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 STATE UNIVERSITY SYSTEM OF FLORIDA
 BOARD OF GOVERNORS
 UNIVERSITY OF SOUTH FLORIDA, ST. PETERSBURG CAMPUS
 ST. PETERSBURG, FL
 June 23, 2021

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1. Appearance by Senate President Wilton Simpson

During the Strategic Planning Committee, Chair Kitson welcomed President Simpson to the Board meeting. President Simpson reflected on his higher education experience. While he did not attend college out of high school, his mother encouraged him to attend an accounting class with her, which eventually led to him obtaining an associates of arts degree from Pasco Hernando Community College. His perspective on education is “How do we best accomplish the mission of educating the State of Florida?” In his view, the only way to break generational poverty is through the education system. And if the objective is to improve the quality of life and have a well-paid job, it is imperative for the state to have the best universities. President Simpson emphasized the importance of preparing students for the workforce and teaching them practical skills such as how to manage their budget.

President Simpson remarked on the successful legislative session this year. During the pandemic, only 30% of the economy was shut down and Florida was one of the first states to reopen quickly. The legislature is proud of the COVID Liability Bill that passed during session, along with the PECO list for the college and the university systems. He noted there was a focus during session on increasing STEM-prepared students and on vocational training. He thanked the Board of Governors for working hard during session and assured members the Legislature is supportive of the State University System.

Mr. Cerio thanked President Simpson for his leadership and expressed appreciation for his focus on civil discourse. Mr. Lamb likewise expressed appreciation for his leadership during a very challenging time and for listening to the Board of Governors.

Mr. Levine asked President Simpson for his opinion on the key issues the Board should lean into as a governing body. President Simpson replied it is very difficult for legislators to become experts in 50 different topics, especially given term limits, so educating legislators on key topics is very important. He said the Board of Governors should be the leading source of information to the legislators.

2. Call to Order

On June 23, 2021, Chair Sydney Kitson convened the meeting 9:56 a.m. with the following members present and answering roll call: Vice Chair Brian Lamb; Tim Cerio; Patricia Frost; Ed Haddock; Nastassia Janvier; Ken Jones; Darlene Jordan; Alan Levine; Charles Lydecker; William Self; Eric Silagy and Kent Stermon.

3. Chair's Report to the Board of Governors

Chair Kitson thanked everyone for joining the meeting, and emphasized how great it was to see so many Board members, university presidents, administrators and others, in person. He reminded members this would be the final meeting available via Zoom; all future meetings will have a dial-in number only.

Chair Kitson thanked President Currall and Vice Chair Griffin for their hospitality in hosting the meeting. President Currall welcomed everyone to the University of South Florida, St. Petersburg campus and thanked Regional Manager, Martin Tadlock, and his team for hosting. He said they are delighted to welcome Trustee Will Weatherford, who will begin his term as Chair on July 1.

President Currall expressed excitement about returning to in-person instruction, which will begin on June 28 for the summer session, and is grateful to USF faculty, staff, and students for their extraordinary flexibility and resilience throughout the pandemic. Thanks to their commitment, USF has kept the number of positive cases down across their campuses since August 24, 2020. USF is also leveraging lessons learned during the pandemic to support their students as they return to campus.

President Currall reported students were returning to campus in surprisingly high numbers. Based on the latest admissions data, applications have significantly increased almost 22% from the previous year and the number of admitted students increased by 25%. Importantly, USF will welcome its most diverse class of students, especially on their St. Petersburg campus. Deposits among black students have increased more than 118% and deposits among Hispanic students have increased more than 93%. President Currall stated that over 400 black students, who earned merit-based scholarships from USF were contacted by faculty and staff, who discussed the benefits of attending USF. He said the personal outreach has made a big impact, which is reflected in the numbers he shared.

President Currall highlighted some capital projects that are underway, including the new Wellness Center, and he discussed ongoing research at the St. Petersburg campus in the College of Marine Sciences.

Trustee Griffin welcomed Board members to the St. Petersburg campus and thanked them for supporting the university's consolidation efforts. He then thanked Chair Jordan Zimmerman for his leadership in advancing the University of South Florida and noted that his legacy will continue as they prioritize student success while maintaining a very diverse campus and growing enrollment on each campus. He is also looking forward to sharing their strategic plan at the next meeting.

Chair Kitson welcomed the Board's new student representative, Nastassia Janvier. Ms. Janvier is the chair of the Florida Student Association and is the student body president at Florida State University and a trustee on the FSU Board of Trustees. She is a first-generation student and a candidate in FSU's Master's program in Public Administration. Chair Kitson stated Ms. Janvier is very involved in public service and governmental affairs and plans to attend law school. Chair Kitson hopes she will find the work of the Board as rewarding as they do. Ms. Janvier said she is looking forward to working with everyone this year.

On behalf of the Board, Chair Kitson expressed his appreciation to the university leaders, their faculty, and particularly their students, for meeting the many challenges of this past academic

year. Rather than just trying to 'get through' or 'survive' the year, the universities excelled in educating their students while thoughtfully dealing with the pandemic. Chair Kitson indicated he continues to meet weekly with university presidents and trustee chairs to collaborate, share information and strive for excellence. He believes the System will be better based on lessons learned from this past year.

Chair Kitson thanked Surgeon General Rivkees for being on every call and for his input and advice to the Task Force. As more students, faculty, staff, and community members receive vaccinations for the COVID-19 virus, the challenges caused by the pandemic will become easier to manage. This is especially important for students who are looking forward to the upcoming fall term and a vibrant campus experience.

Last month, several presidents participated in a panel at the Council of 100 spring meeting, which was moderated by Mr. Bob Ward and Mr. Mark Wilson. The purpose of the panel was to share information to provide a better understanding of how the State University System works to meet the state's workforce needs. The information was well-received as evidenced by comments expressed by top CEO's: "very powerful to hear from our university leaders—it would be good to hear from them annually"; "I love hearing what is happening in post-secondary education as it informs the future of the labor market"; "It was encouraging to me to see the presidents share thoughts, and most importantly reinforce the fact that they are working together on a daily basis—I never knew"; "I found this to be a really important panel for business leaders in the state. It was great to understand where universities are focusing and get us thinking about how to enhance academic partnerships to support the workforce of the future". Chair Kitson looks forward to continuing the collaboration with state business leaders.

Chair Kitson reported Governor DeSantis recently signed the 2021-22 budget, which provides resources to enable the universities to continue producing high-quality graduates required for today's workforce. Chair Kitson thanked Governor DeSantis for his support during session and for his leadership during the pandemic. He also thanked President Simpson and Speaker Sprowls for their support and important feedback. The Legislature passed comprehensive legislation that will directly affect the universities, and as always, Board staff and each of the universities have begun to respond to the new expectations and initiatives for the System.

Chair Kitson noted the Legislature emphasized the need to provide postsecondary students with information and resources to better inform them of the education and employment opportunities that are available, and the degrees required for those opportunities. The Board Office worked closely with the Florida College System on legislation to streamline online learning and library services for all 40 public higher education institutions. The Florida Postsecondary Academic Library Network will provide access to distance learning courses, degree programs, online advising services, and a single online library.

He explained that a new law directs the Board to create and maintain an online set of data regarding state university graduates, which must include post-graduation salaries; student loan debt; debt-to-income ratios; estimated loan payments as a percentage of income; and the percentage of graduates who have continued their education. The law requires each state university board of trustees to adopt procedures to connect undergraduate students to career planning, coaching, and related programs during the first academic year of the student's enrollment.

Chair Kitson reported that a new law would tighten and increase oversight over all state agencies and political subdivisions regarding relationships with foreign entities. The universities will be disclosing all foreign donations, grants, or contracts with a value of \$50,000 or more, and implementing more rigorous screening requirements for applicants for research positions and foreign travel and activities of employees. As a part of this new institutional accountability, the Board's Inspector General has audit and review responsibilities and will be providing regular reports to the Board. The universities and Board staff have begun work on the new legislative initiatives to determine the most efficient methods to implement the new state policies.

Chair Kitson explained that in 2019, the Board of Governors engaged a firm to conduct a system-wide review of financial controls at the institutions. It was an important initiative, and as part of its due diligence, the Board seeks to expand the scope of this review to ensure that sound financial controls exist in university direct support organizations. Chair Kitson asked university board chairs to develop a plan to evaluate the financial internal controls at each of their institution's direct support organizations. Specifically, the reviews will assess whether the appropriate financial controls are in place to protect the organization from theft or malfeasance and that duties are properly segregated among employees with proper oversight and monitoring activities. Chair Kitson said an entity not connected with the operations or internal oversight of the direct support organization should be responsible for conducting the review. At the conclusion of the reviews, a summary report for each university must be submitted to the Board of Governors, through the Office of Inspector General by June 30, 2022. Chair Kitson charged the Board's Audit and Compliance Committee with reviewing these reports.

Chair Kitson commented on a letter he received from the Southern Association of Colleges and Schools Commission on Colleges (SACS) and the Board's presidential search process. After reading an article in the Tallahassee Democrat related to the FSU presidential search, Dr. Belle Wheelan, the President of SACS, sent him a letter outlining the SACS Principles surrounding a governing board's selection of a chief executive officer and how our process and selection might affect FSU's accreditation. Chair Kitson stressed Dr. Wheelan should not have written a letter based solely on a newspaper article. It was clear she was not aware of this Board's regulation on the presidential search and selection process or how voting conflicts are addressed under Florida's Code of Ethics for Public Officers. He felt that writing a letter without verifying facts or even attempting to educate herself on our process and Florida law was disappointing to say the least, and in his view, completely unacceptable.

In Chair Kitson's response to Dr. Wheelan, he explained their presidential search process and the responsibilities of the search committee and the university board of trustees. He stated in his response that as a governing board, they recognize the significance of compliance with SACS's Principles and take those responsibilities very seriously. However, it is his understanding this is not the first time Dr. Wheelan has inserted herself into the presidential search process at a university and that this has occurred in other higher education systems in the southeast. He reiterated that her actions were unacceptable. Chair Kitson advised he will be communicating directly with the members of the board that oversees Dr. Wheelan to express his dissatisfaction with her conduct.

In conclusion, he said the State University System is approaching the new academic year with energy and enthusiasm. As the fall semester approaches, all university administrations and faculty are working to provide students with a broad array of academic offerings, student support services, extracurricular and social activities, and athletic participation. As the

universities welcome students, faculty, and staff to their campuses, they will continue to monitor and respond to health and safety guidelines provided by the Florida Department of Health.

4. Recognition of Outgoing Governor Ally Schneider

Chair Kitson thanked outgoing student representative, Ms. Ally Schneider, for her dedicated service and her contributions to the State University System. Chair Kitson stated that Ms. Schneider recently received a baccalaureate degree, with a double major in Sociology and Political Science from the University of North Florida. He congratulated Ms. Schneider for all that she has achieved and for being a voice for over 350,000 students, system wide. He commended her for her leadership throughout the pandemic and for keeping the student perspective at the forefront of the Board.

Ms. Vikki Shirley, the Board's General Counsel and Corporate Secretary, read a resolution honoring Ms. Schneider. The resolution was adopted unanimously by the Board upon a motion by Mr. Cerio and seconded by Mr. Lydecker.

Ms. Schneider attended via Zoom and thanked everyone for their support over the year. She said it was an honor to serve with the Board Members and on behalf of the students of Florida.

5. Chancellor's Report

Chancellor Criser provided a brief update on four-year graduation rates. When looking back during the twenty-year period from 1994 to 2014, the four-year graduation rate in Florida increased by about 14 percentage points. By contrast, over the last seven years, the rate has increased by 16% percent. He attributed this improvement to performance-based funding and the support received from the Legislature and Governor DeSantis, and to the focus brought to bear by each university on improving student success. He congratulated the universities for this remarkable accomplishment across the System.

Chancellor Criser next provided background on the Florida Trend magazine that was distributed to members. He explained this publication will reach 225,000 juniors and seniors in the state. In responding to the challenge from the Legislature to educate incoming freshman about the degrees they offer and the incomes/outcomes of those degrees, the Board office is developing a dashboard tool that will be available to students on the Board's website. And to reach a wider audience of prospective students, the Florida Trend publication will be used to advertise the availability of this tool to high school juniors and seniors and their parents. The objective is to provide Florida students with information on the return on investment they can expect from the degrees they pursue.

As evidenced by the discussion with employers during the Academic and Workforce Alignment Task Force, there is a need for more diverse employees in Florida's workforce, especially in the areas of finance and accounting. He suggested engaging with the Colleges of Business to find a way to produce graduates that match the needs identified by employers. This is an opportunity to not only assist employers with solving this issue, but to also raise the bar on how the universities continue to represent the state of Florida.

Chancellor Criser said the state-wide job fair in 2020 was done virtually and students lined up to talk to employers about possible job opportunities. This year, 223 employers participated in the job fair, and 177 of those employers had not participated in the job fair before. There were 2,859

total meetings between employers and students, which presented a great opportunity for students and employers. He expressed his thanks and appreciation to everyone involved in the job fair.

6. Public Comment

There were no requests for public comment.

7. Consent Agenda

Mr. Levine moved approval of the slate of items on the Consent Agenda. Mr. Lydecker seconded the motion, and the members concurred unanimously.

8. Appearance by House Speaker Chris Sprowls

Chair Kitson introduced House Speaker Chris Sprowls and thanked him for attending the meeting. Speaker Sprowls said it is a privilege to work with Chair Kitson who is a great advocate for the State University System.

Speaker Sprowls talked briefly about where Florida stands as a state and how everyone plays a role in its success. He explained that if you empower a person to make a decision that is best for them, they are more likely to have a better outcome and during legislative session, the Legislature passed a bill that expands school choice.

Speaker Sprowls discussed meeting workforce needs of Florida. In particular, he noted the state needs more engineers, nurses, road builders, and people who can plan for the future. The Legislature established a Buy One Get One tuition waiver program for students going into high demand fields. He encouraged the Board to advise students on the availability of degrees in those fields. To get people back into the workforce, the Legislature also created a tuition waiver program for people who have been out of the State University System for five years to return to school. This program will make college more affordable and address workforce needs.

Speaker Sprowls explained the Legislature won't be resting on their laurels as there is still much to do. A bill dealing with intellectual diversity on university campuses was recently signed into law. He believes everyone should be confident enough to share their experiences and thoughts with other people, but thinks this is an issue on university campuses across the nation.

He asked members to consider what they can do to make sure five years from now, the universities are places where students can engage in the free exchange of ideas. He expressed confidence in the members and university presidents to develop recommendations and pass them along to the Legislature.

Speaker Sprowls thanked President Fuchs and the University of Florida's General Counsel for their assistance with figuring out how to prevent untoward foreign intrusion into their research institutions. The Legislature is looking forward to working with the Board on these issues next session and there is great confidence the State University System will continue to move Florida forward.

Vice Chair Lamb thanked Speaker Sprowls, stating that the Board has a tremendous amount of respect for his great leadership in Tallahassee and around the state. Vice Chair Lamb noted the

System would not be where it is right now without the Speaker's help, especially given the very challenging budget year. He assured Speaker Sprowls of the Board's shared commitment to intellectual diversity and that it will be responsive to the challenges Speaker Sprowls outlined.

Mr. Silagy echoed Vice Chair Lamb's comments. He thanked Speaker Sprowls for taking on the tough issues around the budget. He said it was refreshing to have difficult conversations where you can get real feedback and work together to solve problems.

Mr. Levine expressed his appreciation for the swiftness in which Speaker Sprowls moved after they went through a difficult situation with Moffitt Cancer Center. He asked the Speaker if there is anything the Board can do differently or to enhance what they are doing, to provide more confidence to the Legislature that the research investment made by the State will be protected. Speaker Sprowls said the Legislature has great optimism about the university research being conducted, which is why they are so keen to protect research. Finally, he recognized University of South Florida Board of Trustee Vice Chair Michael Griffin and the USF team for successfully undergoing consolidation of the three USF campuses.

9. Confirmation of Appointment of the President for the New College of Florida

Chair Kitson stated Ms. Mary Ruiz, Chair of the New College of Florida Board of Trustees, submitted a request for confirmation of Dr. Patricia Okker as the next president of the New College of Florida. Chair Kitson then recognized Ms. Ruiz.

Ms. Ruiz thanked Chair Kitson and presented Dr. Okker to the Board for confirmation as president based on the unanimous recommendation of the New College of Florida Board of Trustees. During the search process, New College received 138 applications, which is a testament to the high regard in which New College is held by national educational leaders, as well as to the excellent qualifications of Dr. Okker. Ms. Ruiz explained Dr. Okker has extensive experience in state educational systems, and most recently coming from the University of Missouri and that she has a deep appreciation for the Arts and Sciences. Dr. Okker is results-oriented and the contract that the New College Board of Trustees offered to Dr. Okker includes incentives for meeting key success goals, with a focus on enrollment and retention. Ms. Ruiz said she is looking forward to presenting the plans for enrollment and retention at the August Board of Governors meeting.

On behalf of the New College Board of Trustees, Ms. Ruiz thanked the search committee, and especially Mr. Alan Levine for his indispensable service as liaison. She also thanked Board staff for their help and support throughout the search. Finally, she thanked Dr. Donald O'Shea for his nine years of service to New College, stating he left us with a bigger vision of what is possible at New College than when he came.

Student Body President of New College of Florida, Sofia Lombardi, was then recognized and shared a few remarks on the presidential search process. She was honored to serve on the presidential search committee and can attest to the strength of the New College presidential search process led by Ms. Ruiz. Ms. Lombardi was impressed by the quality of the candidates and the thoughtfulness of the committee members. The search process was inclusive of all stakeholders and she was inspired by the leaders on the search committee, including Mr. Levine, who were driven to move New College forward. She was heartened that the student body voices were not just heard, but also actively sought out throughout the entire process. It is

clear that Dr. Okker cares about New College and that she appreciates its unique mission. Upon her arrival on campus, Dr. Okker immediately engaged with students and is committed to the liberal arts. Ms. Lombardi is looking forward to working with Dr. Okker this year as they transition back to in-person operations.

Mr. Levine expressed his appreciation to Ms. Lombardi as the Student Body President and Dr. David Harvey, as the faculty representative, for their participation on the search committee. Their voices were sought and their opinions mattered and were heard. He is also proud that, if confirmed, Dr. Okker will be the first permanent woman to serve as president of New College of Florida. In closing, he thanked Ms. Ruiz for the great job she did managing the search, which resulted in an excellent candidate in Dr. Okker.

Dr. Okker began by thanking Ms. Ruiz, Mr. Levine, and Trustee Lombardi for their welcoming remarks. She then thanked the search committee and the trustees of New College. She explained how much of her passion for higher education comes from personal experiences. Neither of her parents earned bachelor's degrees, but they did instill the value of education in their five children. She attended a small liberal arts college as an undergraduate, which led to a keen sense of the transformative power of a college education. Dr. Okker stated the faculty, staff, and students at New College share the commitment of nurturing students and preparing them for the future.

Dr. Okker has been a faculty member at the University of Missouri for 31 years, where she has served in a variety of roles, including Dean of Arts and Sciences. Three key accomplishments include implementation of a campus-wide, data-driven approach for program reviews; development of a college-wide, career readiness program; and an increase in the retention of first-year students. All of those initiatives have focused on student success. Dr. Okker said she is truly excited about the future of New College. She is looking forward to collaborating and working with education leaders and employers to ensure New College prepares students to lead lives of great achievement. She affirmed her commitment to ensure New College continues to provide a high quality honors of education and is looking to strengthening existing and developing new partnerships throughout the community and state. Dr. Okker also wants to establish New College as a national leader that integrates a liberal arts education with a robust, career-readiness program. In closing, Dr. Okker reiterated her thanks to the New College Board of Trustees and the Board of Governors for providing her with this opportunity.

Mr. Cerio asked Dr. Okker if she was familiar with the State University System's statement on free expression that was adopted in April of 2019, and if she agreed with it. Dr. Okker replied she has read it and would be delighted to sign the statement and is in full agreement.

Vice Chair Lamb stated it was a pleasure to meet Dr. Okker. He mentioned the prior discussion about performance-based funding and how it is a key strategy to advance student success and higher education. He asked for her thoughts about their work around performance-based funding. Dr. Okker responded she is aware of the performance-based funding model but there is much more she needs to learn. When she reads the performance metrics, she appreciates the clarity of the goals around graduation rates, recruitment, and improving student's career opportunities. She believes that higher education should be held accountable for their student success.

Mr. Jones welcomed Dr. Okker to Florida. He asked her how she would address future challenges, if there was a "COVID Part 2". Dr. Okker noted there are so many challenges that

the students and the universities have faced in the past and their ability to be agile and respond to those challenges prepares students for the future. Her initial impression is that people face what they are given, and they focus on the process. She thinks that continuing the work that has been done is important as well as learning from past experience.

Mr. Levine mentioned that Vice Chair Lamb's question was right on target. He was impressed with Dr. Okker's interview because without being asked, she identified one of her biggest priorities was to transform the culture on the campus to focus on performance and the willingness to be measured.

There being no further questions, Mr. Levine moved approval of the confirmation of Dr. Patricia Okker as the President of the New College of Florida. Mr. Lamb seconded the motion, and the members concurred unanimously.

Chair Kitson congratulated Dr. Okker and asked if she had any remarks. Dr. Okker said she is very excited for New College to collaborate with other institutions around the state, and she is looking forward to working with all of her new colleagues. She said she was honored to serve as the next president and she expressed appreciation to everyone who had a role in the presidential search.

10. Confirmation of Appointment of the President for the Florida State University

Chair Kitson stated Mr. Ed Burr, Chair of the Florida State University Board of Trustees, submitted a request for confirmation of Dr. Richard McCullough as the next president of the Florida State University. Chair Kitson then recognized Mr. Burr.

Mr. Ed Burr presented Dr. Richard McCullough for confirmation of President for Florida State University. He commended Chair Kitson and Chancellor Criser for their leadership during the pandemic. He explained how collaboration between the Board and the university presidents has never been higher, and that the universities have come together to address issues. He then recognized President John Thrasher for his leadership throughout the years. Mr. Burr stated that President Thrasher has accomplished so many things, including FSU being included in the top 20 rankings in *U.S. News & World Report*, which President Thrasher achieved with enthusiasm and grace.

Mr. Burr thanked Vice Chair Bob Sasser for serving as the Chair of the Presidential Search Committee, and Mr. Silagy for being part of the committee. Mr. Burr described the search process that began in October 2020 via Zoom. FSU hired an executive search firm and a number of listening sessions were conducted to allow for broad participation and to ascertain the attributions and experience people expected for a new president. Candidates began applying and were recruited by the search firm; dozens of candidates submitted letters of interest and applications. In May, they narrowed the search to nine candidates who were invited on campus for face-to-face interviews. On May 24, 2021, three candidates were interviewed by the FSU Board of Trustees. After a thoughtful discussion, Dr. Richard McCullough was selected by unanimous vote to serve as the 16th President of Florida State University.

Ms. Janvier was then recognized to share her remarks on the FSU presidential search as FSU's Student Body President. Ms. Janvier said it was a great way to be acclimated to the Board and the Search Committee, and Mr. Burr made it an open process where students and others could

participate and be heard. Throughout the search process, Dr. McCullough stood out as a candidate given his research background at Harvard and the way in which he has engaged with his local and state communities. His background in governmental affairs will serve as a very important piece in how he leads FSU and how he connects with the Board of Governors. She was tasked with asking him some difficult questions and what was remarkable is his emphasis on getting to know the students, which he believes is at the center of what the job requires. Ms. Janvier shared her excitement to work alongside Dr. McCullough if approved by the Board.

Mr. Burr noted they had an impressive the group of final candidates. He stated that Dr. McCullough understands the value of higher education and the barriers to success of struggling students. As a first-generation student of Mesquite, Texas, Dr. McCullough attended a local community college and hitched a ride to attend university classes that were 20 miles from his hometown. He earned his undergraduate degree in Chemistry from the University of Texas, Dallas and a doctoral degree in Organic Chemistry from John Hopkins University. Dr. McCullough was a professor, dean, and Vice President of Research, at Carnegie Mellon. At Harvard, he launched the collaborative Harvard Data Science Initiative and developed a structural biology program and served as Vice Provost of Research. He is also the founder of two companies. Mr. Burr described additional strengths possessed by Dr. McCullough, and said at the end of the search process, they saw Dr. McCullough as the right person to lead FSU. He then introduced Dr. McCullough.

Mr. Levine welcomed Dr. McCullough and stated his research background was particularly notable. He asked Dr. McCullough how he envisions the path to grow research at Florida State and what support he needs from the Board in order to do that. Dr. McCullough replied that it is an area of growth that he will focus on, certainly in the area of National Institutes of Health (NIH) funding. He mentioned FSU has done an amazing job raising NSF funding, especially with the FSU Magnetic Field Laboratory, but he believes there is a lot of opportunity with NIH, as well as the Department of Defense and the Department of Energy. To grow research, they need to create interdisciplinary institutes and centers and hiring the best faculty. There is much work to be done such as retaining faculty, providing infrastructure for the faculty, and expanding the research development.

Chair Kitson called on Mr. Silagy who served on the FSU Presidential Search Committee. Mr. Silagy thanked President Thrasher for his service, acknowledging that he will be greatly missed. He found the search process to be very interesting and enlightening. The search committee worked diligently to cast a wide net. He thanked everyone who participated during the search process and for those who applied for the position. He stated that under the Sunshine Law, it was a challenge because applicants have to put their names out there and be subject to public scrutiny. However, the process was transparent and robust, and there were a lot of very challenging questions, but in the end, the process worked as a filter and the cream rose to the top. Dr. McCullough became a leading candidate early on and it was apparent that Dr. McCullough has so much to offer for Florida State. He thanked Mr. Burr and Mr. Sasser for their leadership of the committee.

Dr. McCullough thanked the Board for welcoming him. He said it was a great honor and privilege to be considered for the President of Florida State University. He spoke about his childhood and background, and the struggles his family faced. He saw education as a pathway to move forward. The more he learned about Florida State University, the more he became interested in the possibility. He felt that an affordable public education is what led him to live the

American dream and transformed his life. He also credited the dedicated mentors in public education who have made a tremendous difference. While he found the open search process intimidating, he nevertheless thought it was a wonderful process. One of the things he learned about Florida State, was its welcoming culture and family-like atmosphere. The more he went to Florida State, the more he wanted to become a part of it.

Dr. McCullough said he attended John Hopkins and was a post-doctoral student at Columbia. He was at Carnegie Mellon for 22 years, where he was a professor, dean, department head, and then Vice President of Research. He described his accomplishments at Carnegie Mellon over his career. As Vice President of Research, he learned how to run a university. Dr. McCullough was also in charge of driving entrepreneurship at the university. He was then recruited to Harvard University where he oversaw the entire research portfolio, which is almost a \$4 billion enterprise. All of these accomplishments have prepared him for the position of president at Florida State University. He thanked everyone for their support and for this opportunity.

Mr. Cerio asked Dr. McCullough if he was familiar with the State University System's statement on free expression that was adopted in April of 2019 and if he agreed with it. Dr. McCullough replied that he has read it and he supports it. If elected, he would be very happy to sign it. The purpose of a university is to hear all sides of an argument and engage in debate.

Mr. Jones welcomed Dr. McCullough and said he loved his background and thought it was interesting how Dr. McCullough started out at a community college. Mr. Jones noted that the diversity of his education adds perspective and he applauds him for that. Mr. Jones asked for Dr. McCullough's thoughts regarding student engagement and where it ranks in his priorities. Dr. McCullough said he is really looking forward to student engagement. He has not had as much student engagement in the last few years, which is what he misses the most. Student engagement both in and outside of the classroom is very important, and often outside activities are even more important in the student experience. Dr. McCullough said it is important to make sure the students are there and having fun and embracing the great pride at FSU. He said he is looking forward to working with the staff in this area at FSU and the student leaders.

Vice Chair Lamb welcomed Dr. McCullough. He stated that FSU is uniquely positioned and under the leadership of President Thrasher and Mr. Burr, the trajectory has been fantastic, so the expectations are high. He asked for his early observations around the aspirational goal of FSU being in the top ten and in the Association of American Universities (AAU). Dr. McCullough agreed that FSU is poised to make the next jump. But moving into the AAU membership and the top ten are a bit different. If you look at the Board's performance metrics, they are around the same metrics for moving into the top ten. Over the last several years, Florida State has improved dramatically in the metrics. He said it gets tighter as it goes from 18-19 to the top ten, but those metrics are the same ones that are in the performance metrics, e.g. salaries of graduates, graduation rate, etc. Dr. McCullough said there are areas where resources need to be made available such as for enhancing faculty reputation and faculty salaries, and attracting the best faculty. Research and entrepreneurship, start-up companies and patents are very important. The amount of research dollars at the university is something we will attack quite vigorously. He thinks telling the FSU story is something that he will focus on more. Success has happened and he can take advantage of that. AAU will fall on research, faculty reputation, the entrepreneurship regime, and innovation. He believes that FSU is well poised to think about

membership in the AAU, and it is something that he will work on. He assured the Board he is a goal-oriented person, and that is one of the reasons he is so excited about this job.

Mr. Stermon said he appreciates the diversity of Dr. McCullough's background. He asked what he saw as the biggest challenge as CEO of this organization and how could the Board support him in that. Dr. McCullough replied that the challenges are the ones they have been discussing, FSU rising to the top ten and attaining AAU membership. He has a spreadsheet of all the schools above FSU, from 19 to 9, and when can look at every category, FSU has done an amazing job optimizing the categories. Obtaining sufficient resources will be a challenge, but they will be looking at additional fundraising and corporate partnerships as sources of resources going forward.

There being no further questions, Mr. Silagy moved approval of the confirmation of Dr. Richard McCullough as the President of the Florida State University. Mr. Jones seconded the motion, and the members concurred unanimously.

President McCullough said he was honored and thanked the Board for its support. He is looking forward to getting started and working with all of his new colleagues.

11. Confirmation of Reappointment of the President for the Florida Polytechnic University

Chair Kitson said the Florida Polytechnic University Board of Trustees unanimously approved an amendment to Dr. Randy Avent's employment contract, which extended the term through July 7, 2022. Mr. Cliff Otto, Chair of the Florida Polytechnic University Board of Trustees, submitted a request for confirmation of Dr. Avent's reappointment. Chair Kitson recognized Mr. Otto.

Mr. Otto briefly recapped some of the accomplishments of Dr. Avent over the past year. President Avent's dedication to the university is at the highest level, and his leadership has been steady, effective and inspirational. Therefore, the Florida Polytechnic University Board of Trustees unanimously approved a one-year contract extension for Dr. Avent. Under his leadership, Florida Polytechnic achieved new milestones this past year including scoring 83 points in performance-based funding and obtaining its first ranking in the *U.S. News & World Reports Best Colleges*. In its ranking debut, Florida Poly was listed in the top 40 public undergraduate engineering colleges and more importantly, WalletHub listed Florida Poly as 14th in the nation among all universities for student career outcomes.

Mr. Otto stated that in this last year, the university focused on admission, student progression, student experience, the graduate program, advancement, and university funding. To achieve these goals, the university transferred from remote operations in the fall to bringing everyone back to campus. In the beginning of the spring semester, all employees were back on campus, and the delivery models were modified. New measures were taken to address student disengagement and combined with new safety measures, the university had less than 20 COVID-19 cases on campus. Mr. Otto explained the university increased fall FTIC applications by 20%, with out-of-state applications increasing by 66%. Actual enrollment increased by 21%.

He said that with just six years of retention data and three years of graduation data, the university continues to refine its analytical models around persistence, retention, and graduation rates. He stated that there is an ongoing focus on making sure graduates are successful when they leave the university. Florida Polytechnic combined all student leadership programs under a

single umbrella, which is being managed centrally. Career development continues to be strong with 74% of their graduates retaining jobs with an average annual salary of \$56,300. Significant improvements have been made to campus life and student experience, by adding clubs, sport teams, and a robotic team. The Florida Polytechnic University Board of Trustees is confident that under President Avent's leadership, the university will continue its vision of becoming a premier STEM university in the nation. Therefore, on behalf of the Florida Polytechnic Board of Trustees, Mr. Otto respectfully requested the Board of Governors to confirm President Avent's reappointment of a one-year contract, ending in July of 2022.

Hearing no questions, Chair Kitson called for a motion. Mr. Levine moved approval of the confirmation of Dr. Avent's reappointment as the President of the Florida Polytechnic University. Mr. Cerio seconded the motion, and the members concurred unanimously.

Chair Kitson congratulated Dr. Avent on his reappointment. President Avent thanked the Board of Trustees and the Board of Governors for their support. He stated he loves being the President of Florida Polytechnic University and assured the Board he will continue to build the institution.

12. Confirmation of Reappointment of the President for the Florida International University

Chair Kitson said the Florida International University Board of Trustees unanimously approved an amendment to Dr. Mark Rosenberg's employment contract, which extended the term through August 3, 2023. Mr. Dean Colson, Chair of the Florida International University Board of Trustees, submitted a request for confirmation of Dr. Rosenberg's reappointment. Chair Kitson recognized Mr. Colson.

Mr. Colson said it was his privilege to represent the FIU Board of Trustees and to present the unanimous recommendation for the reappointment of Mark B. Rosenberg as President of Florida International University. Mr. Colson stated despite the unprecedented challenges of 2020, under President Rosenberg's leadership, FIU has excelled. President Rosenberg has focused on FIU's role as an engine of social mobility and continues to push the institution to better serve its students and the community. Mr. Colson stated that FIU's rankings have gone up while FIU rose to the challenges presented by COVID-19. FIU distributed hundreds of thousands of tests and thousands of vaccines. The previous week brought two major recognitions of FIU's work on student success, research excellence, and their commitment to the community, which represents the great achievements that President Rosenberg and his team have accomplished. Ms. Colson said it is an incredible feeling to be Chair of FIU in the year that FIU earned 97 points on the performance-based funding metrics, which is the highest score ever earned by a university and achieved the number 1 ranking in performance funding for the first time. In addition, FIU received a \$40 million gift from MacKenzie Scott and Dan Jewett, in recognition of FIU's work on student mobility and student success.

Mr. Colson noted that in addition to FIU's record-breaking year, their four-year graduation rate is almost 50% and he assured the Board they would reach 60% in the near future. FIU moved into the top 100 among public universities according to the rankings released by *U.S. News & World Report*, and the university is focused on being in the top 50. FIU's law school enjoyed their highest rank ever and their students topped the state in bar passage rates. FIU's research expenditure surpassed \$237 million; a 6% increase year over year. He said FIU is now 90% of the way to its \$750 million Next Horizon Capital Campaign goal. For the fifth consecutive year,

FIU was named as a great college to work for. Last year, FIU established the division of Diversity, Equity, and Inclusion to lead their journey to a more diverse and inclusive FIU.

Mr. Colson stated that FIU's Board of Trustees conducted President Rosenberg's annual performance evaluation at the meeting in April and gave him a superior rating. On June 16, 2021, the FIU Board of Trustees unanimously approved an amendment to Dr. Rosenberg's employment contract, extending his term by one year. On behalf of the FIU Board of Trustees, Mr. Colson respectfully requested the Board of Governors confirm President Rosenberg's reappointment as President of Florida International University.

Hearing no questions, Chair Kitson called for a motion. Mr. Silagy moved approval of the confirmation of Dr. Rosenberg's reappointment as the President of the Florida International University. Ms. Frost seconded the motion, and the members concurred unanimously.

Chair Kitson congratulated Dr. Rosenberg on his reappointment. President Rosenberg thanked the Board of Governors and the FIU Board of Trustees. He said he is thrilled to be a part of a System that is thriving and to have responsible boards, amazing faculty and staff, and hard-working students.

13. Board of Governors- Recognition of Presidents Donald O'Shea, New College of Florida & John Thrasher, Florida State University

Chair Kitson recognized Dr. Donald O'Shea for the challenges he had faced during his term as President of New College of Florida. He expressed his appreciation for Dr. O'Shea's professionalism and the way he handled difficult situations. He said his leadership during those times was outstanding.

Ms. Shirley read a resolution honoring Dr. O'Shea. The resolution was adopted unanimously by the Board upon a motion by Mr. Levine and seconded by Mr. Silagy.

Dr. O'Shea expressed how much of a pleasure and privilege it has been to serve the state and the students. He thanked the faculty, staff, and students at New College, and said it is no accident that our civilization and our universities are coextensive. He noted Florida has such an incredible future. It's been interesting over last 9 years to watch the collaborations and the systems emerge not just as best in the country, but worldwide. The System has amazing diversity. He then thanked everyone in the room for all of their support and leadership, especially President Currall and Chair Kitson and Chancellor Criser for their help during the pandemic.

Chair Kitson next thanked Mr. John Thrasher for his leadership during his term as president of Florida State University, and for how he deftly handled crisis situations and for not being afraid to make difficult decisions. He applauded him for his ability to connect with students and parents and the remarkable accomplishments of Florida State under his leadership.

Mr. Levine remarked that Mr. Thrasher's performance as President far exceeded the high expectations they had for him as president. Mr. Levine stressed that Mr. Thrasher meant so much to Florida and to the System. He thanked Mr. Thrasher for his service and for being a mentor.

Vice Chair Lamb said he has a deep level of respect and admiration for Mr. Thrasher, and he truly appreciates what he has done for Florida. Vice Chair Lamb stressed that the work Mr. Thrasher has done at Florida State University shows, and he hopes that Mr. Thrasher leaves encouraged and optimistic around what the university will do in the future.

Ms. Shirley read a resolution honoring Mr. John Thrasher. The resolution was adopted unanimously by the Board upon a motion by Mr. Silagy and seconded by Mr. Levine.

Mr. Thrasher reflected on his childhood and his education at Florida State. He provided a brief background on his public service career and stated that education has been a big part of his life. As the first chair of the Florida State University Board of Trustees, he learned even more and when he became President seven years ago, he continued to learn. He wanted everyone to know that what they do is so important for their universities and for the State University System. He thanked Mr. Burr for his leadership and friendship. He thanked his incredible staff, the students, and their faculty. He believes they need to do more for their faculty. He thanked Chancellor Criser for his friendship and his leadership, along with his fellow presidents. He also thanked his wife, Jean, of 56 years for her love and support.

14. Concluding Remarks and Adjournment

Chair Kitson announced the next Board meeting is scheduled for August 31-September 1, 2021 at Florida International University. Having no further business, the meeting was adjourned at 12:45 p.m. on June 23, 2021.

Sydney Kitson, Chair

Vikki Shirley,
Corporate Secretary