



FLORIDA STATE UNIVERSITY
FACULTY SENATE

MINUTES
FACULTY SENATE MEETING
WEDNESDAY, OCTOBER 17, 2018
UNIVERSITY CENTER CLUB, 3RD FLOOR BALLROOM
3:35 P.M.

I. Regular Session

The regular session of the 2018-19 Faculty Senate was held on Wednesday, October 17, 2018. Faculty Senate President Todd Adams presided.

The following members attended the Senate meeting:

T. Adams, S. Aggarwal, T. Albrecht-Schmitt, E. Alvarez, P. Andrei, J. Ang, A. Askew, C. Baade, D. Bish, B. Birmingham, M. Buchler, G. Chen, E. Chicken, I. Chiorescu, Jessica Clark, Jeffrey Clark, A. Clarke, R. Coleman, A. Darabi, P. Doan, S. Ehrlich, J. Fiorito, J. Gabriel, M. Gerend, R. Goodman, K. Harper, E. Hilinski, L. Hinnant, C. Hofacker, A. Huber, E. Jakubowski, K. Jones, C. Kelley, E. Kim, B. Landing, T. Lee, S. Lewis, J. Lile, J. Lo, L. Lyons, C. Madsen, C. Marzen, C. McClive, U. Meyer-Baese, C. Moore, D. Moore, R. Morris, R. Nowakowski, J. Ohlin, E. Peters, K. Petersen, J. Rayburn, L. Reglero, L. Reina, V. Richard Auzenne, N. Rogers, E. Ryan, L. Schelbe, S. Shelton, D. Slice, J. Standley, L. Stepina, U. Sypher, H. Xue, X. Yang, T. Zhao, T. Zuehlke.

The following members were absent. Alternates are listed in parenthesis:

S. Al-Saber, B. Arjmandi, A. Barrett (**Keon Lee**), A. Bathke (**Tianming Zhang**), E. Coleman, D. Compton, M. Cui, M. Dahl, J. Drake (**Joseph Hellweg**), M. Gawlik, M. Gertz, T. Graban, B. Horack, A. Kercheval, D. Kerr, E. Klay, E. Lemmon, H. Li, G. Okten, K. Pruett, L. Rinaman, D. Rokyta, G. Rust, V. Salters, P. Sanyal, T. Soldat-Jaffe, L. Spainhour, N. Stein, O. Steinbeck, G. Tenenbaum, G. Tyson (**Xiuwen Liu**), T. Van Lith, A. Vanli, Y. Wang.

II. Approval of the Minutes, September 12, 2018 meeting

The minutes of the September 12, 2018 meeting were approved as distributed.

III. Approval of the agenda, October 17, 2018 meeting

The agenda was amended to have announcements by President Thrasher as the next item followed by reports of standing committees. The agenda was approved as amended.

IV. Announcements by President Thrasher

- President Thrasher spoke about Hurricane Michael and the actions taken to cancel classes from Tuesday, October 10, 2018 through Friday, October 20, 2018. The closure of campus allowed people to prepare for landfall and then recover from the aftermath.
- FSU Panama City campus has roof damage to all of its buildings. The estimate of tree removal is \$1 million and the estimate of recovery is from \$5-7 million.

- The decision was made to resume classes Monday, October 15, resume homecoming festivities, and keep the football game for Saturday, October 20.
- The Tucker Civic Center housed more than 600 linemen. People came from all over Florida and the country to assist with power.
- The Tully Gym housed members of the Red Cross since Wednesday, October 11, and they are still in the gym.
- Florida High School housed a special needs shelter.
- Saturday, October 14, the Governor's office called seeking assistance for 47-50 displaced nursing home residents. They were temporarily housed at the Leach Center for a few days.
- Students living off-campus were provided with shelter on-campus.
- Two new lines of resource contributions have been set up through the FSU Foundation to support those displaced by Hurricane Michael.
- During the football game, announcements will be made to broadcast the options for support for those affected by hurricane Michael.
- A meeting was held in Tampa on Tuesday, October 16, by members and committees of the Board of Governors, in an unofficial capacity. The university system has a very serious issue. The University of Central Florida, unbeknownst to its President and board, constructed a \$38 million building using E&G funds. E&G funds run the university, including paying salaries, and are specifically prohibited from being used toward constructing buildings. The legislature will soon look at how universities spend their money. FSU is already being asked to go back 10 years and identify every construction project.
- The university system in Florida is ranked number one by U.S. News and World Report. FSU is ranked 26. FSU has the highest four-year graduation rate in Florida. There are many positive things to talk about in terms of resources the legislature has given FSU.

V. Reports of Standing Committees

- **Graduate Policy Committee, Dr. Ulla Sypher**
 - a. The College of Law is requesting to change its grading scale to be more in line with the rest of campus. With the changes, the College of Law grading scale would be in line with the ordinary grading scale with the addition of the ability to award an A+. The A+ would notate distinction. The policy would be written such that any non-major student taking classes from the College of Law would be ineligible to receive an A+. The policy would be implemented in phases. Students would graduate under the grading scale that they enter with.
 - b. **Unknown** – Senator sought clarification for what distinguishes the College of Law from other graduate schools and why the grading scale should be different. Dr. Kim Barber responded that the College of Medicine has a different grading scale for their 3rd and 4th year students to distinguish those with honors.
 - c. **Erin Ryan, Law** – The changes for the College of Law grading scale will allow FSU to be more similar when compared to competitor law schools.
 - d. **Lynne Hinnant, Communication & Information** – The question concerned dual degree programs. Dr. Ryan responded that all dual degrees will be under review. Classes taken from the law school for degrees that are not offered from the law school would not qualify for an A+.

- e. **Michael Buchler, Music** – Raised concerns about students doing the work and earning an A+ grade but being ineligible for the A+. He wanted to know if the Graduate Policy Committee considered a campus-wide A+. Dr. Sypher responded that a campus-wide A+ was not pursued due to information from the registrar's office. Dr. Ryan also input that there is no obligation to give an A+.
- f. **Tahirih Lee, Law** – Dr. Lee has been teaching for 20 years and during that time has only given two or three A+ grades. It is not something that arises often and wanted other senators to know that.
- g. **Unknown** – This senator clarified that grades are tied to percentages but inquired that a 98% would not automatically equate to an A+. Manuel Utset, Associate Dean for the College of Law, responded that the grade scale is transitioning from a numerical scale to letter grades. Students receiving a 98% would receive the number, not the letter grade based on the grading scale they entered with.
- h. **Kathryn Jones, Biological Sciences** – Noticed that a C is 60-69% for the law school but that a non-law school student would get a C- for 69%. Dr. Utset clarified that the law school is graded on a harsh curve. 45-55% of the law school's grades have to be a B- or below. Students from other departments are graded differently.
- i. **Nancy Rogers, Music** – Sought clarification for the desire to switch to a letter grade system and distinguish an A+ yet A+ grades are not given that often. Dr. Sypher responded that the law school is primarily trying to be in line with the rest of campus's grading scale with the addition of being able to distinguish top achieving students.
- j. **Jon Ahlquist, Actuarial Science** – Sought clarification regarding ranking based on percentiles, which is typically under instructor discretion based on class difficulty. Dr. Sypher responded that the law school does not offer instructor discretion for percentiles. In some departments, however, the instructors may be harsher but not more lenient than the percentile standard set by the department.
- k. **Todd Adams, Arts & Sciences** – Clarified that the law school conversion scale is specifically for the transitional period. The scale allows for students on different grading scales to take the same class and be graded on the metric.
- l. **Michael Buchler, Music** – Sought clarification for the distribution of the grading scales. Dr. Sypher responded that the distribution reflects the required grading distribution for the law school.
- m. **The graduate policy committee approved the College of Law grading scale and made a motion for the Faculty Senate to approve it. The Faculty Senate approved the motion with 49 yes and 8 no's. (See Addendum 1)**

VI. Report of the Steering Committee, Dr. Kristine Harper

- Since September's Faculty Senate meeting, the Faculty Senate Steering Committee has met four times, including once with President Thrasher and twice with Vice President for Faculty Advancement and Development, Janet Kistner.
- President Thrasher briefed us on a number of items including those mentioned today: FSU's rise to #26 among public universities and efforts to move us into the top 25; University of Central Florida's problem with using an incorrect pot of money to pay for a new building, which has triggered an examination of every university's building projects. It was announced that the ACC Presidents Council meeting was held at FSU in mid-September. President Thrasher, who is the current chair of the President's Council, used the opportunity to show

off the campus and all that the university is doing to the other ACC presidents. An endowment for the Presidential Scholars program and money raising efforts for that endowment was discussed.

- Vice President Kistner updated us on the Chief Information Officer search, which has been renewed. The Dean of Fine Arts search committee is ongoing, with the third candidate on campus for interviews today. The COACHE report was also discussed, which has since been released to the campus – you all should have received an e-mail about that report—and university efforts to provide more leadership training to chairs and associate deans.
- Other visitors to steering committee meetings included:
 - a. Dr. Anne Rowe, who briefed us on the report drafted by the Koch Subcommittee. Dr. Rowe will be providing more information to the Faculty Senate during today’s meeting.
 - b. Dr. Stacy Sirmans, Chair of the Faculty Senate Distance Learning Committee, and Dr. Liz Jakubowski, Chair of the University Curriculum Committee, met with us to discuss revising the current three-year cycle for reviewing distance delivery courses. The current three-year cycle is too onerous for limited return on effort, and we are considering other options that would be pedagogically useful without taking up huge amounts of time for both instructors and reviewers. We also discussed the possibility of at least one representative from the various curriculum-related committees also taking part on the Distance Learning Committee.
 - c. Yesterday we met with University Registrar Dr. Kim Barber concerning degree applicable hours and aid dollars. Dr. Barber will be addressing the Faculty Senate today on that issue. In light of the impact of Hurricane Michael on students, we also discussed possibilities for handling hurricane-related impacts on the fall semester schedule in the future.
- In addition, Faculty Senate President Adams and I attended the Advisory Council of Faculty Senates meeting held at New College in Sarasota last month. The council had breakfast with members of the Board of Governors and SUS Chancellor Marshall Criser and discussed ongoing faculty concerns, including the rapidly rising cost of journal packages (and our own efforts here at Florida State to address them). The rest of the meeting included briefings from our colleagues at other institutions and discussions on how to raise the visibility and influence of the advisory council, thus the impact of faculty voices.
- The November Faculty Senate meeting (on the 14th) will be the time for the Fall Faculty Senate Food Pantry drive benefiting FSU students (**see Addendum 2**). In addition to the standard foodstuffs needed at the Food Pantry over in Student Affairs (peanut butter, single serve oatmeal, pasta, rice, pasta sauce, canned tuna/chicken, soups, and the like), they can use gently used, clean business attire so that our students can go out on the job market looking professional. Please help out! Pass the word to your departments and colleges, and let’s get behind this effort to help our students who need a hand.
- **Sandy Lewis, Education** – Inquired about the professional business attire donations and whether or not students borrow the clothes or get to keep them. Dr. Harper responded that the clothes are given to students.
- **Amy Huber, Fine Arts** – Inquired about dropping the food off early as some donations have already been received. Dr. Harper responded that student affairs can be contacted to arrange for pick-up.
- **Todd Adams, Arts & Sciences** – Emphasized that the Food Pantry is in desperate need of donations and any contributions are welcome.

VII. Old Business

- **Constitution Revision Subcommittee, Dr. Joe Calhoun, Chair (See Addendum 3)**
 - The information given was distributed for informational purposes. Voting did not take place during this meeting.
 - Dr. Calhoun recognized committee members for their attendance, including Sandra Halvorson from the Panama City campus.
 - A summary of changes and rationale for those changes was included with the distribution of the revised constitution.
 - Discussion and voting will take place at the November 14, 2018, Faculty Senate meeting.
 - During the December meeting, a proposal will be presented on who is eligible to vote, serve, and be a Senator. Town hall meetings will occur in early November regarding this phase of revision.
 - **Unknown** – The senator inquired about the dates for the town hall meetings. Dr. Calhoun responded that one is confirmed for Wednesday, November 7, in Dodd Hall Auditorium at 3:35pm. Another location near the west side of campus for Thursday, November 8, is being determined.
 - **Kathryn Jones, Biological Science** – Asked if Dodd Hall would be able to house everyone. Dr. Calhoun responded that based on previous town hall meetings the space will accommodate everyone.
- **Koch Subcommittee, Anne Rowe, Chair (See Addendum 4)**
 - A motion from the Steering Committee to pass the report was sent out via email.
 - Dr. Rowe recognized Charles Hofacker, Michael Buchler, and Dennis Moore for their work on the committee.
 - **Unknown** – The senator inquired about a standing committee to review gifts. How would best practices be distributed to faculty regarding gifts? Dr. Rowe responded that the new Koch subcommittee will be responsible for disseminating information.
 - **Michael Buchler, Music** – Best practices is a difficult concept to generalize. He asked for input from Tom Jennings.
 - **Tom Jennings, President of the University Foundation** – There are best practices. There is a long and elaborate gift and acceptance policy that is posted on <https://advancement.fsu.edu/>. There are procedures in place for any charitable gifts accepted by the FSU Foundation. There is a policy for gift acceptance that was recently revised and donor influence was further limited.
 - **Todd Adams, Arts & Sciences** – The following motion was received from the steering committee. The general idea was that a temporary committee would be formed as a starting point for recommendations. He recognized that some recommendations may be difficult to implement.

The Koch Subcommittee has completed its work and submitted its report to the Faculty Senate. The report includes several recommendations and implementation of some of these recommendations may require modifications to the Senate bylaws. Therefore, the Faculty Senate accepts the report and directs the Steering Committee to form a temporary subcommittee to consider implementation of the recommendations.

- **Joseph Hellweg, Arts & Sciences** – Inquired about the appointment of committee members for the subcommittee. Dr. Adams responded that a call for committee members would be announced.
- **Unknown** – This Senator inquired about the restrictions of the subcommittee. Dr. Adams responded that the committee would begin with the recommendations of the Koch Subcommittee report and then go from there.
- **Jay Rayburn, Communications** – He sought clarification for the intent of the Koch Subcommittee report. Dr. Adams responded that the subcommittee will look at what is appropriate for the Faculty Senate and will involve discussions with the Foundation. The Faculty Senate will look at what it should be doing, the role it should have, and the role it can have regarding gift agreements. The Senate has expressed a desire to influence gift agreements.
- **Kathryn Jones, Biological Sciences** – Asked for a rough estimate of the number of gifts that have strings attached. Tom Jennings responded that one example of a “string” is a donor specifying a gift for the Panama City campus. Tom Jennings estimated that 99% of gifts are given for a specific purpose and therefore have “strings”. Regarding academic gift agreements, there are templates FSU operates with. FSU has approximately five gift agreement templates that use standard language. The more specifications a donor requests, the more questions the university asks regarding the donation.
- **Michael Buchler, Music** – The idea of a faculty advisory committee came from a conversation with Tom Jennings. The implementation of the committee is an open question. Grants are no longer given, so annual gifts are more common. He expressed an interest in looking at aggregate level gift sums from a particular donor compared to single large-sum donors.
- **After final discussion, the motion was presented to the Faculty Senate for a vote. The motion passed unanimously.**

VIII. New Business

a. Credit Hours Toward Graduation, Dr. Kim Barber

- An issue being brought to the senate affects students university-wide at all levels.
- If student aid is being given to students, the federal and state government want students to be taking classes towards their degrees and graduation. There is something called degree applicable hours that is not defined but is expected to be defined at the university. The government wants student aid limited to classes that qualify as degree applicable hours.
- This policy is complicated by FSU’s size, complexity, and diversity. Specifically, the liberal studies mission and goal to create entrepreneurial and interdisciplinary students, complicates compliance with this federal aid policy.
- Dr. Barber is creating a university policy that is a hybrid of academic policy and administrative policy. It will be a notion that FSU will create a definition for degree applicable hours. It will be defined as applicable because FSU and FSU faculty agree that it is required to graduate. The language will need to comply with the government and auditors, the primary reason FSU is creating this policy.

- Many national institutions have been audited on this issue and have had to pay back millions of dollars to the federal government. The federal government auditors determined that some classes taken were not degree-applicable.
- FSU will take the bold stance to create a policy that defines degree-applicable hours. The registrar's office will work with the financial aid office, University Policy Committee, and Graduate Policy Committee, to ensure the policy upholds FSU's mission in compliance with the federal aid restrictions. This is an administrative interpretation of policies the Faculty Senate has already passed.
- FSU students need to be covered for classes that will enhance their futures.
- The language of the policy created by FSU will be written such that it passes federal audit inspections.
- **Unknown** – This Senator inquired about double majors and degree-applicable hours. Dr. Barber responded that the policy will protect the credit hours for students taking double majors.
- **Dennis Slice, Scientific Computing** – Inquired whether the policy will be a list of courses that qualify as degree applicable or a general guideline policy. Dr. Barber responded that the policy will try to be broad to cover the entire university and allow for growth. It will not be a list of courses.
- **Sean Ehrlich, Political Science** – Inquired about what faculty should do in the interim before the policy is completed. Dr. Barber responded that faculty should continue to advise as usual. The registrar clarified that if students do approach faculty with the specific question of degree applicable hours, faculty should advise them to see undergraduate studies, the registrar's office, or financial aid.
- Dr. Barber's hope is to expedite this issue and have a policy sometime in November to take to the undergraduate and graduate policy committees. It was noted that programs of study with annual review would qualify as degree applicable for graduate students.
- **Jon Ahlquist, Ocean & Atmospheric Science** – Inquired as to whether or not the main focus of the degree applicable restriction is on courses that put students over the 120 credit hours. Dr. Barber responded that the restriction focus is on taking more hours than is required for the degree program and taking classes that are divorced from the degree program. The restriction does not simply begin once the student reaches 120 credit hours; it can happen before 120 credit hours.
- **Unknown, Communications** – Inquired about a summary of problems auditors have found. Dr. Barber responded that one would be sent out.
- **Kathryn Jones, Biological Sciences** – Inquired about students who purposefully delay classes so they can finish a second or double major. Dr. Barber responded that advising mechanisms likely would have caught the delay and documentation of the reasons of the delay would be shown to federal auditors.
- **Todd Adams, Arts & Sciences** – Summarized that part of the reason Dr. Barber shared this information with the Senate was that a call to action may take place to better specify the courses needed for degree programs.

IX. University Welfare

- **University Center Club, Cherrie Barbree and Melinda Baker**

- There will be a reception following the Faculty Senate meeting hosted by the University Center Club.
- The club is 22 years old.
- A focus group of faculty and staff took place earlier in the year on why people joined, does the club meet those expectations, and what can be done to encourage the use of the club by faculty and staff on campus.
- The club is open to private events that faculty can rent out.
- There is a lounge area that members can enjoy while waiting for meetings. A coffee service is newly available. A faculty and staff happy hour is also newly available Thursday afternoons from 4:30-7:00p.m.
- Membership also allows visits to over 200 clubs worldwide.
- Membership dues are now able to be payroll-deducted.
- An FSU Faculty Senate passport of \$250 value has been put together that gives Senators \$100 in dining certificates, 2 complimentary Sunday brunches, free coffee, and much more.

- b. **United Faculty of Florida-Florida State University Chapter, Matthew Lata, President**

- UFF is continuing to crystallize the agenda for upcoming bargaining and is continuing to solicit ideas from faculty.
- Union members are able to see a concert for free on November 4.
- Early voting begins Monday, October 22. FAMU and TCC will be sponsoring an event at Wescott at 2p.m. to walk over to the early voting location at the Tucker Civic Center to cast their ballots. The event is non-partisan. The FSU administration was integral in making early voting at the Tucker Civic Center a possibility.
- Senators were asked to encourage their students to vote and be informed citizens who participate in the election process.

X. Announcements by Deans and other Administrative Officers

- a. **Dean Mark Riley, The Graduate School (See Addendum 5)**

- Statistical increases in applications and enrollment were discussed, including having the highest number of applications ever for the graduate school and the highest number of graduate school students enrolled since 2012.
- Provost McRorie assisted with the funding for an enrollment team for The Graduate School which has contributed to the increase in applications and enrollment.
- There are many policies from different colleges waiving the GRE and GMAT requirement for FSU students of a particular GPA and other criteria. These policies have made it easier for top-achieving FSU students to remain at FSU for graduate school.
- The meeting of the deans for recruitment moved from the spring to the fall semester.
- Provost McRorie has created a provost postdoctoral fellowship program.
- A 5MR, 5 minute research, competition akin to the 3 minute thesis has begun. Winners receive \$1,000.
- FSU has worked on becoming a more competitive university for graduate students.

- Gradworld FSU is a project soon to be released. It had students upload short videos of what they are doing at FSU. International students were asked to do videos in English and their native language. There are 130 videos already uploaded. The website will be available in the upcoming weeks.
 - **Lynne Hinnant, College of Communication & Information** – Inquired about marketing online degree programs. Dean Riley responded that the enrollment team has been meeting with many departments and colleges. Dean Riley would like to be informed if the marketing program is missing degree programs.
- b. **Todd Adams recognized the new Dean of Libraries, Gale Etschmaier, for her attendance.**

XI. Announcements by Provost McRorie

- Thank you for the efforts to help FSU get back on track and working with the community.
- Please encourage your colleagues to take advantage of the opportunities and help for determining how to make up class times. Leslie Richardson, Center for the Advancement of Teaching, and Robert Fuselier, Office of Distance Learning, are both great resources.
- **Erin Ryan, Law** – Passed along concern from students regarding already busy schedules and in addition to trying to make up missed classes. Dr. Ryan brought up the idea of having built-in weather days. Provost McRorie responded that the administration is considering this idea already. Faculty were asked to send students to the Student Resilience Project, which is an online animated program to promote student resilience and stress management. The program is in the process of developing a module for hurricanes and similar emergencies.

The meeting adjourned at 5:28 p.m., followed by a reception.



Andrea White
Faculty Senate Coordinator

memo

To: Graduate Policy Committee
From: Jeffrey Kahn, Chair Curriculum Committee
Date: September 12, 2018 (revised)
Re: College of Law Grades

The College of Law is seeking approval from the Graduate Policy Committee to switch to a new grading scale. Currently, in a departure from the practices of most (if not all) of the rest of the University, the College of Law uses a numeric grading scale from 60 to 100. The College of Law is requesting to switch to a letter grading system with quality points that match the University's ordinary grading scale. This change will put the College of Law in line with the rest of Florida State University.

The College of Law Curriculum Committee commenced work on this proposal in the summer of 2016, in consultation with the Administration. During the fall 2017 and early spring 2018, the Curriculum Committee held a number of formal and informal conversations with faculty members, students, staff, and administrators regarding these potential changes. The Curriculum Committee drafted and circulated in formal proposal in the late spring 2018 semester. During this time, the College of Law sought comments and assistance from the University Registrar. On April 3, 2018, Kim Barber and Aimee Leturmy of the University's Registrar Office met with the College of Law Associate Dean of Academic Affairs, the Assistant Dean of Academic Programs, the COL Registrar, the Chair of the Curriculum Committee, and the Director of the COL Technology Office. At that meeting, a basic strategic plan was developed for carrying out the proposed shift in grading scale from a numeric to a letter grading system. The College of Law Administration has continued to coordinate with Kim Barber and her colleagues regarding this proposal. In mid-April, the Curriculum Committee approved the proposed change to the grading scheme and submitted it to the College of Law faculty for their approval. The faculty met on April 24, 2018 to consider the Curriculum Committee's proposal. The faculty discussed the various pros and cons of making the change, and voted unanimously to approve (see below regarding a compromise discussed and approved at the faculty meeting).

The attached revised by-laws illustrate the proposed changes. They also lay out the transition plan that the school will adopt to address concerns about lack of notice and retroactive grading changes to our upper-level students. Briefly, all current upper-division students will continue to receive numeric grades, and their transcripts will continue to report numeric grades from 60 to 100. The class entering in the Fall 2018 semester will be the first class that will have transcripts with grades using letter grades. The students in that class were informed before enrolling at the College of Law that the College planned to make the grading change, beginning with the grades issued at the end of the Fall 2018 semester.¹

As noted this change will put the College of Law in line with the rest of the university. In fact, originally the faculty preferred to use an assignment of quality points based on thirds of points rather than quarters, which is more typical at American law schools (for example, a B+ would be a 3.33 rather than a 3.25). At the faculty meeting, the faculty decided that despite that preference, it was better to match the university standard. However, one difference should be noted. Because of the needs of law-school grading and hiring in the legal profession, the faculty felt it was very important to keep an A+ grade (which converts to a 4.25. on the grading scale) to reserve a mark of distinction for its highest-performing students. We hope that the Graduate Policy Committee will allow us to continue to use the A+ grade that we have used in the past. Although it is rare to award that grade, it is viewed by the faculty as a critical part of the grading array.

¹ Note: law school classes, particularly those in the first-year, only have one exam, held at the end of the semester, which made it easier to begin the transition during the fall 2018 semester.

Proposed Revision to College of Law By-Laws

Section 4 Grading System

4.1 Grading System

The College of Law assigns the following letter grades. Each grade corresponds to a number of points:

Grade	Points
A+	4.25
A	4.00
A-	3.75
B+	3.25
B	3.00
B-	2.75
C+	2.25
C	2.00
C-	1.75
D+	1.25
D	1.00
D-	0.75
F	0.00

The College of Law may also report the following codes on students' official transcripts:

Code	Meaning
S	Satisfactory work
U	Unsatisfactory work
I	Incomplete
IE	Incomplete expired
AF	Administrative failure
AD	Administrative disenrollment (no credit)
WD	Withdrawn from course by permission of the College of Law
W	Withdrawn from the College of Law or the University

4.1.1. The grade of A+ may be awarded only to students who are currently enrolled in one of the College of Law's academic programs (the J.D., LL.M., J.M., and Certificate programs). An FSU student who is not currently enrolled in a College of Law academic program and who takes a College of Law class will be graded in accordance with the grading scale set forth in 4.1, *except that* an A+ may not be awarded to such a student.

4.1.2 Transition Rules

JD Students:

2018-2019:

All first-year students will be awarded letter grades on their transcripts according to the letter grading system described in Section 4.1.

All second-year and third-year students will be awarded numeric grades on their transcripts under the current numeric scale until they graduate, in order to minimize disruptions.

2019-2020:

All first-year and second-year students will be will be awarded letter grades on their transcripts according to the letter grading system described in Section 4.1.

All third-year students will be awarded numeric grades on their transcripts under the current numeric scale.

2020-2021:

All JD students will be awarded letter grades on their transcripts according to the letter grading system described in Section 4.1. Note: although we expect that all JD students who began before the 2018-19 academic year, would have graduated, any who have not, will be awarded numeric grades on their transcripts under the current numeric scheme until they graduate.

LL.M. Students:

2018-2019:

All LL.M. students will be awarded numeric grades on their transcripts under the current numeric scale, in order to minimize disruptions.

2019-2020:

All entering LL.M. students will be awarded letter grades on their transcripts according to the letter grading system described in Section 4.1.

All continuing LL.M. students will be awarded numeric grades on their transcripts under the current numeric scale until they graduate.

2020-2021:

All LL.M. students will be awarded letter grades on their transcripts according to the letter grading system described in Section 4.1. Note: although we expect that all LL.M. students who

began before the 2019-20 academic year, would have graduated, any who have not, will be awarded numeric grades on their transcripts under the current numeric scale until they graduate.

J.M. Students:

2018-2019:

All entering J.M. students will be awarded letter grades on their transcripts according to the letter grading system described in Section 4.1.

All continuing J.M. students will be awarded numeric grades on their transcripts under the current numeric scale until they graduate.

2019-2020:

All entering J.M. students, and those who began in 2018-19, will be awarded letter grades on their transcripts according to the letter grading system described in Section 4.1.

All J.M. students who began before the 2018-19 academic year will be awarded numeric grades on their transcripts under the current numeric scale until they graduate.

2020-2021:

All J.M. students will be awarded letter grades on their transcripts according to the letter grading system described in Section 4.1. Note: although we expect that all J.M. students who began before the 2018-19 academic year, would have graduated, any who have not, will be awarded numeric grades on their transcripts under the current numeric scheme until they graduate.

4.1.3 Rules for JD, LL.M, and J.M. Students Readmitted to the College of Law

Beginning in 2020-2021, any JD, LL.M. and J.M student who was previously academically dismissed or otherwise dropped out of the College of Law and successfully seeks readmission will be awarded letter grades on their transcript according to the letter grading system described in Section 4.1. Any previous numeric grades that the student has on their transcript will be converted into letter grades using the following table:

A+	98-100
A	93-97
A-	90-92
B+	86-89
B	80-85
B-	77-79
C+	74-76
C	69-73

C-	65-68
D	62-64
F	60-61

Note: section 4.1.2 applies only to JD, LL.M., and J.M. students who were academically dismissed or otherwise dropped out of the College of Law. Any other JD, LL.M. and J.M. student who began their studies under the numeric scale and continue their studies without such interruptions will continue to be awarded numeric grades on their transcripts until they graduate.

College of Law Grading Scale

Purpose: To switch to a letter grading system with quality points that match the University's ordinary grading scale

Transition period:

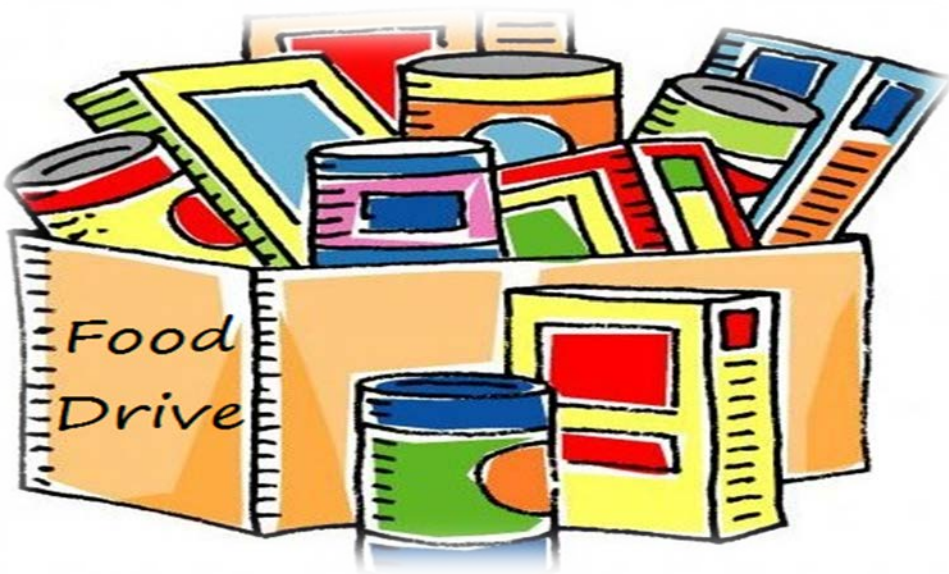
- 2018-2019: dual system (new students → letter; continuing students → previous system)
- 2019-2019: dual system (new students → letter; continuing students → previous system or letter, depending on start date)
- 2020-2021: all on new letter scale (continuing phase-out for those who take 4+ years to graduate)

New grading scale:

Letter	Points	Percent	
A+	4.25	98-100	Note that the College of Law grades on a scale and these percentages most accurately reflect this scale.
A	4.00	93-97	
A-	3.75	90-92	
B+	3.25	86-89	
B	3.00	80-85	
B-	2.75	77-79	Note that A+ may only be assigned to students enrolled in one of the College of Law academic programs, not students enrolled in other FSU programs.
C+	2.25	74-76	
C	2.00	69-73	
C-	1.75	65-68	
D	1.00	62-64	
F	0.00	60-61	
Other letter grades (e.g., S, I, W), see handout			

Faculty Senate Food Pantry Drive

Drop Off at Faculty Senate
Meeting on Wednesday,
November 14, 2018



Benefitting FSU Students

Also collecting gently cleaned
and stain-free used business
attire: business suits, dress
shirts, blazers, professional
slacks and/or skirts

Please share with your College
and Colleagues!

Food for Thought Food Pantry Faculty Senate Food/Clothing Drive

Food pantry needs:

Canned Goods/Tuna/Meat
Pasta & Pasta Sauce
Cereal/Oatmeal single packs
Granola Bars
Canned soups
Rice & Beans
Mac and Cheese
Peanut Butter
Instant Potatoes



Professional Clothing needs:

Business Suits
Dresses
Slacks
Skirts
Ties

* Cleaned and free of stains; hangers for the items



Summary of proposed changes
October 17, 2018

Proposed Change #1

First paragraph

Constitution as of 01-17-2018

The legal authority of Florida State University is vested in the State Board of Education; the Board of Trustees; and the State University System Board of Governors. Subject to that authority this constitution is adopted for governance of the University. Except as preempted by higher authority, such as collective bargaining agreements or statutes, the following provisions govern the University.

Proposed Constitution as of 10-17-2018

The legal authority of Florida State University is vested in the Florida State University Board of Trustees, the State University System Board of Governors, and the State Board of Education. Subject to that authority, this constitution is adopted for governance of the University.

Rationale: (1) rearranges order to determine decision-making authority (as suggested by FSU General Counsel); (2) Last sentence deleted because any higher authority already has legal supremacy so adding the last sentence is not needed (as confirmed by FSU General Counsel).

Proposed Change #2

Article 1 Administrative Officers
Section A. President of the University

Constitution as of 01-17-2018

The President is the chief administrative officer of the University and shall exercise general supervision over all its activities.

Proposed Constitution as of 10-17-2018

The President, who is confirmed by the Board of Governors, is the chief executive officer of the University and shall exercise general supervision over all its activities

Rationale: Suggested by FSU General Counsel

Proposed Change #3

Article I Administrative Officers
Section B. Other Administrative Officers

Constitution as of 01-17-2018

There shall be such other administrative officers as the President may designate. They shall have such duties as the President may assign to them. In the case of absence, incapacitating illness, or death of the President, the Provost and Executive Vice President for Academic Affairs shall assume all the authority and responsibility of the President until formal provisions are made by the Board of Trustees. In the absence of both the President and the Provost and Executive Vice President for Academic Affairs, the Vice President for Faculty Development and Advancement shall have all the authority and responsibility until formal provisions are made by the Board of Governors.

Proposed Constitution as of 10-17-2018

There shall be such other administrative officers as the President may designate. They shall have such duties as the President may assign to them. In the case of absence, incapacitating illness, or death of the President, the Provost and Executive Vice President for Academic Affairs shall assume all the authority and responsibility of the President until formal provisions are made by the Board of Trustees and, if required, the Board of Governors. In the absence of both the President and the Provost and Executive Vice President for Academic Affairs, the Vice President for Faculty Development and Advancement shall have all the authority and responsibility until formal provisions are made by the Board of Trustees and, if required, the Board of Governors.

Rationale: Two differences- (1) added "and, if required, the Board of Governors" twice in case that action is needed; (2) The Board of Trustees shall make provisions for both cases described.

Proposed Change #4

Article III The General Faculty
Section A. Membership

Constitution as of 01-17-2018

The General Faculty shall consist of those persons holding the academic rank of Instructor, Assistant Professor, Associate Professor, or Professor in one of the colleges, schools, or other academic units of the University, and of those members of the Professional Staff to whom the President assigns an academic rank.

Proposed Constitution as of 10-17-2018

The General Faculty shall consist of those persons that are appointed by the University with the academic rank of Instructor, Assistant Professor, Associate Professor, or Professor in one of the colleges, schools, or other academic units of the University, and of those members of the Professional Staff to whom the President assigns an academic rank.

Rationale: Be more specific about who makes the appointment.

Proposed Change #5

Article IV Faculty Senate
Section A. Membership
1. Elected faculty members

Constitution as of 01-17-2018

Only full-time Instructors, Assistant Professors, Associate Professors, and Professors shall be eligible for representation in and election to the Faculty Senate. Eligible faculty members who have duties in more than one college or school shall be counted in that college or school in which the major portion of their salary is budgeted or time is assigned.

Proposed Constitution as of 10-17-2018

Only full-time Instructors, Assistant Professors, Associate Professors, and Professors appointed by the University shall be eligible for representation in and election to the Faculty Senate. Eligible faculty members who have duties in more than one college or school shall be counted in that college or school in which the major portion of their salary is budgeted or time is assigned.

Rationale: Be more specific about who makes the appointment.

Proposed Change #6

Article IV Faculty Senate
Section C. Standing and Special Committees

Constitution as of 01-17-2018

Items 1 and 2 only

Proposed Constitution as of 10-17-2018

Add Item 3

3. No committee may publish, report or otherwise distribute its findings, evaluations, recommendations or other product of its deliberations to any individual, group or body other than the Faculty Senate unless this specific distribution is approved, in advance of distribution, by the Senate. If disclosed under legal mandate, the disclosure must specify that the information has not been approved or rejected by the Faculty Senate and thus should not be considered a product, policy or position of the Faculty Senate.

Rationale: Committees may not report or speak on behalf of Senate. Any report on behalf of Senate must be approved by Senate first.

Proposed Change #7

Article IV Faculty Senate
Section D. Meetings

Constitution as of 01-17-2018

All meetings of the Faculty Senate shall be open to members of the General Faculty.

Proposed Constitution as of 10-17-2018

All meetings of the Faculty Senate shall be open to members of the General Faculty and other interested parties.

Rationale: As already allowed, guests and others may attend.

Proposed Change #8

Article IV Faculty Senate
Section E. Procedure

Constitution as of 01-17-2018

The Faculty Senate shall develop its own rules of procedure. Minutes shall be kept by the Faculty Senate Coordinator and shall be distributed to all members of the General Faculty and to all administrative officers.

Proposed Constitution as of 10-17-2018

The Faculty Senate shall develop its own rules of procedure. Minutes shall be kept by the Faculty Senate Coordinator and shall be distributed to all members of the General Faculty and to all administrative officers, and shall be posted on the Faculty Senate website.

Rationale: As already done, post minutes.

Proposed Change #9

Article V Colleges and Schools

Constitution as of 01-17-2018

Subject to the University-wide regulations established by the Faculty Senate...

Proposed Constitution as of 10-17-2018

Subject to the University-wide academic policies established by the Faculty Senate...

Rationale: "academic policies" is more descriptive and accurate than "regulations."

Proposed Change #10

Article VI Faculty Members of Colleges or Schools

Section B. Tenure, Nonreappointment, Termination, and Suspension

3. Crediting of Time Toward Tenure.

Constitution as of 01-17-2018

- a. Any member of the faculties of colleges and schools holding the rank of Professor shall be eligible for the status of tenured member at the end of the fifth year in a tenure-earning position, to be effective at the beginning of the sixth year as a faculty member. A Professor may be given tenure at the beginning of the second year as a faculty member provided the Professor received credit, at time of appointment, for four years spent in a tenure-earning position elsewhere and has been recommended by the President of the University and approved by the Board of Trustees.
- b. Any member of the faculties of colleges and schools holding the rank of Associate Professor shall be eligible for the status of tenured member at the end of the fifth year in a tenure-earning position, to be effective at the beginning of the sixth year as a faculty member. An Associate Professor may be given tenure at the beginning of the third year as a faculty member provided the Associate Professor received credit, at time of appointment, for three years spent in a tenure-earning position elsewhere and has been recommended by the President of the University and approved by the Board of Trustees.
- c. A faculty member appointed to the rank of Assistant Professor may receive credit at the time of appointment for up to two, but no more than two, years spent in a tenure-earning position elsewhere.

Proposed Constitution as of 10-17-2018

- a. Any member of the faculties of colleges and schools holding the rank of Professor, Associate Professor or Assistant Professor shall be eligible for the status of tenured member at the end of the fifth year in a tenure-earning position, to be effective at the beginning of the sixth year as a faculty member.
- b. Any member of the faculties of colleges and schools holding the rank of Professor, Associate Professor or Assistant Professor may be given tenure earlier provided they received credit, at time of appointment, for years spent in a tenure-earning position elsewhere and has been recommended by the President of the University and approved by the Board of Trustees.
- c. Any member of the faculties of colleges and schools hired at the rank of Professor or Associate Professor may be awarded tenure at the start of the appointment provided the tenure has been recommended by the University Tenure Committee and the President of the University and approved by the Board of Trustees.

Rationale: New language is more descriptive of current practice.

Proposed Change #11

Article VI Faculty Members of Colleges or Schools
Section B. Tenure, Nonreappointment, Termination, and Suspension
8. Tenure, Nonreappointment, Termination, and Suspension
b. Nonreappointment

Constitution as of 01-17-2018

(a) for faculty members in their first two years of employment, one full semester prior to the date of termination;

Proposed Constitution as of 10-17-2018

(a) for faculty members in their first two years of continuous University employment, one full semester prior to the date of termination;

Rationale: clarify that employment must be with FSU

Proposed Change #12

Article VII The Professional Staff
Second paragraph

Constitution as of 01-17-2018

Members of the Professional Staff shall enjoy the assurance of annual recommendation for reappointment in accordance with the provisions of the Florida Statutes and the regulations of the Board of Governors.

Proposed Constitution as of 10-17-2018

Members of the Professional Staff shall enjoy the assurance of annual recommendation for reappointment in accordance with the provisions of the Florida Statutes and the regulations of the Board of Trustees.

Rationale: Board of Trustees has authority

THE CONSTITUTION OF FLORIDA STATE UNIVERSITY

(Revised and amended to xxxx, 2018)

The legal authority of Florida State University is vested in the Florida State University Board of Trustees, the State University System Board of Governors, and the State Board of Education. Subject to that authority, this constitution is adopted for governance of the University.

Article I Administrative Officers

Section A. President of the University

The President, who is confirmed by the Board of Governors, is the chief executive officer of the University and shall exercise general supervision over all its activities.

Section B. Other Administrative Officers

There shall be such other administrative officers as the President may designate. They shall have such duties as the President may assign to them. In the case of absence, incapacitating illness, or death of the President, the Provost and Executive Vice President for Academic Affairs shall assume all the authority and responsibility of the President until formal provisions are made by the Board of Trustees and, if required, the Board of Governors. In the absence of both the President and the Provost and Executive Vice President for Academic Affairs, the Vice President for Faculty Development and Advancement shall have all the authority and responsibility until formal provisions are made by the Board of Trustees and, if required, the Board of Governors.

Article II Councils and Committees

The President shall establish such councils and committees as deemed necessary and shall specify their duties and responsibilities.

Article III The General Faculty

Section A. Membership

The General Faculty shall consist of those persons that are appointed by the University with the academic rank of Instructor, Assistant Professor, Associate Professor, or Professor in one of the colleges, schools, or other academic units of the University, and of those members of the Professional Staff to whom the President assigns an academic rank.

Section B. Jurisdiction

The General Faculty shall

1. receive reports and announcements from officers of the University and from the Faculty Senate, and
2. formulate its opinion regarding any subject of interest to the University and make recommendations thereon to the appropriate body or officer for final consideration.

Section C. Meetings

The General Faculty shall meet

1. in regular session in the fall of each academic year to receive the annual report of the President, and
2. in special session called either by the President, or on resolution of the Faculty Senate, or on written request from at least ten percent of the members of the General Faculty.

Article IV Faculty Senate

Section A. Membership

1. Elected faculty members

Only full-time Instructors, Assistant Professors, Associate Professors, and Professors appointed by the University shall be eligible for representation in and election to the Faculty Senate. Eligible faculty members who have duties in more than one college or school shall be counted in that college or school in which the major portion of their salary is budgeted or time is assigned.

Each college or school shall be entitled to representation in the Faculty Senate according to the following formula:

$$\frac{\text{number of representatives}}{100} = \frac{\text{number of eligible faculty members in college or school}}{\text{total number of eligible faculty members in the university}}$$

Each college or school shall be entitled to at least one representative.

The library staff shall be entitled to one elected representative.

Florida State University Schools (FSUS) faculty shall be entitled to one elected representative; members of the Florida State University Schools (FSUS) faculty shall not be counted as College of Education faculty in determining the number of that College's representatives nor shall they be eligible to vote in the College of Education elections of Faculty Senators.

- a. Prior to February 1 of each year, the Vice President for Faculty Development and Advancement shall submit to the Faculty Senate Coordinator a list of the eligible faculty members in each college or school. The Faculty Senate Coordinator shall on February 15 of each year determine the total number of representatives apportioned to each college or school and the number to be elected that year and shall notify the appropriate dean.
 - b. Each unit shall elect its representatives for two-year terms, in accordance with a procedure that its eligible faculty members shall determine. Terms shall begin with the regular April meeting of the Senate of the election year.
 - c. Each unit may elect, according to a procedure that its eligible faculty members shall determine, an alternate representative or representatives to serve whenever illness, professional travel, or other obligations make it impossible for the designated Senator or Senators to be present. A faculty member thus representing a unit shall have the full privileges of Senate membership.
2. The Faculty Senate shall elect its presiding officer from its membership to serve for a one-year term. The presiding officer shall be designated President of the Senate and shall serve as the chair of the Steering Committee. In case the person elected President of the Senate is already a member of the Steering Committee, the Senate shall elect a Senator to fill the unexpired term on that committee.
 3. The following shall be ex-officio members of the Senate: the President of the University, the Vice Presidents, the Dean of The Graduate School, the Dean of Undergraduate Studies, the dean of each college or school, the University Registrar, the Dean of University Libraries, and the President of the Student Body. Ex-officio members shall have the privilege of the floor but shall not be eligible to vote.

Section B. Jurisdiction

The Faculty Senate shall be the basic legislative body of the University and shall establish its own Bylaws and procedures.

1. It shall formulate measures for the maintenance of a comprehensive educational policy and for the maximum utilization of the intellectual resources of the University.
2. It shall determine and define University-wide policies on academic matters, including Liberal Studies policy, admission, grading standards, and the requirements within which the several degrees may be granted.

3. As the elected body of the General Faculty, the Senate may also formulate its opinion regarding any subject of interest to the University, and adopt resolutions thereon. Resolutions treating those areas of authority legally reserved to the President of the University and the Board of Trustees will be advisory.
4. The President of the University shall have the power to veto any action of the Senate. The veto, with reasons therefore, shall be communicated in writing to the Faculty Senate Coordinator and Chair of the Steering Committee within sixty days. By a two-thirds vote, the Senate may appeal to the Board of Trustees any action so vetoed.
5. Upon the resignation, retirement, or death of the University President and upon a request by the Board of Trustees, the Faculty Senate shall designate individuals to be available for membership on any committee requested by the Board of Trustees for the purpose of consultation in the selection of a nominee for President.

Section C. Standing and Special Committees

1. There shall be a Steering Committee consisting of seven persons from the voting membership of the Faculty Senate who shall be elected for staggered two-year terms. In consultation with the President of the University, the Steering Committee shall determine the agenda for each Faculty Senate meeting. It shall provide for reports to the Faculty Senate by administrative officers, by chairs of standing and special committees, and by individuals.
2. The Faculty Senate may establish standing and special committees necessary for its work.
3. No committee may publish, report or otherwise distribute its findings, evaluations, recommendations or other product of its deliberations to any individual, group or body other than the Faculty Senate unless this specific distribution is approved, in advance of distribution, by the Senate. If disclosed under legal mandate, the disclosure must specify that the information has not been approved or rejected by the Faculty Senate and thus should not be considered a product, policy or position of the Faculty Senate.

Section D. Meetings

1. The Faculty Senate shall meet in regular session each month during the academic year and may meet in special session during the summer.
2. Special meetings may be held at any time in accordance with rules specified in the Bylaws.

3. All meetings of the Faculty Senate shall be open to members of the General Faculty and other interested parties.
4. The right to address the Faculty Senate shall be granted to any member of the General Faculty in accordance with rules specified in the Bylaws.

Section E. Procedure

The Faculty Senate shall develop its own rules of procedure. Minutes shall be kept by the Faculty Senate Coordinator and shall be distributed to all members of the General Faculty and to all administrative officers, and shall be posted on the Faculty Senate website.

Article V Colleges and Schools

Subject to the University-wide academic policies established by the Faculty Senate and the authority of the President of the University, the faculty of each college or school shall determine its internal policies such as specific admission requirements, requirements for majors, requirements for graduation, and the nature, content, and scheduling of its courses.

The faculty of each college or school shall keep on file with the Faculty Senate Coordinator a current set of bylaws governing its internal operations, including procedures for the election of its representatives to the Faculty Senate and for the approval of its candidates for degrees.

Article VI Faculty Members of Colleges or Schools

Section A. Appointment: General Faculty

1. Vice Presidents, the deans of the colleges and schools, and other such administrative personnel shall be appointed by the President of the University. An advisory committee appointed by the President shall consult with the President in the process of selection of nominees for such positions.
2. Associate and assistant deans of colleges and schools shall be recommended by the appropriate dean to the Provost and Executive Vice President for Academic Affairs. The President of the University or a designee shall make these appointments.
3. Professors, Associate Professors, and Assistant Professors in the colleges and schools shall be nominated by the department chair, or equivalent, approved and recommended by the dean and the Provost and Executive Vice President for Academic Affairs, and appointed by the President of the University.
4. Each original appointment shall be confirmed by the President of the University, or a designee, in a contract letter.

5. Supplementary appointments to the Graduate Faculty may be awarded to members of the General Faculty on nomination of the department chair, or equivalent, and approval of the appropriate dean and the Dean of The Graduate School, with the advice and consent of the Graduate Policy Committee.
6. Appointments to the faculty for limited periods of time, clearly stated in writing at the time of appointment, shall be designated as specified in the State University System Classification System. These appointments shall not count toward eligibility for tenure unless otherwise stipulated.

Section B. Tenure, Nonreappointment, Termination, and Suspension

1. Tenure Process. The procedure to be followed when a faculty member becomes eligible to be considered for tenure shall be as follows:
 - a. The nomination for tenure shall be initiated by an elected faculty committee of the appropriate department or academic unit; the majority of the members of this committee shall be tenured faculty. The department chair, or equivalent, shall inform the candidate in writing of the committee decision to recommend or not to recommend, together with the chair's recommendation.
 - b. The department chair, or equivalent, shall transmit the committee recommendation together with the chair's recommendation to the appropriate committee of the college or school and to the dean. In addition, the department chair, or equivalent, shall convene a meeting of all tenured faculty in the department and conduct a secret ballot regarding the nomination for tenure; the department chair, or equivalent, shall transmit the opinion of the tenured members of the department or unit to the appropriate committee of the college or school and to the dean.
 - c. A college or school committee of elected tenured faculty shall consider the candidate for recommendation to a University committee of elected tenured faculty and shall vote to recommend or not to recommend the candidate; the candidate shall be informed in writing of the committee's decision by the chair of the committee.
 - d. A University committee on tenure, consisting of elected tenured faculty with at least one representative from each college or school, shall receive the recommendation from the college or school committee and shall consider it for recommendation to the Provost and Executive Vice President for Academic Affairs and to the President of the University. The Vice President for Faculty Development and Advancement shall serve, without voting privileges, as ex-officio chair of the University

committee and shall transmit to the Provost and Executive Vice President for Academic Affairs and to the President the committee's decision to recommend or not to recommend the candidate for tenure; the Vice President for Faculty Development and Advancement shall also inform the candidate in writing of the committee's recommendation.

- e. The Provost and Executive Vice President for Academic Affairs and the President of the University shall decide to recommend or not to recommend the candidate to the Board of Trustees for tenure, and the President shall notify the faculty member immediately in writing of the final decision to recommend or not to recommend.
 - f. In step "d" above, the dean of the appropriate college or school in each case shall present to the University committee the dean's decision to recommend or not to recommend the candidate; in step "d," the dean of the appropriate college or school shall also report this decision to the Provost and Executive Vice President for Academic Affairs and the President of the University.
 - g. In steps "a," "b," and "c" above, the faculty candidate who is not recommended by a committee at any stage of the deliberations may appeal that negative decision to the next committee by so requesting in writing within a period of ten (10) working days after receiving notification of the decision; in "d," the candidate may appeal a negative decision to the Provost and Executive Vice President for Academic Affairs and the President by so requesting in writing within a period of ten (10) working days after receiving notification of the decision. Unless a faculty candidate makes an appeal of a negative decision by a committee, the candidate's folder will not be forwarded to the next committee; in formulating an appeal, the candidate may address in writing the stated rationale for the committee's decision.
 - h. In steps "b" and "c" above, a college or school may use an additional committee between the department or equivalent committee and the college or school committee if the faculty of said college or school has voted for such usage in its bylaws.
2. Annual Reappointment of Tenured Faculty Members. Tenured members of the faculties of colleges, schools, and other academic units shall enjoy the assurance of annual recommendations for reappointment.
 3. Crediting of Time Toward Tenure.
 - a. Any member of the faculties of colleges and schools holding the rank of Professor, Associate Professor or Assistant Professor shall be eligible for the status of tenured member at the end of

- the fifth year in a tenure-earning position, to be effective at the beginning of the sixth year as a faculty member.
- b. Any member of the faculties of colleges and schools holding the rank of Professor, Associate Professor or Assistant Professor may be given tenure earlier provided they received credit, at time of appointment, for years spent in a tenure-earning position elsewhere and has been recommended by the President of the University and approved by the Board of Trustees.
 - c. Any member of the faculties of colleges and schools hired at the rank of Professor or Associate Professor may be awarded tenure at the start of the appointment provided the tenure has been recommended by the University Tenure Committee and the President of the University and approved by the Board of Trustees.
4. A decision whether to nominate a faculty member for tenure shall normally be made during the fifth year of continuous service in a tenure-earning position, or, at the option of the employee and with the concurrence of the appropriate administrative officials, during the sixth such year in a tenure-earning position.
 5. Definition of Continuous Employment. Employment for any two semesters of any twelve-month period shall be considered a year of continuous employment. For the purpose of tenure eligibility, consideration for part-time service shall normally mean employment during at least one semester of any twelve-month period. Part-time service of an employee employed at least one full semester in any twelve-month period shall be accumulated. However, not more than one year of tenure eligibility may be earned in a twelve-month period. (Time spent by a faculty member undergoing appointment or exchange within the State University System or on a special assignment for the benefit of the parent institution or for the University System shall be counted toward the fulfillment of eligibility for tenure. Time spent away from the institution for other purposes shall not be counted toward the fulfillment of eligibility for tenure, except by mutual agreement of the faculty member and the University.)
 6. Restrictions on Employment of Non-tenured Faculty.
 - a. No person employed in a tenure-earning position after 1965 may remain in the service of the University as a nonpermanent member of the faculty of any college, school, or other academic unit in any rank or combination of ranks for a total of more than seven years unless tenure has been granted, except that faculty whose service began before September 1972 may count four additional years in the Instructor or

Acting Assistant Professor ranks as probationary. Persons holding an administrative or service role will normally hold a courtesy rank in an academic unit and shall not be subject to the rule during such service unless the academic unit grants a regular tenure-earning appointment. When the administrative or service function is ended, the person shall receive, upon request, a tenure-earning appointment in an academic unit.

- b. Not later than the end of the sixth year of service (or the tenth in the case of the above exceptions), the department chair, or equivalent, in consultation with the dean of the college or school, shall either nominate the faculty member for tenure or arrange to terminate service at the end of the seventh year (or the eleventh, in the case of the above exceptions). In every case, the faculty member shall be notified in writing of this recommendation by the dean.
 - c. Only time spent in the rank of Assistant Professor and above shall be construed as tenure-earning time.
 - d. Assistant Professors shall be considered ineligible for tenure or for reappointment beyond a seven-year maximum.
7. Early Tenure.
- a. The Board of Trustees may approve tenure at an earlier time if it is recommended with sufficient justification by the President of the University.
 - b. A member of the faculty must satisfy the five-year requirement to be eligible for consideration by a tenure committee at any level.
8. Termination, Nonreappointment, and Suspension.
- a. Termination and Nonreappointment of Tenured Faculty Members for Cause. Annual recommendation for reappointment of permanent members of the faculty shall be withheld only for serious cause (incompetence or misconduct) and on the basis of written and specific charges made by the dean of the college or school, the Provost and Executive Vice President for Academic Affairs, or by the President of the University. A copy of such charges shall be furnished to the faculty member concerned. In answer to such charges, the faculty member shall have, upon request, a hearing before an appropriate faculty committee. At this hearing, the faculty member shall be allowed, at the faculty member's own expense, the benefit of counsel of the faculty member's choice.
 - b. Nonreappointment of Non-tenured Faculty. Upon the advice of a department chair, a departmental/college/school advisory committee,

the dean of the respective college or school, and the Provost and Executive Vice President for Academic Affairs, the President of the University may give written notice of nonreappointment of a non-tenured faculty member. Notice of nonreappointment, or of intention not to reappoint, shall be given in writing in accordance with the following standards: (a) for faculty members in their first two years of continuous University employment, one full semester prior to the date of termination; (b) for faculty members with two or more years of continuous service, one full year prior to date of termination.

- c. Immediate Suspension of Tenured or Non-tenured Faculty. In the case of flagrant offenses, the President of the University may suspend a member of the faculty with pay from performance of duties. Within two days, excluding weekends and official holidays, following such suspension, the President or a designee shall cause a written notice, including a statement of reasons, to be served upon the employee.
- d. If immediate dismissal is thereby sought, a copy of written specific charges shall be furnished to the faculty member concerned. In answer to such charges, the faculty member shall have, upon request, a hearing before an appropriate faculty committee. At this hearing the faculty member shall be allowed, at the faculty member's own expense, the benefit of counsel of the faculty member's choice. After provision of notice and an opportunity for the accused faculty member to have a hearing before an appropriate faculty committee, the President may initiate immediate dismissal.
- e. If immediate dismissal is not sought, the faculty member shall have, upon request, a hearing on the suspension before an appropriate faculty committee.
- f. The hearing committee, after deliberation, shall report its findings to the President. If the hearing committee concludes that adequate cause for dismissal has not been established by the evidence in the record, the President may either accept or reject that finding. If the President rejects the report, the reasons for doing so shall be provided in writing to the hearing committee and to the faculty member. The faculty member shall be provided an opportunity to respond before further action is taken. If the hearing committee concludes that adequate cause for a dismissal has been established but that an academic penalty less than dismissal would be more appropriate, it will so recommend, with supporting reasons. If dismissal or other severe sanction is recommended, the President may take such action as appropriate.

Section C. Academic Freedom

It is the policy of the University to maintain and encourage full freedom, within the law, of inquiry, discourse, teaching, research, and publication, and to protect members of the faculty against influences, from within or without the University, that would restrict the exercise of this freedom in their areas of scholarly interest. The right to the protection of the University shall not necessarily include any right to the service of the University's legal counsel in any proceedings in which the academic freedom of the faculty member may be an issue.

The faculty member has the same freedoms and responsibilities as other citizens, including political rights and privileges, without institutional censorship or discipline. However, as a scholar, a faculty member should be mindful that accuracy, forthrightness, and dignity befit association with the University.

Furthermore, faculty members must consider their academic duties as their primary responsibility. In no case should faculty members accept or seek appointment to civic or political office which would reduce significantly the time available for this primary responsibility without first securing written approval from the President of the University.

Faculty members who believe they do not enjoy the academic freedom which it is the policy of the University to maintain and encourage shall be entitled on written request to a hearing before the Committee on Grievances.

Section D. Resignation

When a member of the faculty of the University desires to obtain release from their faculty position, that faculty member is expected to offer their resignation to the President of the University, or a designee, through appropriate administrative channels at least ninety days before the resignation takes effect.

Article VII The Professional Staff

Those persons holding academic appointments within Florida State University, but not within a college or school, and those persons within a college or school holding academic appointments whose responsibilities do not include teaching, shall be considered members of the Professional Staff. Members of the Professional Staff having appropriate qualifications and responsibilities shall be assigned faculty rank by the President of the University on recommendation of their administrative officers for the purpose of membership in the General Faculty.

Members of the Professional Staff shall enjoy the assurance of annual recommendation for reappointment in accordance with the provisions of the Florida Statutes and the regulations of the Board of Trustees.

Article VIII Amendments

Amendments to this Constitution shall become effective when (1) approved by a two-thirds vote of the Faculty Senate and (2) ratified by a majority vote of the members of the General Faculty who are eligible for election to the Faculty Senate and who vote on the proposal.

An amendment to be considered by the Faculty Senate must be submitted at a regular meeting at least one month prior to a vote on the proposal. The faculty vote on ratification shall be taken during the regular academic year not earlier than thirty days after circulation of the Senate minutes in which the amendment approved by the Senate is recorded.

NOTE: The Constitution was first adopted by the Faculty as the Faculty of the Florida State College for Women on April 11, 1931, and ratified by the Faculty of Florida State University on May 19, 1948, amended to December 6, 1989. Amended xxxx, 2018

Report of the Faculty Senate ‘Koch Committee’

September 25, 2018

Committee Membership

Anne Rowe, Chair

Leslie Beitsch, Behavioral Sciences and Social Medicine

Michael Buchler, Department of Music theory and Composition

Tarez Samra Graban, Department of English

Joseph G. Grzywacz, Family and Child Sciences

Charles Hofacker, Department of Marketing

Dennis Moore, Department of English

Thomas Zuehlke, Department of Economics

Andrea White, Faculty Senate Coordinator

Executive Summary

In the recent past, the University has seen at least one philanthropic group, motivated by political gain and the economic benefits that might flow due to that gain, give to FSU departments, centers and individuals. Some of these grants and gifts have thereby produced negative public relations outcomes for the University. We carefully reviewed the history of these controversial donor relationships, as well as our current policies. We also examined the report jointly authored by the FSU Progress Coalition and Unkoch My Campus (Spring 2017). Finally, we had conversations with individuals named in that report. As a result of these and other committee activities, we are able to summarize below a number of points of concern, to note others as resolved, and to note additional points that remain unresolved due to differing perspectives on grants and gifts, points that motivate a set of recommendations pertaining to grants and gifts at FSU.

Brief Historical Review

The work of this subcommittee was originally spurred by the FSU Faculty Senate response to a report entitled *A Case Study in Academic Crime: Koch at Florida State University* authored by the FSU Progress Coalition and [UnKoch My Campus](#). The report was released January 12, 2017 and emailed to all members of the FSU Faculty Senate. The report makes several claims, including violations of shared governance, undue influence on the part of the Charles Koch Foundation’s (CKF’s) over hiring and program support, and infringements upon academic

freedom. Given the importance of shared governance, hiring and academic freedom, we looked very carefully at these claims.

The *Koch at Florida State University* report is one part of coordinated action by [UnKoch My Campus](#). The FSU Faculty Senate response was echoed by similar inquiries across 2017-18 by other institutions including [Wake Forest University](#), [Montana State University](#), the [University of Utah](#), and [George Mason University](#). In the midst of these concerns and subsequent inquiries, other institutions including Purdue, University of Notre Dame, Harvard and MIT, Duke and the University of Chicago are each receiving at least \$100,000/year from the Charles [Koch Foundation](#).

Activities and the Thoroughness of our Process

We met seven times from August 2017 until August 2018. We reviewed a great number of documents and letters. In [Appendix B](#) you will find a list of University documents we reviewed.

In addition to those documents, the subcommittee spent a significant amount of time considering both the data and corresponding claims outlined in the UnKoch My Campus report, the counterarguments to the report, and actions taken by the Economics Department and other FSU units and organizations to strengthen core principles of academic freedom.

Below you will find our main conclusions about the UnKoch report. While there were indeed issues with the old Memorandum of Understanding, these issues have been resolved to our satisfaction.

Review of Current Agreements

In [Appendix C](#) you will find the current MoU.

The Faculty Senate subcommittee interviewed Department of Economics Chairman, Mark Isaac, to get feedback on the latest grant agreements. Prof. Isaac first addressed the historical record. He acknowledged the limitations of the initial CKF Memorandum of Understanding (MOU), indicated that its stipulations were a matter of some controversy within the department, reported that much of the information harvested through open-record requests from former chairman, Bruce Benson's e-mail archives reflected his personal opinion and included views that were not codified in the old MOU.

After taking over as department chairman, Prof. Isaac oversaw the process of revising the Koch agreements to conform to the recommendations of the Faculty Senate Report. The department implemented all of the recommendations of the Faculty Senate Report, apart from one that recommended changing the governance of the "Economics Club" in a manner that would have violated FSU regulations.

Prof. Isaac provided copies of all current charitable grant agreements. These agreements are all classified as gifts, have no “deliverables,” and are processed by the FSU Foundation. There are no strings attached to the funds in any current agreements. There is no Koch representative on any department committee, and they have no input on the content of any research supported by the funds they contribute. For example, recent research by a Department of Economics graduate student, Jason Baron, which was supported by the Hilton Center at FSU using Koch Foundation grant funding, found that Act 10 in Wisconsin had a detrimental impact on public education in that state. This research was recently cited by the [Center for American Progress](#).

Faculty Concerns

Given the above, it appeared to us that the best use of committee time would be to focus on the future. This is especially so given that there seems to be no coherent University policy as to how to avoid a repeat of past problems. We therefore now turn to a set of recommendations.

Recommendations

In general the purpose of our recommendations is to enhance transparency in the donation process. In doing so we recommend that FSU emulate best practices, that there be a Faculty Senate Standing Committee to monitor philanthropic giving to FSU, and that giving and receiving gifts and grants be subject to the highest possible level of transparency.

Emulate Best Practices

The goal of the University should be to commit to gift and giving practices that are well defined and ethically beyond question. As an example, we consider the College of Medicine’s *Faculty Handbook* (pp. 73-76) to be highly commendable. The *Handbook* bans individuals from accepting gifts, food, entertainment or compensation from pharmaceutical companies.

We recognize that there are costs and constraints to emulating best practices, and to locating alternative sources of funding. Of course there are also costs to any appearance that scholarship is susceptible to the influence of gifts or grants.

As a mechanism for insuring that the University’s practices are beyond reproach, we introduce our next recommendation.

Standing Oversight Committee

We recommend that the Faculty Senate appoint a standing committee to work with the Foundation on policy, and to monitor gifts that potentially challenge academic freedom and scholarly independence. We further recommend that one member of the proposed committee be in the room with the Foundation when gifts are considered. Faculty committee members would be chosen by the Faculty Senate and would be charged with representing the diversity of

disciplines and colleges with regard to maintaining the principles of academic integrity and academic freedom in all gift and grant arrangements.

We recommend that the new committee begin its deliberations by looking at:

measuring FSU policies against best practices at peer and aspirant institutions, determining incongruities and investigating what FSU should articulate more clearly;

revising the regulations pertaining to gift and no-strings-attached agreements so as to more proactively establish safeguards that will prevent all sources of gifts, grants, and fellowships from influencing FSU curriculum (i.e., clarify how do our gift policies differ from grant policies, etc.?);

considering further stringent and consistent criteria for gauging the nature of gifts and grants, including gifts that involve an annual review or concrete timetables before refunding;

ensuring, if not being followed already, that the same disclosure rules and conflict of interest policies are in place as for research funded by grants and gifts;

serving as a sounding board for the FSU Foundation for faculty-based feedback on potential threats to academic integrity and academic freedom from the gift;

learning more about FSU centers (like the Hilton Center and many others) and articulate if, how, and where these sources of funding might misalign with FSU's educational mission;

establishing frameworks or procedures for handling ongoing and future conversations about potential gift "laundering" that will

1. enable such discussions to be seen as a regular part of faculty governance, through the creation of the proposed standing committee whose role each year would be to ensure that FSU maintains high standards on this front and whose role may be to hear appeals, such as those forwarded by the UnKoch Group;
2. keep such discussions aligned with positive movement towards maintaining academic freedom; and
3. enable such discussions to make use of university channels such that information is more easily shared, and shared without fear of censure for a particular affiliation or group.

Enhance Transparency in Organizational Giving

We believe it would make sense for the proposed standing committee to take the lead in articulating a broad faculty perspective on "transparency".

More specifically, we recommend an end to anonymity for organizational donors and granting agencies. We understand there could be reasons why individuals might want to preserve anonymity, but we see no need for any organization to remain anonymous.

The Foundation should publicly report both individual donations given by groups and the aggregate of an organization's donations in each reporting period.

Organizations that are part of a central umbrella organization should be identified as such and be presented either together or proximally on the same report.

Wherever possible, both the Foundation and Sponsored Research should disclose when multiple organizations derive a majority of their funding from the same central source. The examples that motivate this are the Mercatus Institute, and the Institute for Human Studies, both of which currently receive the majority of their funding from the Charles Koch Foundation.

We also ask departments to reveal sources of their funding and/or be more transparent about sources of funding (including grants, fellowships, gifts, etc.) -- while some of this occurs as part of the QER process, we have in mind a more systematic reporting of gift relationships.

In effect, we are recommending the same disclosure rules and conflict of interest policies that are in place for research funded by grants and gifts. We quote from the *FSU Policy on Authorship and Research Integrity* (July 15, 2016):

Research Funding

All authors, in manuscripts submitted for review and publication, must acknowledge/disclose the source(s) of support for the work. Support includes research and educational grants, salary or other support, contracts, gifts, and departmental, institutional and hospital support.

Financial Conflicts of Interest

Authors shall fully disclose, in all manuscripts to journals, grant applications, and at professional meetings, all relevant financial interests that could be viewed as a potential conflict of interest or as required by the university and/or journal. All such financial interests must also be reported internally as required by the university's conflict of interest policies.

Retrieved from

<https://regulations.fsu.edu/sites/g/files/upcbnu486/files/policies/research/FSU%20Policy%207A-3.pdf>

Enhance Transparency in Receiving

We recommend that departments and programs document in their bylaws or similar governance documents all processes guiding how all decision making occurs surrounding graduate fellowships, assistantships, and faculty support by departmental gifts, grants or contracts. The descriptions of these processes should include who is involved in the decision making, what criteria guide the decision making, where decisions are recorded and how access to those recorded decisions can be gained and by whom, and, for decisions that involve recurrence (e.g., semesterly support of graduate assistantships for two years), the procedures for evaluating whether the reallocation is appropriate.

Appendix A. Accuracy of the UnKoch Document

There are numerous errors and inaccuracies in the unKoch document. Many of them are the type of misunderstandings that can result when open record harvests of e-mail correspondence are read out of context. Points I) and II) below provide illustrative examples. These examples are not meant to suggest that there is nothing of merit in the unKoch document. Even the Economics Department admits that there were issues with the original MOU. The examples below, however, were used to suggest unethical behaviour on the part of departments and individuals at FSU. Failure to note these errors would be a neglect of our duty. As a committee, we were unable to fully investigate each and every claim made in the unKoch document. In light of the large volume of material, much of it relating to an out-of-date MOU with the Koch foundation, this would be an enormous undertaking with little benefit. Indeed, rather than scrutinize the details of what has transpired, we thought it was more valuable to make suggestions on how FSU can avoid the kinds of conflicts of interest that have been alleged.

I. The “UnKoch” document alleges that the Department of Economics “stacked” the Graduate Policy Committee (GPC) with a doctoral student in Economics during its most-recent Quality Enhancement Review (QER). It then claims that the continuation of the department was approved on a “close vote” that was influenced by the presence of this graduate student on the committee.

FSU regulations require that a graduate student from the department being reviewed (Economics in this case) serve as a departmental representative on the GPC subcommittee. This student is not a member of the full Graduate Policy Committee and has no voting rights on the GPC. All of this can be verified in [FSU Regulations](#) regarding the QER process. In reading the documents, “UnKoch” failed to distinguish between the GPC and the GPC subcommittee. The student selected to serve on the GPC subcommittee was Alice Crisp and she served with distinction. She was not even present at the full GPC meeting that voted on continuation of the department. All of this can be verified with the GPC subcommittee chairman, Alec Kircheval.

The GPC subcommittee provides a report with recommendations to the GCP, which considers each of the subcommittee recommendations and votes on them in turn. The “close vote” referred to in the e-mail obtained by “UnKoch” was on the deletion of recommendation 5 reproduced from the report of the subcommittee below:

5. It is recommended that the Department work with the College to present its relationships with funding sources clearly to the public.

The newly increased role of private foundation funding, such as from the Charles Koch Foundation, has the potential to be misunderstood by those outside the department. It is recommended that the Department consider how the relationship with CKF and other funders can be presented to the public, e.g. on the Department website, so as to clarify the relationship that FSU has with the external funders -- both in terms of opportunities for prospective students and faculty, and in terms of the academic independence retained by the faculty.

Dean Nancy Marcus spoke strongly against this recommendation, particularly the precedent that would be set regarding departments providing information about sources of funding on their websites. This recommendation failed to gain approval on a close vote.

Continuation of the department was considered in recommendation 7 reproduced below:

7. The GPC recommends that the graduate program in Economics be continued.

This recommendation passed on a unanimous voice vote. All information concerning these votes can be verified by Jennifer Buchanan, Associate Vice-President, Office of Faculty Development and Advancement, who served as the representative of Provost Sally McRorie. This is documented in the e-mail correspondence between [Jennifer Buchanan](#) and Mark Isaac.

II. UnKoch also alleges that then Faculty Senate President, Eric Walker, unilaterally altered the Report of July 2011 Faculty Senate Ad-Hoc Review Committee to exclude some comments of Jayne Standley.

In a phone conversation between Eric Walker and Anne Rowe regarding the July 2011 Faculty Senate report, Walker stated that he and Jayne Standley were clear with the Faculty Senate that there was only one report. They were co-chairs and there were not two reports. One report was approved by the full committee.

In a separate conversation with Jayne Standley, Standley reaffirmed that there was only one report. There were never multiple reports and nothing was suppressed.

We add that the "Steering Committee report" was never voted on by either the Steering Committee or the full Faculty Senate and it is not our purpose to endorse its accuracy.

Appendix B. List of Documents

Abbreviations:

MoU - Memorandum of Understanding
CoSS - College of Social Sciences
CKF - Charles Koch Foundation

Correspondence and Reports

2004 07 07 Professorship Letter BB&T --> Spencer Sealy

2008 06 03 Memorandum of Understanding CKF --> FSU, FSU Foundation

2008 08 20 Gift Agreement.pdf BB&T --> FSU, FSU Foundation

2009 01 15 Grant Agreement CKF --> CoSS

2009 01 09 Grant Agreement CKF --> CoSS

2009 03 18 Gift Agreement BB&T --> FSU, FSU Foundation

2009 04 09 Fund Name Change Mary McMillan --> David W. Rasmussen (CoSS)

2011 07 00 Faculty Senate Report

2013 02 22 Memorandum of Understanding Amended CKF --> FSU, FSU Foundation

2014 07 08 CKF --> Provost Garnett Stokes

2014 09 09 CKF --> Provost Garnett Stokes

2014 10 07 CKF --> Provost Garnett Stokes

2014 12 12 MoU Review Gary S. Tyson --> VP Sally McRorie

2015 01 09 CKF--> President John Thrasher

2015 02 25 CKF --> President John Thrasher

2015 03 02 CKF --> President John Thrasher

2015 06 24 Templeton --> FSU

2015 11 05 CKF --> President John Thrasher

2016 03 13 CKF --> President John Thrasher

2016 03 31 CKF --> President John Thrasher

2016 05 09 Kantor --> CKF

2016 05 23 CKF --> President John Thrasher

2016 05 26 Andy Jhanji (FSU Found) --> CKF

2016 08 05 CKF --> President John Thrasher

2016 08 26 CKF --> Tim Chapin (CoSS)

2016 10 10 CKF --> President John Thrasher

2017 02 03 CKF --> Shawn Kantor (Econ)

2017 02 03 Grant Approval CKF --> Shawn Kantor

2017 02 03 Grant Approval CKF --> Hilton Center

2017 02 16 CKF --> President John Thrasher
2017 04 18 Grant Approval CKF --> Hilton Center
2017 05 05 CKF --> President John Thrasher
2017 05 05 CKF --> President John Thrasher
2017 06 01 CKF --> President John Thrasher
2017 07 28 CKF --> President John Thrasher

2018 01 23 CKF --> President John Thrasher
2018 03 25 CKF --> Jim Clark (College of Social Work)

Detailed Donor Giving Histories

BB&T Charitable Foundation
Cato Institute
Charles Koch Foundation
Florida Tax Watch
Institute for Human Studies
James Madison Institute
John Templeton Foundation

Grant Recipient History

Roy Baumeister

Reviews, Department of Economics, Fall 2014

GPC Program Review
UPC Program Review
QER
QER Ledyard CV
QER Self-Study

Appendix C. Current Memorandum of Understanding between CKF and FSU.

Amended and Restated Memorandum of Understanding

This Amended and Restated Memorandum of Understanding (the "Memorandum") is made effective as of this 22nd day of February, 2013, (the "Effective Date") by and between CHARLES KOCH FOUNDATION (f/k/a Charles G. Koch Charitable Foundation), a Kansas nonprofit corporation (hereinafter "CKF"), and THE FLORIDA STATE UNIVERSITY BOARD OF TRUSTEES, a public body corporate of the State of Florida, for and on behalf of The Florida State University, including its College of Social Sciences (hereinafter "FSU"), and THE FLORIDA STATE UNIVERSITY FOUNDATION, INC., a direct support organization of The Florida State University and a Florida nonprofit corporation (hereinafter "FSUF"). CKF, FSU, and FSUF are sometimes referred to herein individually as a "Party" and collectively as the "Parties". It is contemplated by the Parties that other third party donors will contribute funds to support the programs set forth in this Memorandum ("Donor Partners") and will hereinafter become bound by the terms of this Memorandum by executing an agreement in the form substantially similar to that attached as Exhibit A ("Donor Agreement").

RECITALS

A. CKF is a private foundation that is exempt from Federal income taxation under section 501(c)(3) of the Internal Revenue Code (the "Code"). FSU is a higher education institution and part of the state university system of the State of Florida, that is exempt from Federal income taxation under section 501(c)(3) of the Code. FSUF is a direct support organization for FSU that is exempt from Federal income taxation under section 501 (c)(3) of the Code.

B. FSU, FSUF, and CKF desire to advance and expand research and teaching efforts relating to the economic impact of institutions and free enterprise and to strengthen and extend publication, dissemination, and continued academic and public knowledge of the causes, measurement, impact, and appreciation of economic institutions and free enterprise.

C. The Parties desire to enter into this Memorandum to set forth their understanding with respect to establishing a Program for the Study of Political Economy and Free Enterprise as described in Section 2 ("SPEFE Program") and a Program for Excellence in Economic Education ("EEE Program") within the Gus A. Stavros Center for the Advancement of Free Enterprise and Economic Education ("Stavros Center") that promotes sound economic education and research. Pursuant to the terms of this Memorandum and any Donor Agreement, the Parties intend that funds will be contributed to support the SPEFE Program for five professorship positions as described in Section 3 (the "Professorship Positions"), to support the EEE Program for positions in economic education as described in Section 4 ("Teaching Specialist Position") and to support educational programs for undergraduate students as described in Section 5 (the "Undergraduate Program") at FSU.

D. This Memorandum sets forth the intent, structure, recruitment, and funding procedures to support the SPEFE and EEE Programs, the Professorship Positions, Teaching Specialist Position and the Undergraduate Program (the SPEFE Program, the EEE Program, the

Professorship Positions, Teaching Specialist Position and the Undergraduate Program are collectively referred to herein as, the "Affiliated Programs and Positions"), and to clarify the relationship between CKF, FSU faculty, Donor Partners and relevant departments of FSU as it relates to these Affiliated Programs and Positions.

TERMS OF AGREEMENT

The funds provided by CKF pursuant to this Memorandum and any Donor Agreement between the Parties and potential funds from other Donor Partners who accept the terms of this Memorandum relating to the Affiliated Programs and Positions as described herein are subject to the following terms and conditions.

1. Objectives and Purposes.

(a) The purpose of the Affiliated Programs and Positions is to advance the understanding and practice of those free voluntary processes and principles that promote social progress, human well-being, individual freedom, opportunity and prosperity based on the rule of law, constitutional government, private property and the laws, regulations, organizations, institutions and social norms upon which they rely. These goals will be pursued by supplementing the academic talent that is currently at FSU to create a strong program that will focus on building upon and expanding research and teaching efforts related to economic institutions and political economy.

(b) Understanding that effective achievement of the objectives stated in Section 1(a) above requires a concentration of complementary and cooperative talents and skills, it is accepted that FSU will make every effort to recruit and maintain faculty and individuals in the Affiliated Programs and Positions outlined in this Memorandum who support the objectives stated in Section 1(a) above and who have demonstrated or show the promise of working effectively in collaborative efforts to advance those objectives and whose research promises to advance those objectives and compliment, inform and build upon FSU's existing strengths in law and economics, institutions, and property rights as they relate to and inform the foundations of prosperity, social progress and human well-being.

2. Program for the Study of Political Economy and Free Enterprise. The FSU College of Social Sciences agrees to create the SPEFE Program and the EEE Program within the Stavros Center to build upon and advance research, publication, dissemination, and public knowledge of the role and importance of economic institutions and the study of political economy. CKF is supportive of these efforts, and the Parties agree that the activities of the SPEFE Program and the EEE Program will include but not be limited to: (a) yearly production and publication of high-quality academic research focusing on economic institutions and political economy, (b) economic education efforts aimed at the broad dissemination of research related to economic institutions and political economy, (c) support of faculty and students advancing research into and the dissemination of economic institutions and political economy, and (d) collaboration and cooperation with other centers and organizations working to advance complementary research and activities related to economic institutions and political economy. The Parties agree that individuals appointed to Professorship Positions described in this

Memorandum will hold an affiliation with both the FSU Economics Department and the SPEFE Program, and the Teaching Specialist will be affiliated with both the FSU Economics Department and the EEE Program. It is the Parties' intention that as soon as possible individuals appointed to new positions affiliated with the SPEFE Program will have office space that is contiguous and dedicated to the purposes of the SPEFE Program. The Parties acknowledge that the financial details regarding the SPEFE Program will be clarified in future Donor Agreements but the Parties agree that the budget for the SPEFE Program and EEE Program will not exceed the amounts set forth in Section 11. Notwithstanding the above, the Parties further acknowledge that FSU may raise funds in excess of the amounts set forth in Section 11, and nothing in this Memorandum will be construed as limiting FSU's ability to raise such additional amounts for the SPEFE, Program and the EEE Program in excess of the budget amount set forth in Section 11.

3. Professorship Positions.

(a) Description. The Parties intend to staff the SPEFE Program with five Professorship Positions as set forth below.

- (i) *Advanced Professorship Positions*. At least three of the five Professorship Positions will be filled with individuals who will begin with the rank of senior assistant or associate professor and will be recruited for tenured or tenure-track positions. The individual who fulfills the requirements of a senior professor will begin employment with tenure, having satisfied all FSU requirements in that regard.
- (ii) *Assistant Professorship Positions*. Up to two other Professorship Positions will begin, at a minimum, with the rank of assistant professor. This is a tenure-track position, and it is expected that this individual will show promise of earning tenure at FSU in the normal timeframe.

FSU agrees to recruit individuals to hold Professorship Positions who support the Objectives and Purposes set forth in Section 1(a) above, and who demonstrate the ability to work effectively in collaborative efforts to advance those Objectives and Purposes, and whose research promises to advance those Objectives and Purposes and compliment, inform, and build upon FSU's existing strengths in law and economics, institutions, and property rights as they relate to and inform the foundations of prosperity, social progress, and human well-being. Notwithstanding other qualifications, an individual who is a "disqualified person" as to CKF as that term is defined under Section 4946(a)(1) of the Internal Revenue Code (the "Code") is not eligible to hold a Professorship Position or any other position in an Affiliated Program and Position, without CKF's prior written consent.

(b) The Professorship Positions will be recruited and hired in a manner consistent with the FSU Faculty Handbook.

(c) FSU agrees to assume full responsibility for the continued maintenance

and funding for the Professorship Positions once the Project Period (as set forth in Section 11) for each Professorship Position has expired.

(d) Selection Process. The selection of the Professorship Positions will be made in accordance with the following procedure:

- (i) All candidates for the Professorship Positions must be nominated by the Executive Committee of the FSU Department of Economics (the "Executive Committee"). The customary selection procedures of the Executive Committee will be used to nominate such candidates.
- (ii) The Executive Committee will notify the Dean of the College of Social Sciences and Public Policy of their selection of a candidate for a position for which there may be funding available pursuant to a Donor Agreement.
- (iii) After the Dean has approved the selection and the department extends an offer to the chosen candidate, the Dean or his department representative will send information regarding the candidate to CKF together with a proposal to fund the position as a professorship provision under 3 (a) above. The decision of CKF on the funding proposal will under no circumstances jeopardize the offer to the candidate approved by the Executive Committee and the Dean. Nor will the approval of the Dean create an obligation for CKF to provide any funding under this Memorandum or a Donor Agreement.
- (iv) Employment offers to candidates for the Professorship Position will be made in accordance with FSU's customary hiring procedures with the approval of the Dean of the College of Social Sciences, applicable Department Chair, and the FSU Provost, provided the review and approval process set forth in (iii) above has been satisfied.
- (v) The candidates for Professorship Positions will be subject to the same rigorous standards and procedures as are typically required for similar positions at FSU as outlined in the FSU Faculty Handbook.
- (vi) In the event CKF decides not to agree to a proposal to fund a position under the process stated in (iii) above, CKF may in its sole discretion cease all obligations under this Memorandum or any Donor Agreement pertaining to the funding of that particular Professorship Position.

- (vii) The above selection procedure for each Professorship Position will exist for a term of ten years ("Term") from the date that the Professorship Position is first filled. In the event a Professorship Position becomes vacant for any reason during the Term, a new candidate will be selected for the vacant position in accordance with the procedures set forth in this Memorandum. FSU intends that the selection process after the expiration of the Term should be consistent with and remain faithful to the Objectives and Purposes set forth in Section 1(a) above. However, at the end of the Term, FSU may implement a different selection process.
- (e) Performance Obligations of Professorship Positions.
 - (i) Individuals holding Professorship Positions agree to support the Objectives and Purposes as set forth in Section 1(a) above and to complete the following activities in accordance with these Objectives and Purposes.
 - (ii) The objectives of the Professorship Positions will be accomplished through research, teaching, publishing, print and electronic media, and other means as may reasonably be deemed to comport with the mission of FSU and the SPEFE Program.
 - (iii) *Reporting.* At the conclusion of each academic year, the Economics Department and Stavros Center will provide the SPEFE-EEE Advisory Board with a brief summary of the principal activities and accomplishments of the SPEFE and EEE Programs in the previous year, including information on publications, presentations, courses taught, students supervised, and outreach activities. The report will also include information about how those activities have advanced the Objectives and Purposes set forth in Section 1(a) above, and about plans for the subsequent academic year.
 - (iv) *Reviews.* Individuals holding the Professorship Positions will be subject only to all existing department policies regarding performance reviews.

4. Teaching Specialist Position.

- (a) FSU will hire one (1) individual for the Teaching Specialist Position to teach economics courses, primarily at the undergraduate level, such as principles of economics and courses in political economy related to the advancement of the purposes of this Agreement (as detailed in the Objectives and Purposes set forth in Section 1(a) above).

(b) The selection of the Teaching Specialist Position will be determined by the Chair of the Economics Department and the Dean of the College of Social Sciences in consultation with the SPEFE-EEE Advisory Board.

(c) Funding for the Teaching Specialist Position may be provided by a Donor Partner pursuant to the terms of a separate Donor Agreement in the form substantially similar to that attached as Exhibit A.

(d) The Parties intend that the Teaching Specialist Position will be funded by payments consisting of five installments, the first installment being payable at the end of the first month in which the individual holding the Teaching Specialist Position begins full-time employment at FSU. Each of the subsequent four payments for the Teaching Specialist Position shall be payable on each of the next four anniversary dates of the first installment described herein with annual renewal dependent upon satisfactory evaluation of the FSU Economics Department and the SPEFE-EEE Advisory Board that the individual is advancing the Objectives and Purposes set forth in Section 1(a) above.

5. Undergraduate Program.

(a) The creation of the Undergraduate Program to enrich and advance the studies of undergraduate students in economics is considered an integral part of advancing the Objectives and Purposes set forth in Section 1(a) above. Accordingly, the Economics Department will encourage and support the creation of an Economics Club which will be a registered student organization (RSO) at FSU.

(b) The faculty advisor, as required by rules governing RSOs, will be chosen by the students but the SPEFE and EEE faculty are expected to participate in the activities of the Economics Club and serve as advisor if requested to do so.

(c) A report on the activities of the Undergraduate Program will be included in the summary of activities that is provided to the SPEFE-EEE Advisory Committee under Section 3 (e) (iii).

6. Administrative Costs to Establish and Support the SPEFE and EEE Programs. Funds outlined in this or a future Donor Agreement may be provided to alleviate the administrative costs that will be required to establish and develop the SPEFE and EEE Programs and to hire new faculty. These funds will be allocated by the College of Social Sciences Dean and the Economics Department Chair, in consultation with CKF.

7. SPEFE-EEE Program Advisory Board.

(a) In order to preserve and safeguard the philanthropic and educational intent of CKF, its Donor Partners, as well as the educational objectives of FSU, an advisory board (the "SPEFE-EEE Advisory Board") will be created consisting of three members. This committee will consist of two faculty members of the Economics Department and one CKF representative who will be chosen by CKF in consultation with the Chair of the Economics Department. The

SPEFE-EEE Advisory Board will have the responsibility of reviewing the administration and compliance of this Memorandum. In doing so it will have the right to:

- (i) Consult with the Executive Committee's members, representatives of CKF, and FSU faculty regarding the qualifications of candidates for any Professorship Position and any other Affiliated Programs and Positions.
- (ii) Discuss with CKF representatives the appointment of a candidate for any Professorship Position and any other Affiliated Programs and Positions, and any other matters relating to carrying out the Objectives and Purposes set forth in Section 1(a) for which the Professorship Positions and any other Affiliated Programs and Positions were established.
- (iii) Make periodic assessments of the performance of the SPEFE and EEE Programs and report these assessments to FSU and CKF.
- (iv) Ensure compliance with the terms of this Memorandum through appropriate administrative or legal channels.
- (v) Undertake any other responsibilities detailed in this Memorandum, so long as they do not infringe on the authority, mission, or rules of FSU.
- (vi) FSU agrees to take the input of the SPEFE-EEE Advisory Board into consideration when evaluating the performance of the SPEFE and EEE Programs.

(b) The decision rule of the SPEFE-EEE Advisory Board in all matters will be unanimous vote of all three members. The term of appointment for the SPEFE-EEE Advisory Board members will be two years, with the possibility of reappointment. In the event that a board member is unable or unwilling to fulfill their obligations to the satisfaction of CKF, the appointing party will have the right to name a replacement as outlined above.

8. Tax-Exempt Status. FSU confirms that it is an organization that is currently recognized by the Internal Revenue Service (the "IRS") as a public charity under sections 501(c)(3) and 509(a)(1),(2) or (3) of the Code. FSU further agrees to inform CKF immediately of any change in, or IRS proposed or actual revocation (whether or not appealed) of, its tax-exempt status described above.

9. Tenure. FSU agrees that the individuals holding the Professorship Positions will have the same rights as all other FSU faculty members as set forth in the FSU Faculty Handbook.

10. Financial Details and Payment Schedule. Financial details regarding dollar amounts for each Professorship Position, the SPEFE and EEE Programs, and any other Affiliated Programs and Positions will be clarified by future Donor Agreements not to exceed the amounts set forth in Section 11 below.

(a) Payment schedule for yearly amounts and dates upon which funds will be released for the following year will be specified in future Donor Agreements between CKF, other Donor Partners and FSU. Pending satisfactory progress toward the goals of this Memorandum, FSU is encouraged to seek renewal of funding for the Affiliated Programs and Positions beyond the Project Period set forth in Section 11 of this Memorandum to support continued efforts to advance the Objectives and Purposes of this Memorandum set forth in Section 1(a). Approval of such additional funding will be at the sole discretion of CKF.

(b) Subject to the terms of this Memorandum, CKF intends to provide funds equal to \$1.5 million ("Proposed Funding"). The specific terms and conditions of the Proposed Funding and the allocation to Affiliated Programs and Positions will be set forth in a separate Donor Agreement. In addition to the Proposed Funding, CKF will assist FSU in identifying Donor Partners who are willing to support the Affiliated Programs and Positions identified in this Memorandum. CKF will use reasonable efforts to assist FSU in securing additional funding to support the Affiliated Programs and Positions but does not represent or guarantee that its efforts will secure such funding and shall not be liable for the failure of FSU to obtain any additional funding.

11. Proposed Budget

<u>Program</u>	<u>Project Period</u>	<u>Aggregate Cost</u>
2 Assistant Professorship Positions	6 years	\$2.097 million
3 Advanced Professorship Positions	6 years	\$3.455 million
Administrative Costs	4 years	\$105,000
Post-Doctoral Program	1-4 years	\$300,000
Teaching Specialist Position	5 years	\$544,000
Undergraduate Program	3 years	\$90,000
TOTAL		\$6.591 MILLION

12. Right to Modify or Revoke. In order to preserve and safeguard the philanthropic and educational intent of CKF, CKF reserves the right to discontinue or revoke any part of this Memorandum (including withholding any amounts to be made under any Donor Agreement to which CKF is a party regarding the Affiliated Programs and Positions), if, in CKF's reasonable discretion, such action is necessary: (a) because FSU has materially breached any of the terms and conditions of this Memorandum; (b) to protect the charitable purposes of CKF; or (c) to comply with any law or regulation applicable to FSU or to CKF. Additionally, CKF reserves the right to discontinue or revoke any part of this Memorandum (including withholding any amounts to be made under any Donor Agreement to which CKF is a party regarding the Affiliated Programs and Positions), subject only to continued payments for any positions for which FSU has already made contractual commitments and for which CKF has already expressly approved in writing the funding for the position associated with the contractual commitment through a separate Donor Agreement between the Parties, and then

only for the amount that CKF or a Donor Partner previously have agreed to provide, if in CKF's reasonable discretion, such action is necessary to protect the Objectives and Purposes set forth in Section I(a) above. Modifications to this Memorandum may be requested by the Parties, as needed, to meet the expressed intent and purpose of this Memorandum. Any proposed modifications must be in writing and agreed to by the Parties.

13. Reporting. FSU will provide CKF with information, reports and documents as CKF may request and will allow CKF and its representatives to have reasonable access during regular business hours to files, reports, accounts, or personnel that are associated with this Memorandum, the Professorship Positions for the purposes of making such financial reviews, verifications, or evaluations as CKF deems necessary or appropriate, subject to the privacy rules that govern Florida State University.

14. Publicity. FSU will allow CKF to review and approve the text of any proposed publicity which includes mention of CKF. FSU agrees to allow CKF to include information regarding the Professorship Positions and any other Affiliated Programs and Positions, and any information or materials about FSU and its activities in CKF's reports, newsletters, and news releases. Any publicity concerning FSU prepared by CKF will be subject to review by FSU.

15. Confidentiality. To the extent permitted by Florida law, FSU will not use, disseminate or any way disclose confidential information obtained by or provided to FSU by CKF or a "disqualified person" as that term is defined under Section 4946(a)(1) of the Code. For purposes of this Section, confidential information will include all information reasonably considered by the Parties to be confidential to one another including but not limited to research, financial strategies, correspondence, minutes, intellectual property, programs and other similar information. Notwithstanding the above, confidential information will not include such information CKF is required to make available for public inspection including a copy of its annual returns (Forms 990), its exemption application (Form 1023) and any documents issued by the IRS concerning the application.

16. Expenditure Limitation of Funds. FSU agrees to use the amount of funds received from CKF or Donor Partners under this Memorandum or any Donor Agreement (together with any income earned upon investment of the funds) for the purposes set forth in this Memorandum or any Donor Agreement and such funds may not be expended for any other purpose without CKF's (or the Donor Partner's) prior written approval. Any portion of funding unexpended at the completion of the Project Period shall be returned immediately to CKF or Donor Partner (as the case may be). FSU agrees not to expend any funding for any political or lobbying activity or any other purpose that would jeopardize FSU's, CKF's or a Donor Partner's tax exempt status or subject CKF to penalties under Chapter 42 of the Code. FSU and CKF accept responsibility for complying with this Memorandum's terms and conditions.

17. FSU Supervision and Control. Subject to the terms of this Memorandum and future Donor Agreements between the Parties, FSU will supervise and manage all Affiliated Programs and Positions and primarily control the selection process of individuals named for such Affiliated Programs and Positions. It is the Parties intention that any funds provided under

this Memorandum will not constitute grants described in IRC Section 4945(d)(3) or (d)(4) of the Code and the Parties will take all steps to ensure that such funds are administered and managed so to avoid any characterization as such.

18. FSU Funding. Under Florida law all funding by FSU is subject to appropriation by the Florida State legislature.

19. Miscellaneous. FSU may not transfer its interest in the Memorandum. Any attempt by FSU to transfer or assign the Memorandum other than pursuant to the Memorandum will cause the Memorandum to terminate immediately. No interpretation of the Memorandum will be inconsistent with the requirements of sections 501(c)(3) or 170(c) of the Code imposed on CKF.

20. Expiration/Extension of Agreement. This agreement shall expire ten (10) years from the date when the last of the five (5) Professorship Positions established pursuant to Section 3 of this Memorandum is first filled. The Memorandum may be extended pursuant to the written agreement of the Parties hereto.

Signature Page Follows

IN WITNESS WHEREOF, the Parties have executed this Agreement to be effective as February 22, 2013.

CHARLES KOCH FOUNDATION

By: _____
Name: Richard H. Fink
Title: President
Date: _____

**THE FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES for & on behalf of
THE FLORIDA STATE UNIVERSITY**

By: Eric J. Barron
Name: Eric J. Barron
Title: President
Date: 3-16-13

**THE FLORIDA STATE UNIVERSITY
OFFICE OF THE PROVOST AND
EXECUTIVE VICE PRESIDENT FOR
ACADEMIC AFFAIRS**

By: Garnett Stokes
Name: Garnett Stokes
Title: Provost and Executive Vice
President for Academic Affairs
Date: 4/15/2013

**THE FLORIDA STATE UNIVERSITY
COLLEGE OF SOCIAL SCIENCES**

By: David W. Rasmussen
Name: David W. Rasmussen
Title: Dean
Date: 3-6-13

**THE FLORIDA STATE UNIVERSITY
FOUNDATION, INC.**

By: Thomas W. Jennings
Name: Thomas W. Jennings
Title: President
Date: 3/19/2013

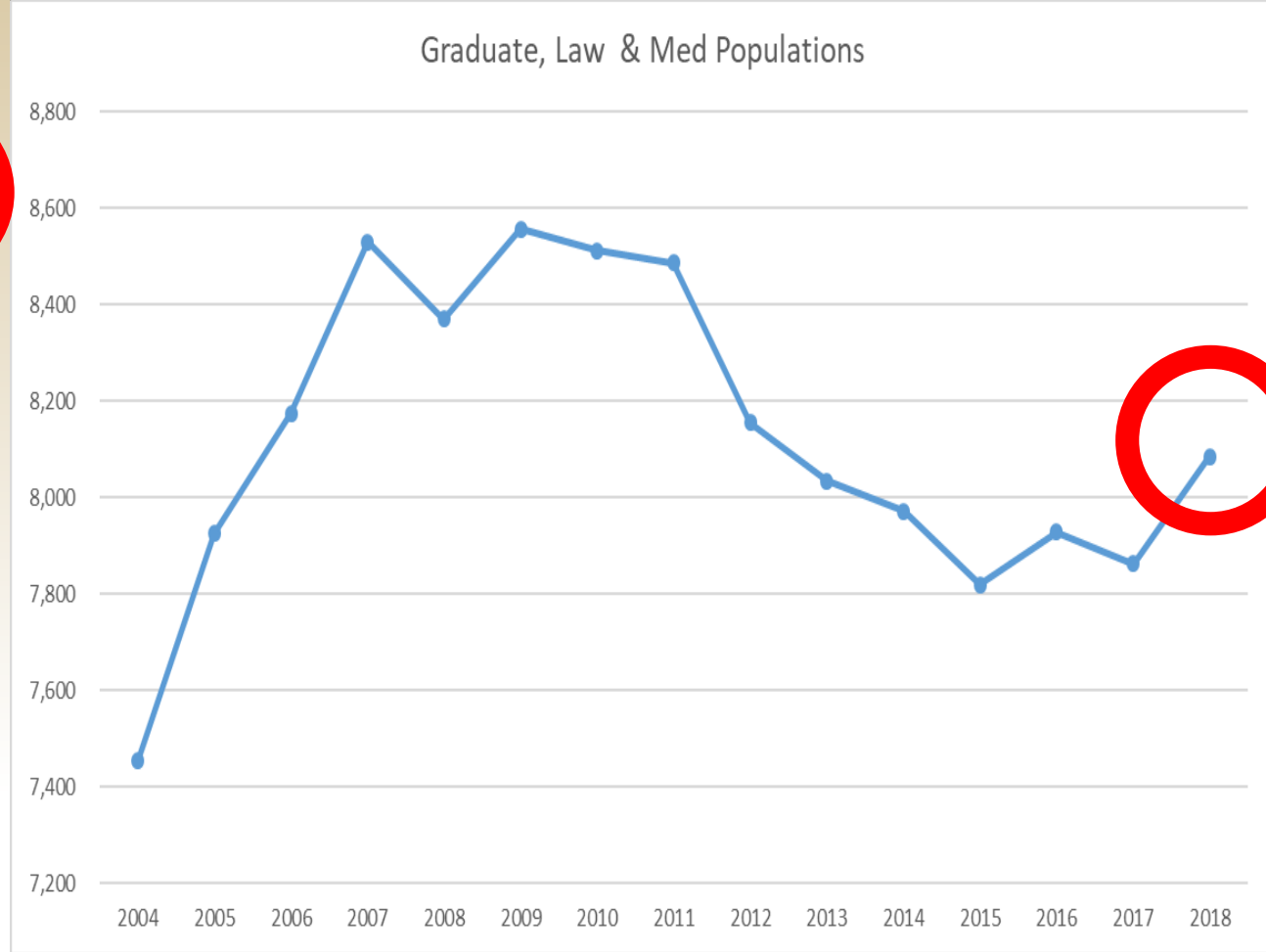
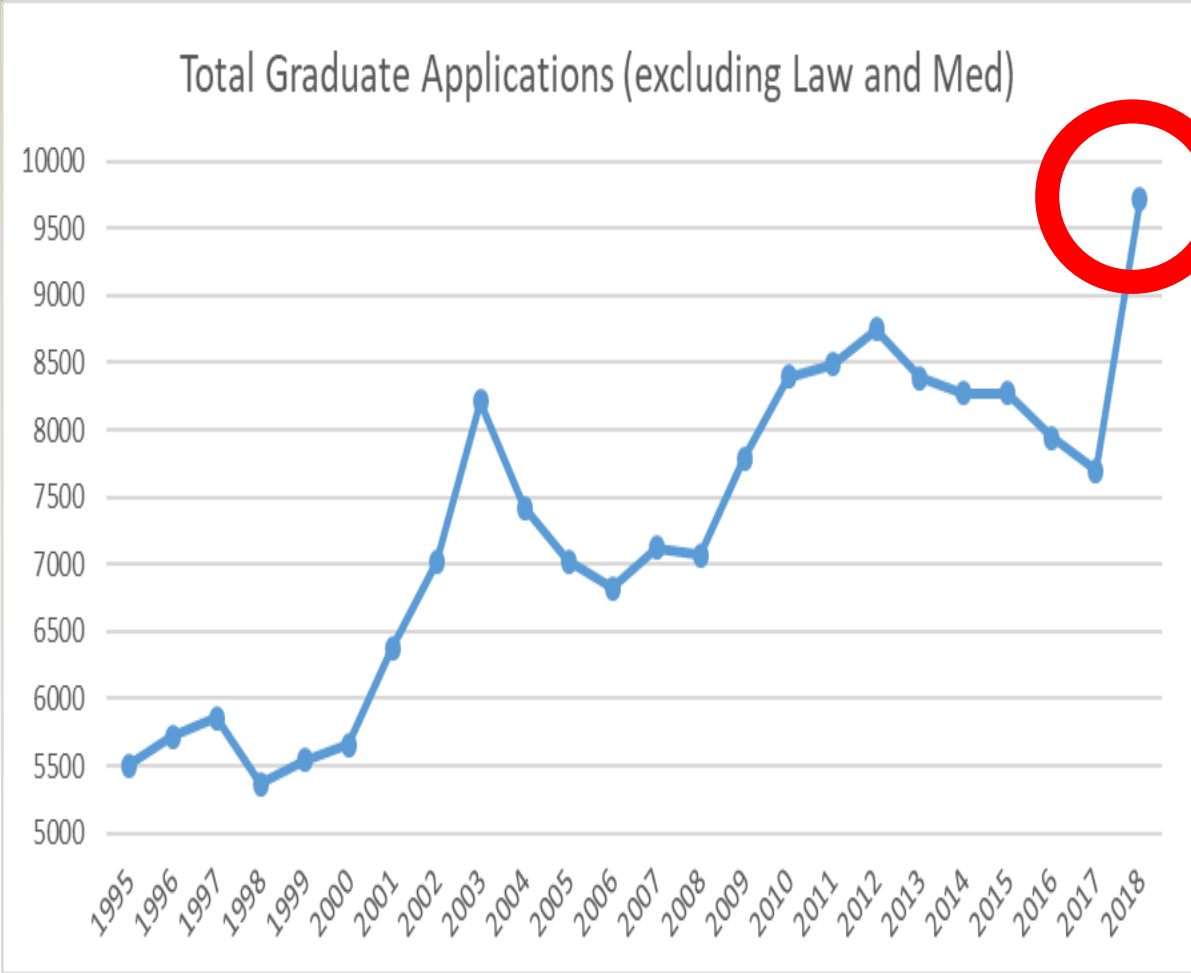
GRADUATE RECRUITMENT HIGHLIGHTS FOR FALL 18

Addendum 5

- EXCITING TIME!! FSU IS ON THE MOVE!!
- Highest number of applications ever, see Graph 1
- 26% increase in submitted applications from (Fall 18 vs Fall 17)*
- 2.8% increase in total graduate population*, see Graph 2
- Highest number of new enrolled graduate students in last 10 years (data only available for 10 years)
- Highest number of graduate students enrolled since 2012
- Spring 19 submitted applications are already 179% of final Spring 18 numbers (deadline Nov. 1)

* Preliminary “unofficial” numbers from Institutional Research and OBI

GRADUATE RECRUITMENT HIGHLIGHTS FOR FALL 18: APPLICATIONS AND ENROLLED



GRADUATE RECRUITMENT HIGHLIGHTS FOR FALL 18

- An amazing alliance of new Enrollment Team with colleges and units that adds great synergy and value to the academic program recruitment efforts
- Campus-wide training on admissions review software
- Standardization of enrollment best-practices
- Streamlining departmental review processes
- Market analysis of competitors
- Hundreds of thousands of marketing emails sent
- Personalized marketing campaigns to prospective students
- Digital marketing campaigns and search engine optimization
- Customized communication campaign for all levels of applicants (prospects through admits)
- A central hotline applicants can call with questions (850) 644-GRAD
- Real-time data given to Deans to show application data for departments



GRADUATE RECRUITMENT HIGHLIGHTS

- Significant wave of new policies for waiving GMAT and GRE to FSU students for Masters Programs are moving through GPC
- New recruitment meetings with all Deans now to take place in Fall, next few weeks, for greater impact

Good news on Postdocs

- Provost Postdoctoral Fellowship developed: 7 awards accepted to date
- 3.2% increase in the number of post-docs (Fall 2017 vs Fall 2016)
- Expect bigger increase with new faculty hires 😊
- New 5MR competition (\$12k/hour!!) held a few weeks ago 😊

STRATEGIC PLAN: ACADEMIC AND RESEARCH EXCELLENCE

Initiative 3 – Attract and Graduate Top Graduate and Professional School Students

Metric – *Increase graduate enrollment by 15%*

Tactics

- Provide competitive compensation packages
- Develop tools to better couple marketing strategies with enrollment needs
- Increase external support for graduate fellowships

ACADEMIC AND RESEARCH EXCELLENCE

Initiative 4 – Increase the Number of Postdoctoral Scholars (Post-docs)

Metric – *Increase Post-doc numbers by 15%*

Tactics

- Create permanent infrastructure to facilitate increasing the number of external post-doc awards
- Develop an internally funded post-doc program
- Incentivize faculty C&G requests for post-docs ⁶

GradWorld FSU: Coming soon!!!

FLORIDA STATE UNIVERSITY

GRADWORLD FSU

HOME GRADUATES

Graduates

COLLEGE: - All -

DEGREE: - All -

DEGREE LEVEL: - All -

COUNTRY: - All -

LANGUAGE: - All -

ORDER: Alpha

LAYOUT: List

Filter

Extension of GEOSET idea from Sir Harry Kroto! 😊

NANDITA ABHYANKAR

GEOFFREY ADAMS
Industrial Engineering

MOJGAN AGHAKHANLOO

AARON AGUILAR
Physics

KYLE AHERN
Meteorology

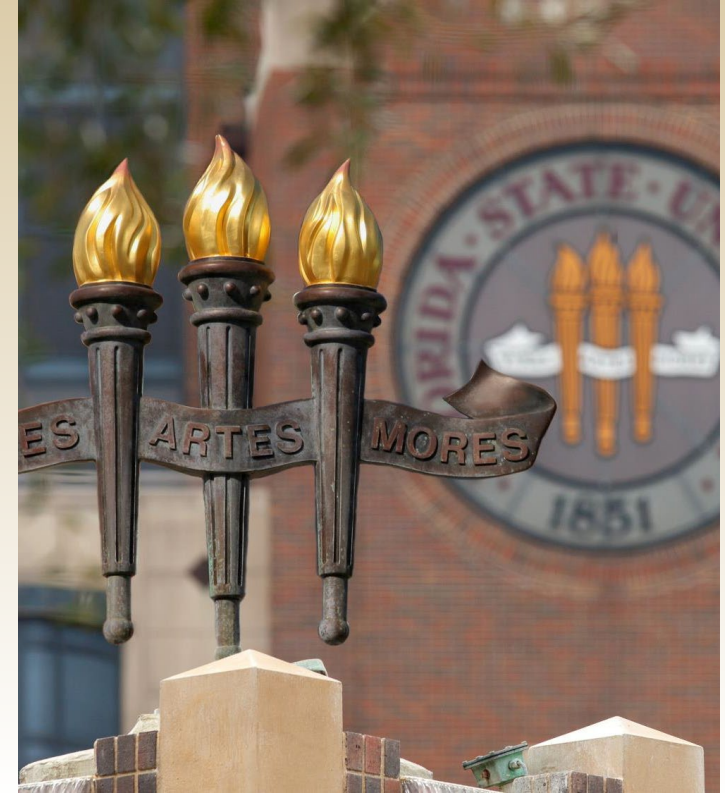
FRANK ANNIE
Geography

We need YOU!

- Interactive World to get word out on amazing research going on at FSU!
- Highlight videos on Research
- Questionnaire and GEOSET PPT formats
- English and native language
- Grads, Post-docs, Faculty, Alumni
- Past year spent creating robust framework for creating/editing/uploading
- 130 videos already
- Now ready for MORE!



THANK YOU!



QUESTIONS?