its efforts toward upholding its commitment to addressing issues pertaining to diversity, equity, and inclusion. The President must be a passionate advocate and strong champion dedicated to fostering a culture where members of the University community, including faculty, staff, students, and community members, are active partners in a collaborative and supportive learning environment.
- ◆ Further strengthening and building upon a positive and mutually beneficial relationship with the Seminole Tribe of Florida.
- ◆ The current pandemic has required FSU to explore new ways of providing a high-quality academic experience to students while embracing creative methods of supporting the University's business practices. The new President will need to guide the University as it adapts to the post-COVID-19 learning environment and foster an environment of innovation and entrepreneurship relative to instructional technology and practices.
- ◆ Although FSU has been successful at increasing its research productivity, additional growth and interdisciplinary collaborations will be needed to continue the University's continued excellence. The new President must inspire the faculty and university leadership team to aggressively pursue new state, federal, and private research funding opportunities. In addition, the new President must prioritize resources and investments in support of research and creative activity, and showcase the power of active, creative faculty to better society and support economic development.
- ◆ The new President must develop the strategies necessary to unleash FSU's entrepreneurial and innovative abilities to proactively respond to changes in the economy and utilize new modes of instructional delivery to expand existing programs and create new degree and certificate programs.



POSITION SUMMARY

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

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

QUALIFICATIONS

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

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

- ◆ Staunch commitment to academic excellence in undergraduate, graduate, international and professional education and scholarship, and the ability to inspire confidence and encourage achievement among students and faculty.
- ◆ A demonstrated commitment to all aspects of student success. In addition, the successful candidate will embrace FSU's long-standing commitment to a student-centric approach to education.
- ◆ Adherence to sound principles of faculty governance through open communication and consensus building, while ensuring a high quality of student life and actively engaging students, faculty, and staff in decision-making.
- ◆ A history of working in a transparent and inclusive manner with all campus constituents and being a thoughtful, compassionate, and data-informed decision maker.
- ◆ Track record showing a high degree of personal and professional integrity, ethics, and honesty; and the intellectual, analytical, and interpersonal qualities that will foster respect among the University's myriad constituencies.
- ◆ Mastery of the successful balance among academics, athletics, and the arts.
- ◆ Talent and vision to enhance the quality of graduate programs, stimulate interdisciplinary collaboration, and build added research capacity to secure FSU's position among global peers.
- ◆ A proven record of supporting issues of diversity, equity, and inclusion and establishing a culture where faculty, students, administrators, and staff actively contribute to the vibrant life of the University.
- ◆ A demonstrated commitment to recruiting women and minorities to the student body and for faculty, staff, and administrative positions.
- ◆ A management style that demonstrates an appreciation for relationship building, approachability, and accessibility. The new President will be a visible, passionate, and fully engaged advocate for all campus stakeholders.
- ◆ A commitment to lead successful efforts to further strengthen peaks of excellence, and support for building new areas of nationally recognized strength as appropriate to advance the University's scholarly and research competitiveness.
- ◆ Dedication to academic freedom and an inclusive campus culture where both intellectual curiosity and healthy internal communication flourish in an environment that supports and rewards academic achievement of faculty while working individually or collaboratively within and among disciplines.
- ◆ Ability to establish and project a sense of energy, enthusiasm and optimism for FSU's future while vigorously championing its storied traditions, unique heritage, mission, and vision among wide audiences, both internal and external.
- ◆ Persuasive and enthusiastic fundraising skills with the ability to successfully connect with public and private donor sources (e.g., friends, boosters, alumni, corporations, and foundations), and leverage dollars to support high-caliber scholarly, research and service programs and grow faculty/staff resources, and ability to successfully acquire public and governmental resources and funding.
- ◆ Experience in achieving measurable outcomes with business, education, and political communities, and in growing innovative public-private partnerships with industry, government, and other entities.
- ◆ Appreciation for and ability to leverage the University's Division I athletics program to strengthen FSU's identity as a national competitor and community partner.





APPLICATION AND NOMINATION PROCESS

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applications should include a current curriculum vitae and a letter of interest describing relevant experience and interest in the position. Submission of materials via email is strongly encouraged. Nomination letters should include the name and contact information of the nominee.

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

Application materials should be submitted to:

Alberto Pimentel, Managing Partner
Will Gates, Partner
Sal Venegas Jr., Principal

SP&A Executive Search
6512 Painter Avenue
Whittier, CA 90601

Email: apsearch@spaexec.com
Refer to code "**FSU-President**" in subject line



FSU is an Equal Opportunity/Access/Affirmative Action/Pro Disabled & Veteran Employer. FSU's Equal Opportunity Statement can be viewed at: hr.fsu.edu/PDF/Publications/diversity/EEO_Statement.pdf



SECTION 6

Bio and Curriculum Vitae



PRESIDENT ELECT

RICHARD McCULLOUGH

Richard “Rick” McCullough was selected to become Florida State University’s 16th president, following a unanimous vote by the university’s Board of Trustees.

An experienced academic, tested administrator and innovator, McCullough previously served as vice provost for research at Harvard University.

At Harvard, McCullough oversaw the development, review and implementation of strategies, planning and executing academic research across the university since 2012. In addition, he leads an office of Foundation and Corporate Engagement and assists in the oversight of more than 25 interdisciplinary institutes, centers and initiatives across the university.

During his tenure, McCullough successfully built and launched the new Harvard Data Science Initiative, a collaboration between 12 of the university’s schools and more than 120 faculty, which has led to three new master’s programs and the creation of many new undergraduate courses.

McCullough developed and launched a new Structural Biology Program and cryo-electron microscope facility that partners Harvard Medical School with three Boston-area hospitals. He also led the development for a new \$100 million, multi-institution collaboration to build the Advanced Biological Innovation and Manufacturing Center and Facility, which will be a hub for workforce training, economic development, education and medical research for the region.

Previously, McCullough spent 22 years at Carnegie-Mellon University in Pittsburgh, where he began his academic career as an assistant professor of chemistry in 1990 and became the Thomas Lord Professor of Chemistry in 2009. McCullough was promoted to Head of Chemistry in 1998 and then served as dean of the Mellon College of Science from 2001-2007 before becoming the university’s Vice President for Research.

McCullough, a founder of two companies who holds multiple patents, has a rich background in entrepreneurship and innovation. At Carnegie Mellon he developed a vibrant innovation ecosystem, including the Greenlighting Start-ups Initiative that exponentially increased the generation of university spin-out companies and corporate engagement. In 2013, he was elected as a fellow of the National Academy of Inventors.

A staunch champion of diversity, McCullough created a diverse pipeline of Black/African American academics from both his research lab and as the founding creator of the Future Faculty Workshop: Diverse Leaders of Tomorrow, an annual workshop that helps diverse postdoctoral fellows and students obtain academic jobs. Now in its 15th year, the workshop has facilitated placing more than 50 underrepresented minority professors in the United States.

McCullough, also a professor of materials science and engineering at Harvard, is the author of numerous peer-reviewed articles and serves on the editorial boards of several academic journals. He has been an innovation, entrepreneurship and technology transfer adviser to Oxford University, Princeton University and Washington University at St. Louis.

A first-generation student from Mesquite, Texas, McCullough attended Eastfield Community College before earning a bachelor’s degree in chemistry from the University of Texas at Dallas in 1982 and a doctoral degree in organic chemistry from Johns Hopkins University in 1988. McCullough also spent two years as a postdoctoral fellow at Columbia University in New York.

He and his wife, Jai Vartikar, have two children, Jason and Dylan.

Richard D. McCullough

Harvard University
Cambridge, MA 02138
Office (617) 496-9566

ACADEMIC APPOINTMENTS

2012-Present:	Vice Provost for Research, Harvard University
2013-Present:	Professor of Materials Science and Engineering, Harvard University
2007-2012:	Vice President for Research, Carnegie Mellon University
2001-2007:	Dean, Mellon College of Science, Carnegie Mellon University
1998-2001:	Head of Chemistry, Carnegie Mellon University
2009-2012:	Thomas Lord Professor of Chemistry, Carnegie Mellon University
1998-2009:	Professor of Chemistry, Carnegie Mellon University
1996:	Visiting Professor, University of Copenhagen
1995-1998:	Associate Professor of Chemistry, Carnegie Mellon University
1990-1995:	Assistant Professor of Chemistry, Carnegie Mellon University

BOARD AND LEADERSHIP POSITIONS

2020-2021:	Managing Director, Center for Advanced Biological Innovation and Manufacturing, a Public Benefit Corporation
2020:	Research Continuity External Review Committee, Stanford University
2018-Present:	Scientific Advisory Board, Villum Foundation, Denmark
2018-Present:	Massachusetts Life Sciences Strategy Board
2018-Present:	Chairman of the Board of Directors, National Science and Engineering Council of Canada, Green Electronics Network
2018-Present:	Board of Directors, Higgins Trust
2013-Present:	Executive Committee, The Broad Institute, Stanley Center for Psychiatric Research
2012-Present:	Scientific Advisory Board, Massachusetts General Hospital

2012-Present:	Board of Directors, Wyss Institute for Bio-inspired Engineering, Harvard University
2012-Present:	Collaborative Coordination Board, Broad Institute
2012-Present:	Board of Directors, Ragon Institute
2012-Present:	Executive Advisory Board, CATALYST, Center for Science and Translational Medicine, Harvard Medical School
2012-Present:	Board of Directors, Harvard Global
2010-Present:	Board of Directors (Executive Chairman) and Founder Liquid X Printed Metals
2012-2019:	Board of Directors, Brookhaven National Lab
2017:	Princeton University Provost's Advisory Board on Research and Innovation
2016:	Washington University at St. Louis Advisory Board on Technology Transfer and Innovation, Chair
2002-2014:	Board of Directors, Chief Scientist Officer, and Founder Plextronics, Inc.
2013:	Oxford University Innovation Working Group an Advisory Board on Knowledge Exchange, Technology Transfer, and Innovation
2013:	Georgia Institute of Technology Polymer Network Advisory Board
2011-2012:	Board of Directors, Department of Energy Innovation Hub on Sustainable Buildings
2009-2012:	Board of Directors, Pittsburgh Tissue Engineering Institute
2008-2012:	Board of Directors, Innovation Works
2008-2012:	Board of Directors, Pittsburgh Life Sciences Greenhouse
2001-2012:	Board of Directors, Mellon Pittsburgh Corporation
2008:	Advisory Board, Nanoscience Center, University of Central Florida
2004-2006:	University of Washington Nanotechnology Center Advisory Board
1999-2000:	Scientific Advisory Board, BF Goodrich Performance Materials

EDITORIAL BOARDS

1998-Present:	Editorial Board, <i>Advanced Materials</i>
2015-Present:	International Editorial Board, <i>Advanced Electronic Materials</i>
2015-Present:	Editorial Board, <i>EC Chemistry Journal</i>
2010-Present:	Editorial Board, <i>Organic Chemistry: Current Research</i>
1994-2000:	International Advisory Board, <i>Journal of Materials Chemistry</i>

EDUCATION

1988-1990	Postdoctoral Fellow, Columbia University, New York, NY Research Advisor: Professor Ronald Breslow
1982-1988	Ph.D., Organic Chemistry, The Johns Hopkins University, Baltimore, MD Research Advisor: Professor Dwaine O. Cowan
1979-1982	B.S., Chemistry, The University of Texas at Dallas
1977-1979	Eastfield Community College

HARVARD UNIVERSITY LEADERSHIP COMMITTEES

2020-Present:	Climate Change Planning Committee-Chair
2020-Present:	Harvard University and Hospitals Lab Reopening Committee-Chair
2020-Present:	Research Compliance and Policy Committee-Chair
2020-Present:	Harvard University COVID-19 Task Force
2019-Present:	Center for Advanced Biological Innovation and Manufacturing
2019-Present:	Harvard Corporation's Honorary Degree Committee
2018-Present:	Oversight of Sensitive Collaboration and Research Programs, Co-Chair
2018-Present:	Provost Council
2015-Present:	Harvard i-Lab Life Lab Start-up Selection Committee
2014-Present:	Allston Campus Academic Planning Committee
2012-Present:	Gift Policy Committee
2012-Present:	Oversight of New Educational and Research Programs, Chair
2012-Present:	University Risk Management Committee
2012-Present:	Information Security Oversight Committee
2014-2016:	Enterprise Research Campus Committee, Co-Chair

GOVERNMENT LEADERSHIP COMMITTEES

2018-Present:	National Academy of Science Roundtable Committee on Open Science
2019:	White House Summit on America's Bio-economy
2018:	White House Summit on America's Future in Quantum Computing
2017-2018:	AAU Committee on Technology Transfer and Intellectual Property Assets
2008-2011:	Co-Chair, Department of Commerce-Emerging Technology and Research Advisory Committee on Export and Deemed Export Control

PRINCIPAL RESEARCH INTERESTS

Printable electronic materials, including the discovery and development of regioregular polythiophenes and commercial, reactive metal inks. Regioregular polythiophene has been among the most highly studied materials in the past two decades.

HONORS

2021	Hall of Fame, <i>Advanced Materials</i> for groundbreaking research discoveries
2013	National Academy of Inventors, Elected Fellow
2007	American Chemical Society Pittsburgh Award
2006	Start-Up Entrepreneur of the Year Award Carnegie Science Center's Awards of Excellence
2005	Alumni Achievement Award, University of Texas, Dallas
2002	American Chemical Society Akron Award
1992	AT&T Special Foundation Award
1987	Sarah and Adolph Roseman Achievement Award in Research and Teaching

PLENARY LECTURES

2019	Plenary Lecturer, Academic Year Opening, Tilburg University
2012	Plenary Lecturer, 75 th year celebration of the Danish Academy of Technical Sciences
2012	Keynote Lecturer Solvay Conference
2011	Plenary Lecturer University Technology Entrepreneurial Network, Portugal
2010	Plenary Lecturer Indian National Energy Conference, IIT Kanpur
2010	Xerox Keynote Lecturer Canadian High Polymer Conference
2003	Murtiashaw Lecturer, University of South Carolina
2000	National Starch Keynote Nanotechnology Lecturer
1999	Bayer Keynote Lecturer, Bayer Polymer Symposium

SCIENTIFIC ACTIVITIES

185 Invited Lectures. 195 Publications (includes conference proceedings-not listed).

PUBLICATIONS

Google Scholar H index 54, i10 index 78, 16,460 citations

1. "An Approach to the Synthesis of TMTTeF," Cowan, D. O.; Lerstrup, K.; Veciana, J.; Rovira, C.; Bailey, A.; McCullough, R. *Mol. Cryst. Liq. Cryst.* **1985**, *102*, 285-294.
2. "Tellurium Containing Organic Metals," Cowan, D. O.; Mays, M.; Lee, M.; McCullough, R.; Bailey, A.; Lerstrup, K.; Wiygul, F.; Kistenmacher, T.; Poehler, T.; Chiang, L.-Y. *Mol. Cryst. Liq. Cryst.* **1985**, *125*, 191-204.
3. "A Convenient Synthesis of Hexamethylenetetraselenafulvalene (HMTSF)," McCullough, R. D.; Cowan, D. O. *J. Org. Chem.* **1985**, *50*, 4644-4648.
4. "The Synthesis and Study of New Selenium and Tellurium Heterocyclic π -Donors," Lerstrup, K.; Bailey, A.; McCullough, R. D.; Mays, M.; Cowan, D. O. *Synth. Met.* **1986**, *19*, 647-652.
5. "Tetratellurafulvalene (TTeF)," McCullough, R. D.; Kok, G. B.; Lerstrup, K. L.; Cowan, D. O. *J. Am. Chem. Soc.* **1987**, *109*, 4115-4116.
6. "Initial Study of the New Tellurium Containing Charge Transfer Organic Metal: Tetratellurafulvalene-Tetracyanoquinodimethane (TTeF-TCNQ)," Mays, M. D.; McCullough, R. D.; Cowan, D. O.; Poehler, T. O.; Bryden, W. A.; Kistenmacher, T. J. *Solid State Commun.* **1988**, *65*, 1089-1092.
7. "An Improved Synthesis of Tetratellurafulvalene via 1,2-Bis(trimethylstannylethylene)," McCullough, R. D.; Bailey, A. B.; Mays, M. D.; Cowan, D. O. *Synth. Met.* **1989**, *27*, 487-492.
8. "New Organic p-Donors: Analogues of HMTSF and HMTTeF," Bailey, A. B.; McCullough, R. D.; Mays, M. D.; Cowan, D. O.; Lerstrup, K. A. *Synth. Met.* **1989**, *27*, 425-430.
9. "Electrical and Magnetic Studies on Some New Organic Conductors Made With Tetratellurafulvalene (TTeF)," Mays, M. D.; McCullough, R. D.; Bailey, A. B.; Cowan, D. O.; Poehler, T. O.; Kistenmacher, T. J. *Synth. Met.* **1989**, *27*, 493-498.
10. "Substrate Selectivity in Epoxidation by Metalloporphyrin and Metallosalen Catalysts Carrying Binding Groups," Breslow, R.; Brown, A. B.; McCullough, R. D.; White, P. W. *J. Am. Chem. Soc.* **1989**, *111*, 4517-4518.
11. "Organic Metals Containing Tellurium," Cowan, D. O.; McCullough, R. D.; Bailey, A.; Lerstrup, K.; Talham, D.; Herr, D.; Mays, M. *Phosphorus, Sulfur, Silicon, Relat. Elem.* **1992**, *67*, 277-294.
12. "Enhanced Electrical Conductivity in Regioselectively Synthesized Poly(3-alkylthiophenes)," McCullough, R. D.; Lowe, R. D. *J. Chem. Soc., Chem. Commun.* **1992**, 70-72.
13. "Design, Synthesis, and Control of Conducting Polymer Architectures: Structurally Homogeneous Poly(3-alkylthiophenes)," McCullough, R. D.; Lowe, R. D.; Jayaraman, M.; Anderson, D. L. *J. Org. Chem.*, **1993**, *58*, 904-912.
14. "Design and Control of Conducting Polymer Architectures: Synthesis and Properties of Regiochemically Well-Defined Poly(3-alkylthiophenes)," McCullough, R. D.; Lowe, R. D.; Tristram-Nagle, S.; Jayaraman, M.; Anderson, D. L.; Ewbank, P. C. *Synth. Met.*, **1993**, *55*, 1198-1203.
15. "Novel Coordination Complexes of Tetrathiafulvalene Derivatives," McCullough, R. D.; Seth, J.; Belot, J. A.; Majetich, S. A.; Carter, A. C. *Synth. Met.*, **1993**, *56*, 1989-1994.
16. "Connected Cadmium Selenide Nanocrystallites" Majetich, S. A.; Carter, A. C.; McCullough, R. D. in *"Nanophase and Nanocomposite Materials"*, eds. S. Komarneni, J.C. Parker, and G.J. Thomas, Materials Research Society, Pittsburgh, PA **1993**, *286*, 86-92.

17. "Self-Oriented Poly(3-Alkylthiophenes): New Insights on Structure-Property Relationships in Conducting Polymers," McCullough, R. D.; Tristram-Nagle, S.; Williams, S. P.; Lowe, R. D.; Jayaraman, M. *J. Am. Chem. Soc.* **1993**, *115*, 4910-4911.
18. "Selective Generation, Isolation, and Purification of Tetrathiafulvalene Tetrathiolate: A Versatile Building Block for New Materials," McCullough, R. D.; Belot, J. A.; Seth, J. *J. Org. Chem.* **1993**, *58*, 6480-6482.
19. "Toward Tuning Electrical and Optical Properties in Conjugated Polymers Using Side-Chains: The Synthesis and Physical Properties of a Series of the First Head-to-Tail Heteratom Functionalized Polythiophenes," McCullough, R. D.; Williams, S. P. *J. Am. Chem. Soc.* **1993**, *115*, 11608-11609.
20. "Cadmium Selenide Nanocrystallite Networks", Majetich, S. A.; Seth, J.; McCullough, R. D.; Belot, J. A. *Z. Physik D* **1993**, *26*, 210-212.
21. "Synthesis and Physical Properties of Self-Orienting, Head-To-Tail Polythiophenes," McCullough, R. D.; Williams, S. P.; Jayaraman, M.; Reddinger, J.; Miller, L.; Tristram-Nagle, S. in "Electrical, Optical, and Magnetic Properties of Organic Solid State Materials," Dalton, L.; Lee, C., eds., Materials Research Society, Pittsburgh, PA **1994**, *328*, 215-220.
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25. "The First Synthesis and New Properties of Regioregular, Head-To-Tail Coupled Polythiophenes." McCullough, R. D.; Williams, S. P.; Tristram-Nagle, S.; Jayaraman, M.; Ewbank, P. C.; Miller, L. *Synt. Met.*, **1995**, *69*, 279-282.
26. "New Bimetallic Tetrathiafulvalene Building Blocks and Self-Assembled, Two Dimensional Conductors Derived From Regioregular, Head-to-Tail Coupled Polythiophenes" McCullough, R. D.; Belot, J. A.; Williams, S. P. in "Molecular Engineering of Advanced Materials", Becher, J., Schaumburg, K. Eds., NATO Advanced Research Workshop Series, Series C: Mathematical and Physical Sciences, **1995**, *456*, 349-363.
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31. "Evidence of a Novel Side Chain Structure in Regioregular Poly(3-Alkylthiophenes)," Prosa, T. J.; Winokur, M. J.; McCullough, R. D. *Macromolecules*, **1996**, *29*, 3654-3657.
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33. "Quadratic Electro-optical Measurements of Polythiophene Films by a Modified Mach-Zehnder Interferometer," Jakobsen, C.; Petersen, J. C.; Geisler, T.; Bjørnholm, T.; Greve, D. R.; McCullough, R. D. *J. Opt. Soc. Am.* **1996**, *115*, 235-240.
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37. "Self-Assembly and Disassembly of Regioregular, Water Soluble Polythiophenes: Chemoselective Ionchromatic Sensing in Water," McCullough, R. D.; Ewbank, P. C.; Loewe, R. S. *J. Am. Chem. Soc.* **1997**, *119*, 631-632.
38. "Self-assembly and Chemical Response of Conducting Polymer Superstructures," McCullough, R. D.; Ewbank, P. C. *Synth. Met.* **1997**, *84*, 311-312.
39. "Self-Assembly in Regioregular Polythiophenes," McCullough, R. D. *Annu. Tech. Conf.-Soc. Plast. Eng.*, **1997**, *56*, 102-105.
40. "Saturation effects in the Nonlinear Optical Response of Regioregular, Highly Conjugated Poly(3-alkylthiophene) Thin Films," *Synth. Met.* **1997**, *84*, 531-532.
41. Bjørnholm, T.; Greve, D. R.; McCullough, R. D. In *Supramolecular Engineering of Synthetic Metallic Materials: Conductors and Magnets*; Veciana, J., Rovira, C., Amabilino, D. B., Eds.; NATO ASI Series C, Volume 518, Kluwer: Dordrecht, **1998**; pp 477-483.
42. "Regioregular, Head-to-Tail Coupled Poly(3-alkylthiophene) and its Derivatives," McCullough, R. D.; Ewbank, P. C. in the *Handbook of Conducting Polymers*, 2nd edition, Marcell Dekker, **1998**, Chapter 9. 225-258. **INVITED**
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Patents

#6166172

Method of forming poly(3-substituted) thiophenes

#’s 6602974, 6887965, 7098294, RE40813, RE41587, 8227566

Polythiophenes, block copolymers made therefrom, and methods of forming the same

#’s 7452958, 7834106

Living synthesis of conducting polymers including regioregular polymers, polythiophenes, and block copolymers

#7671173

Purification methods and purified polymers

#8288508

Universal Grignard metathesis polymerization

#’s 61259614, 12941932, 0111138 A1

Metal ink compositions, conductive patterns, methods, and devices

#’s 61482571, 13464605, 0304889

Metal alloys from molecular inks

#’s 61553048, 11660932, 0156971

Transparent conductive and ITO replacement materials and structures

#’s 61603852, 13777374, 0236656

Self-Reducing Metal Complex Inks Soluble in Polar Protic Solvents and Improved Curing Methods

May 7, 2020

Presidential Advisory Committee
Florida State University

Dear Members of the Search Committee:

I am writing to express my interest in being the President of Florida State University. The opportunities for the leader at Florida State are truly exciting and match the breadth of my experience. I trained at top U.S. universities, Johns Hopkins and Columbia, and rose through the academic ranks at Carnegie Mellon University to become the Thomas Lord Professor of Chemistry. At a very early age, I was asked to become the Head of the Chemistry Department and then became the youngest Dean ever at Carnegie Mellon. After serving seven years as Dean, I was promoted to the position of Vice President for Research. In 2012, I was recruited by Harvard University to be a tenured, Full Professor and Vice Provost for Research. These collective academic experiences at four diverse and preeminent universities uniquely provide me with the leadership skills to drive the continued rise in international reputation, ranking, and academic quality at Florida State.

As part of the senior leadership team at Harvard University, I have executive experience helping to manage one of the world's best universities. I have expanded Harvard's influence and the scope of our impact through building visionary interdisciplinary research and education initiatives across Harvard and with multiple world-leading hospitals, corporations, and some of the best academic institutions. Although decentralization has meant greater challenges in finding common ground in planning for our university's future, I have found that building trusted relationships has been the key to creating new partnerships and collaborations, improving Harvard's standing in the world. I would be very excited to achieve Florida State's aspirational goals through building personal relationships and working with the Board, the leadership team, the Deans, the Athletic Director, Coaches, the faculty, and other key stakeholders.

One of the major goals I would have for Florida State is to develop important research programs and increase research funding. I would bring my experience in creating new strategic research and educational initiatives that not only increase research funding, but lead to a rise in the university and departmental rankings and set the stage for membership to the AAU. I have deep experience in building new research and educational initiatives. I have successfully built and launched the new Harvard Data Science Initiative that involves 12 Schools and over 120 faculty and has led to three new master's programs and the creation of many new undergraduate courses. I also developed and launched a new Structural Biology Program and cryo-electron microscope facility that partners Harvard Medical School, Dana Farber Cancer Institute, Massachusetts General Hospital, and Boston Children's Hospital and was funded with over \$40M. I have led the development of a new \$100M, multi-institution collaboration that has launched the building of the Advanced Biological Innovation and Manufacturing Center and Facility. The Center will be a hub for workforce training, economic development, education, and medical research for the region. I have recruited world-leading financial partners to join the collaboration including MIT, Massachusetts General Hospital, Dana-Farber Cancer Institute, Brigham and Women's Hospital, Boston Children's Hospital, Beth-Israel Deaconess Medical Center, Cytiva Life Sciences (formerly GE Life Sciences), Fujifilm

Diosynth, Alexandria Real Estate, and Millipore. Most recently, I led, developed, and wrote the Harvard University Climate Change Initiative Strategic Plan.

I oversee and manage over 25 Harvard Institutes, Centers, and Initiatives including those in the sciences, social sciences, and humanities and control \$60M in research budget allocations to support these research centers. Some examples are Harvard University Center for the Environment, Institute for Quantitative Social Sciences, Wyss Institute for Biologically-Inspired Engineering, Harvard Stem Cell Institute, Harvard Brain Initiative, Harvard Global Health Initiative, and Scholars at Risk Program. These programs represent pathbreaking initiatives of the highest quality.

Building leading research and educational programs across many disciplines, will improve Florida State's ability to recruit, retain, and showcase a world-class and diverse faculty. I would be a tireless advocate for the faculty, students, and staff and bring my deep experience in recruiting and keeping the university's talent. The backbone of the university is its faculty and their work drives the reputational excellence that attracts students, postdoctoral fellows, and staff. I have extensive experience in the tenure and promotion process, having served for over 10 years on University promotion and tenure committees and have been personally responsible for recruiting and retaining the best and diverse faculty at both Harvard University and at Carnegie Mellon.

I have an absolute passion for helping students to achieve social mobility. I grew up with limited means and supported myself through Eastfield Community College and University of Texas at Dallas and became the first person in my family with a college degree. I am extremely excited to personally help students use education as a pathway to success and giving back is deeply personal to me. As Florida State is a leader at so many levels in helping students achieve their dreams, I would be thrilled to help drive these efforts. I also have been a leader in promoting diversity. I led the hiring of a diverse faculty and created a diverse pipeline of Black/African American academics from both my research lab and as the founding creator of the Future Faculty Workshop: Diverse Leaders of Tomorrow (FFW). The FFW is an annual workshop that is in its 15th year and helps diverse postdoctoral fellows and students obtain academic jobs-essentially helping to create the pipeline. The FFW has helped to place over 50 under-represented minority professors in the U.S.

I am an enthusiastic, energetic, experienced, and excellent fundraiser. After I joined Harvard, in recognition of my fundraising experience I was asked to head up corporate and foundation fundraising. I have been quite successful and have increased corporate support by 100% (an increase of over \$25M/year) and foundation support by 50% (over \$65M/year). I am also very involved in strategic fundraising at Harvard and work closely with the President and Provost on soliciting major donors for 7 to 9 figure gifts. At Carnegie Mellon, I was a key player in the successful \$1B campaign. I wrote the research strategic plan, helped to develop the campaign themes, and led fundraising for multiple 6 and 7 figure gifts from individuals and foundations to fund new initiatives. I would look forward to leading the development of Florida State's next strategic plan and, most importantly, translating the plan into fundraising opportunities and perhaps the next capital campaign as a way to focus efforts on fundraising. Fundraising will help to provide the necessary fuel to drive Florida State's ambitions.

I have had extensive experience with government relations. I have built many close and important relationships with politicians at the federal, state, and local levels and together they have helped with driving job creation through the development of research programs and allocations to promote entrepreneurship and start-ups. I have particular experience with working with State politicians from the Governor to their staffs and legislatures to provide allocations of university resources and

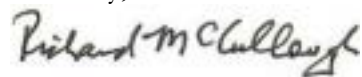
the promotion of economic and workforce development. I look forward to forming partnerships with Florida State government officials to secure their maximal support of Florida State University.

I have been deeply involved in many entrepreneurial efforts over the years, including starting two companies, creating the Innovation Ecosystem, and the Greenlighting Start-ups Initiative at Carnegie Mellon that promoted the creation of university spin-out companies and corporate engagement. CMU went from two start-ups a year to 14 per year in 6 years--making CMU #1 in number of spin-outs created per research dollar in the U.S. and top 10 in total spin-outs per year. The initiative helped to attract corporate partners and companies to Pittsburgh, including: Google, Uber, Disney, Apple, Intel, Microsoft, GM, etc. At Harvard, I oversee all entrepreneurship and helped to open a new life sciences incubator, the Pagliuca Harvard Life Lab, and help to select the start-up occupants. I also have been an innovation, entrepreneurship, and technology transfer advisor to Oxford University, Princeton University, and Washington University at St. Louis, and was a member of AAU Presidents technology transfer committee. I see a fantastic opportunity to increase the focus of Florida State on student and faculty entrepreneurship, promoting the starting of university spin-out companies, and the building of corporate partnerships. I believe that despite the progress in this area, there is a great deal of room for the university to grow. The impressive new and unique College of Entrepreneurship positions Florida State to become among the leaders in the U.S. in promoting student entrepreneurship and innovation. Florida State is ripe for growth in corporate partnerships leading to increased research resources for the faculty. I am very qualified to deliver on increasing Florida State's innovation, start-ups, and corporate partnerships.

I see a tremendous opportunity for Florida State University to continue its ascension to becoming one of the world's preeminent universities and certainly the university with the fastest rise in reputation and rankings. The foundational growth of the University over the last several years has been truly impressive and the stage is set for the new President to lead the next period of success. The opportunity to build world-leading research and educational programs and new partnerships is without limit and my experience matches the aspirations of Florida State. I am a highly experienced leader that knows how to build a high-quality faculty, create important and competitive education and research programs, and achieve significant jumps in reputation and ranking.

I would be deeply honored if I were chosen as Florida State University's next President.

Sincerely,

A handwritten signature in dark ink, reading "Richard McCullough". The signature is fluid and cursive, with the first name "Richard" and last name "McCullough" clearly legible.

Richard McCullough
Vice Provost for Research
Professor of Materials Science and Engineering
Harvard University



SECTION 7

Proposed Employment Agreement



President-Elect McCullough Employment Contract

The terms reflect standard provisions contained in presidential employment contracts nationally and within the Florida SUS.

Specifically:

- 5-year employment contract term beginning August 16, 2021
- Proposed base salary of \$700,000
- Car allowance of \$1,000 per month
- Startup package and signing bonus for moving expenses
- Standard University benefits (health, disability, life, retirement)
- 25% of base salary for retirement/deferred compensation
- Requirement to reside in the University-owned President's house
- Provides for annual performance bonus up to \$150,000
- Provides for retention payment of \$500,000 after completion of 5 years
- Allows for termination with or without cause
- Requires 90 days' notice of resignation
- Appointment as Full Professor in the College of Arts and Sciences

Based upon approval by the Board of Trustees, the Board of Governors will consider the President-Elect's contract at their meeting June 23.