

Florida State University



Southern Association of Colleges and Schools
Commission on Colleges

Main Campus (Tallahassee) Visit
On-Site Reaffirmation Visit Schedule
March 18–21, 2024

Monday, March 18, 2024 –Tallahassee Main Campus

NOTE: The Tallahassee Main Campus is on Eastern Standard Time.

ADDRESS

Florida State University
222 South Copeland Street
Tallahassee, FL 32306-1470

CONTACTS

Dr. Ruth Storm (SACSCOC Liaison)
ruth.storm@fsu.edu
(850) 322-6699 (call or text)

Mr. Ken Johnson (Technical Assistance)
ken.johnson@fsu.edu
(850) 443-7300

HOTEL

Residence Inn Tallahassee Universities at the Capitol
600 W Gaines Street
Tallahassee, FL 32304
(850) 329-9080

CAMPUS OVERVIEW

Florida State University is one of the oldest of the twelve institutions of higher learning in the State University System of Florida. In 1947, the Florida Legislature renamed Florida State College for Women as Florida State University. The university is now a major graduate research institution with an established international reputation. FSU has been classified by the state as a Preeminent Research University and is classified as a Research I doctoral university with the highest research activity in the Carnegie Classification. The main campus of the university is located in Tallahassee, the state's capital.

The Tallahassee campus offers bachelor's, master's, specialist, doctoral, and professional degrees and provides instruction for all course work required for each program. Students may take courses of study leading to a baccalaureate degree in 97 program areas, a master's degree in 97 different programs, a specialist's degree in 5 areas, a doctorate in 61 degree programs, and 3 different professional programs. The university has minimum admission requirements, established by the Florida Board of Governors, but the requirements of departments and schools can, and frequently do, exceed those minima for acceptance. In fall 2022, the Tallahassee campus enrolled 43,028 students and included 498 law (JD) students, 481 medical (MD) students, 31,935 undergraduate students, 9,538 graduate students, and 576 non-degree seeking students. Students enrolled from all 50 states, the District of Columbia, and 129 foreign countries. Of students at the main campus in fall 2022, 41.5% were men and 58.5% were women.

The Florida Board of Governors establishes the powers and duties of the FSU Board of Trustees (BOT). The FSU BOT exercises fiduciary oversight of the university. The Chief Executive Officer, who handles the day-to-day operations of FSU, is the University President. Dr. Richard McCullough became the 16th President in August 2021. Institutional leadership for educational, administrative, and fiscal programs and services report to the President.

The operating budget is prepared by department fiscal personnel. It is reviewed within the university, by the FSU BOT Finance and Business Committee, the FSU BOT, and the Florida Board of Governors. FSU prepares an audited Annual Financial Report (AFR) in accordance with Government Accounting Standards Board requirements.

Terms and conditions of faculty employment are governed by the FSU Board of Trustees - United Faculty of Florida Collective Bargaining Agreement (CBA). A Faculty Handbook describes the procedures faculty and administrators use to implement the CBA and provide guidance on matters not covered by the CBA. The university employed 2,365 faculty members in Fall 2022, 53.4% men and 46.6% women. Of those, 51.5% were tenured/tenure earning, 46.5% were not tenure earning, and 0.2% were not eligible.

The Division of Academic Affairs (DAA) and the Division of Student Affairs (DSA) provide services at the Tallahassee campus. Infrastructure to promote student success includes orientation, advising, housing, programs to support academic achievement, career development resources, preparation for graduate school, and financial aid. The Tallahassee campus provides students with opportunities for campus engagement, including the Student Government Association, the Congress of Graduate Students, the Student Union, and over 650 recognized student organizations. Student support services related to health and wellness include services for

physical wellness, mental health, emotional wellness, spiritual wellness, financial wellness, developing resilience, and student safety.

The myFSU Portal serves as the hub for academic and student support services. Students can view grades, register for classes, contact their advisor, and manage their student finances. Students may use links within the myFSU Portal to access to FSU's learning management system (Canvas), technology support, and health and wellness services. These services are available via the free myFSU Mobile app. The ITS Service Desk is available via phone, online chat, or webform to assist students with technology troubleshooting.

Seven libraries are available on the Tallahassee campus: Strozier Library, Dirac Science Library, Claude Pepper Library, College of Music Allen Music Library, College of Law Research Center, College of Medicine Maguire Medical Library, and FAMUFSU College of Engineering Library. Students may access the libraries online or in-person. The libraries subscribe to more than 652 databases, 1.6 million e-books, and 371,783 electronic journals and offer extensive service hours, with Strozier Library offering up to 134 hours each week during fall and spring terms. Conference rooms and individual and group study rooms equipped with computers and large screens for collaborative work are available at the Strozier and Dirac libraries. Scholars can check out laptops, cameras, projectors, audio recording equipment, calculators, headphones, phone chargers, gaming consoles, and a human skeleton. The libraries provide scanners, video and audio editing software, and software for statistics, data analysis, and data visualization.

The Tallahassee main campus occupies 487 acres. FSU has 391 buildings. The university houses the National High Magnetic Field Laboratory, engineering facilities with Florida A&M University, and the Marine Laboratory research station on the Gulf Coast.

The FSU Police Department employs 74 sworn law enforcement officers for the main and Panama City campuses, including a motorcycle unit of six officers, and a bicycle unit of 11 officers. FSU Alert is the emergency notification system. If there is a threat to the health and safety of persons on campus, university officials warn the campus community using one or more delivery methods. The Comprehensive Emergency Management Plan serves as the official emergency operations plan of the university.

Student learning outcomes are identified for each of the university's educational programs. Assessment reports for undergraduate and graduate degree and certificate programs are contained within the university's IE Portal. Educational programs offered at all sites and/or via distance learning have the same SLOs and learning standards as the main campus programs.

Monday, March 18, 2024 –Tallahassee Main Campus

Committee Dinner | 6:30 pm - 8:30 pm
Meet in the Residence Inn Hotel Lobby at 6:15 pm

AGENDA ITEM

FSU Transportation to dinner at the Governor’s Club (www.govclub.com)

SACSCOC REVIEWERS

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. Suzanne E. Barbour, Dean of Graduate School, Vice Provost for Graduate Education,
Professor, Duke University (QEP Lead Evaluator)

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation,
University of Houston

Mr. Gary Thomas Ray, Associate Vice President for Enrollment Management, Texas State
University

Dr. Mark A. Sheridan, Vice Provost Graduate Affairs and Dean of the Graduate School, Texas
Tech University

Mr. Gregory J. Verret, Director of Treasury Services, University of North Carolina at Charlotte

FSU PARTICIPANTS

n/a

Tuesday, March 19, 2024 – Tallahassee Main Campus

On-Site Committee Organizational Meeting & Lunch | 11:00 am - 12:30 pm
Second Floor Boardroom (Room 215) | Augustus B. Turnbull III Florida State Conference Center

Breakfast is available in the hotel from 6:30 am - 9:30 am.

Meet at 10:45 am to walk or ride to the Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

Organizational Meeting and Lunch

SACSCOC REVIEWERS

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. Suzanne E. Barbour, Dean of Graduate School, Vice Provost for Graduate Education, Professor, Duke University (QEP Lead Evaluator)

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation, University of Houston

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

Dr. G.P. “Bud” Peterson, President Emeritus and Regents Professor, Georgia Institute of Technology

Mr. Gary Thomas Ray, Associate Vice President for Enrollment Management, Texas State University

Dr. Mark A. Sheridan, Vice Provost Graduate Affairs and Dean of the Graduate School, Texas Tech University

Mr. Gregory J. Verret, Director of Treasury Services, University of North Carolina at Charlotte

Dr. J. Matthew Melton, Vice President, Southern Association of Colleges and Schools Commission on Colleges

Tuesday, March 19, 2024 – Tallahassee Main Campus

Welcome Session with FSU Leadership Team | 12:45 pm - 1:45 pm
Room 214 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

Welcome and Introductions

SACSCOC REVIEWERS

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. Suzanne E. Barbour, Dean of Graduate School, Vice Provost for Graduate Education,
Professor, Duke University (QEP Lead Evaluator)

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation,
University of Houston

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

Dr. G.P. “Bud” Peterson, President Emeritus and Regents Professor, Georgia Institute of
Technology

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Tech University

Mr. Gregory J. Verret, Director of Treasury Services, University of North Carolina at Charlotte

Dr. J. Matthew Melton, Vice President, Southern Association of Colleges and Schools
Commission on Colleges

FSU PARTICIPANTS

Dr. Richard McCullough, President

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

Mr. Michael Alford, Vice President and Director of Athletics

Ms. Bridgett Birmingham, Faculty Senate President

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

Ms. Carolyn Egan, Vice President for Legal Affairs and General Counsel

Dr. Amy Hecht, Vice President for Student Affairs

Mr. Clay Ingram, Chief Legislative Affairs Officer

Dr. Janet Kistner, Vice President for Faculty Development and Advancement

Ms. Marissa Langston, Chief of Staff

Dr. Stacey Patterson, Vice President of Research

Mr. Dennis Schnittker, Assistant Vice President for University Communications

Ms. Marla Vickers, Vice President for University Advancement

Ms. Susannah Wesley-Ahlschwede, Chief Marketing Officer

Dr. Ruth M. Storm, Associate Provost and Associate Vice President for Academic Affairs
(SACSCOC Liaison)

Tuesday, March 19, 2024 – Tallahassee Main Campus

Administration & Faculty | 2:00 pm - 2:30 pm

Room 214 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

5.4 Qualified Administrative/Academic Officers

6.1 Full-time Faculty

6.2.a Faculty Qualifications

6.2.b Program Faculty

6.2.c Program Coordination

6.3 Faculty Employment and Evaluation

(The garnet color means that the standard is included in the institution's Focused Report)

SACSCOC REVIEWERS

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation, University of Houston

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

Mr. Gary Thomas Ray, Associate Vice President for Enrollment Management, Texas State University

Dr. Mark A. Sheridan, Vice Provost Graduate Affairs and Dean of the Graduate School, Texas Tech University

FSU PARTICIPANTS

Dr. Damon Andrew, Dean of the College of Education, Health, and Human Sciences

Mr. David Beck, Director of University Business Administrators

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

Ms. Sandra Dixon, Assoc. Director of Continuous Improvement & Training, Human Resources

Dr. Susan Fiorito, Dean of the Jim Moran College of Entrepreneurship

Dr. James Frazier, Dean of the College of Fine Arts

Ms. Renisha Gibbs, Associate VP for Human Resources & Chief of Staff, Finance & Admin.

Dr. James Hunt, Director of Institutional Research

Dr. Janet Kistner, Vice President for Faculty Development and Advancement

Dr. Kathleen McCullough, Senior Associate Dean for Academic Affairs, College of Business

Dr. Craig Stanley, Dir., Strategic Initiatives & Special Projects, Faculty Dev. & Advancement

Tuesday, March 19, 2024 – Tallahassee Main Campus

Financial & Physical Resources Meeting | 2:00 pm - 2:30 pm
Room 205 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

- 5.3 Institution-Related Entities**
- 13.2 Financial Documents**
- 13.5 Control of Sponsored Research/External Funds**
- 13.6 Federal and State Requirements**
- 13.7 Physical Resources

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SACSCOC REVIEWERS

Dr. G.P. "Bud" Peterson, President Emeritus and Regents Professor, Georgia Institute of Technology

Mr. Gregory J. Verret, Director of Treasury Services, University of North Carolina at Charlotte

FSU PARTICIPANTS

Mr. John Barnhill, Associate Vice President for Enrollment Management

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

Ms. Carolyn Egan, Vice President for Legal Affairs and General Counsel

Mr. Jonathan Fozard, Associate Vice President for Information Technology Services and Chief Information Officer

Ms. Jenn Garye, Director of Business Operations, Office of Research

Mr. Mike Jednak, Chief Facilities Officer

Dr. Stacey Patterson, Vice President of Research and President and CEO FSU Research Foundation

Ms. Lisa Scoles, Deputy General Counsel

Ms. Marla Vickers, Vice President for University Advancement and President of the FSU Foundation

Ms. Sue Vickers, Administration Director, Office of Financial Aid

Tuesday, March 19, 2024 – Tallahassee Main Campus

Tour of Campus Facilities | 2:45 pm - 3:45 pm

Meet outside the Boardroom, Second Floor, near Information Desk | Augustus B. Turnbull III
Florida State Conference Center

AGENDA ITEMS

Driving Tour of Physical Resources (Mr. Max Dou, University Relations, will be the driver)

SACSCOC REVIEWERS

Dr. G.P. “Bud” Peterson, President Emeritus and Regents Professor, Georgia Institute of
Technology

Mr. Gregory J. Verret, Director of Treasury Services, University of North Carolina at Charlotte

FSU PARTICIPANTS

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

Mr. Mike Jednak, Chief Facilities Officer

Tuesday, March 19, 2024 – Tallahassee Main Campus

Student Services Meeting | 2:45 pm - 3:15 pm

Room 205 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

12.1 Student Support Services

12.4 Student Complaints

SACSCOC REVIEWERS

Mr. Gary Thomas Ray, Associate Vice President for Enrollment Management, Texas State University

FSU PARTICIPANTS

Dr. Kim Barber, University Registrar

Mr. James Beck, Senior Graduate Policy Program Coordinator and Graduate Ombudsman

Dr. Jennifer Buchanan, Associate Vice President for Faculty Development and Advancement

Ms. Angela Chong, Associate Vice President for Student Affairs and Dean of Students

Dr. Gale Etschmaier, Dean of University Libraries

Ms. Jill Flees, Director for the Graduation Planning and Strategies Office and Undergraduate Ombudsman

Mr. Robby Fuselier, Director of Distance Learning

Dr. Amy Hecht, Vice President for Student Affairs

Dr. Allison Peters, Assistant Dean for Retention and Academic Engagement

Tuesday, March 19, 2024 – Tallahassee Main Campus

Institutional Effectiveness & Assessment Meeting | 2:45 pm - 3:15 pm
Room 214 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

8.1 Student Achievement

8.2.a Student Outcomes: Educational Programs

8.2.b Student Outcomes: General Education

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SACSCOC REVIEWERS

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation,
University of Houston

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

FSU PARTICIPANTS

Dr. Heather Bishop, Assistant Dean, Undergraduate Studies

Dr. Rick Burnette, Senior Vice Provost and Chief Academic Strategy Officer

Dr. Michael Carrasco, Associate Dean for College of Fine Arts

Dr. Jim Fadool, Chair, Liberal Studies Coordinating & Policy Committee & Professor of Biology

Dr. Amy Guerette, Co-Chair of the Committee for Assessment of Student Learning

Dr. Lynn Hogan, Director of Liberal Studies, Office of the Provost

Dr. James Hunt, Director, Institutional Research

Dr. Martin Kavka, Professor of Religion

Dr. Alec Kercheval, Professor of Mathematics

Dr. Timothy Logan, Associate Dean, College of Arts and Sciences

Dr. Rick Morton, Associate Dean for Academic Operations, College of Business

Dr. Joe O'Shea, Associate Provost and Dean of Undergraduate Studies

Dr. Alishia Piotrowski, Assistant Dean, College of Hospitality

Dr. Leslie Richardson, Center for the Advancement of Teaching

Dr. Galiya Tabulda, Director of Institutional Performance & Assessment and Co-Chair of the
Committee for Assessment of Student Learning

Tuesday, March 19, 2024 – Tallahassee Main Campus

Distance Education & Off-Campus Instructional Sites | 3:15 pm - 3:30 pm
Room 214 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

- 10.6 Distance and Correspondence Education
- 14.1 Publication of Accreditation Status
- 14.3 Comprehensive Institutional Review
- 14.4 Representation to Other Agencies

SACSCOC REVIEWERS

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation, University of Houston

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. Mark A. Sheridan, Vice Provost Graduate Affairs and Dean of the Graduate School, Texas Tech University

FSU PARTICIPANTS

Mr. Robby Fuselier, Office of Distance Learning

Dr. Sara Hamon, Director of Accreditation Analytics

Dr. Steve McDowell, Associate Vice President for Academic Affairs

Tuesday, March 19, 2024 – Tallahassee Main Campus

Educational Policies | 3:30 pm - 4:00 pm

Room 205 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

10.2 Public Information

10.5 Admissions Policies and Practices

10.7 Policies for Awarding Credit

10.8 Evaluating and Awarding Academic Credit

10.9 Cooperative Academic Arrangements

(The garnet color means that the standard is included in the institution's Focused Report)

SACSCOC REVIEWERS

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

Mr. Gary Thomas Ray, Associate Vice President for Enrollment Management, Texas State University

Dr. Mark A. Sheridan, Vice Provost Graduate Affairs and Dean of the Graduate School, Texas Tech University

FSU PARTICIPANTS

Dr. Kim Barber, University Registrar

Mr. John Barnhill, Associate Vice President for Enrollment Management

Dr. Heather Bishop, Assistant Dean, Undergraduate Studies

Ms. Shellie Camp, Assistant Director, Academic Support, College of Arts and Sciences

Dr. Cynthia Green, Director of the Center for Global Engagement

Dr. Aline Kalbian, Associate Dean, College of Arts and Sciences

Dr. Steve McDowell, Associate Vice President for Academic Affairs

Dr. Dan Mears, Professor and Chair of the Undergraduate Policy Committee

Tuesday, March 19, 2024 – Tallahassee Main Campus

Program Structure | 4:00 pm - 4:15 pm

Room 205 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

3.1.b Coursework for Degrees

9.1 Program Content

9.2 Program Length

9.3 General Education Requirements

12.5 Student Records (Addendum to the Principles of Accreditation)

(The garnet color means that the standard is included in the institution's Focused Report)

SACSCOC REVIEWERS

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation, University of Houston

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

Mr. Gary Thomas Ray, Associate Vice President for Enrollment Management, Texas State University

Dr. Mark A. Sheridan, Vice Provost Graduate Affairs and Dean of the Graduate School, Texas Tech University

FSU PARTICIPANTS

Dr. Kim Barber, University Registrar

Mr. James Beck, Senior Graduate Policy Program Coordinator, Graduate School

Dr. Jennifer Buchanan, Associate Vice President of Faculty Development and Advancement

Mr. Jonathan Fozard, Associate Vice President for Information Technology Services and Chief Information Officer

Dr. Mark Riley, Dean of the Graduate School

Tuesday, March 19, 2024 – Tallahassee Main Campus

QEP Presentation & Brief Discussion | 4:30 pm - 5:30 pm
Room 103 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

Quality Enhancement Plan – Overview and Q&A

SACSCOC REVIEWERS

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. Suzanne E. Barbour, Dean of Graduate School, Vice Provost for Graduate Education, Professor, Duke University (QEP Lead Evaluator)

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation, University of Houston

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

Dr. G.P. “Bud” Peterson, President Emeritus and Regents Professor, Georgia Institute of Technology

Mr. Gary Thomas Ray, Associate Vice President for Enrollment Management, Texas State University

Dr. Mark A. Sheridan, Vice Provost Graduate Affairs and Dean of the Graduate School, Texas Tech University

Mr. Gregory J. Verret, Director of Treasury Services, University of North Carolina at Charlotte

Dr. J. Matthew Melton, Vice President, Southern Association of Colleges and Schools Commission on Colleges

FSU PARTICIPANTS

Presenters:

Dr. Ashley Bush, Bank of America Professor of Business Administration and Chair of the Department of Business Analytics, Information Systems and Supply Chain

Dr. Dawn Carr, Professor of Sociology and Director of the Claude Pepper Center

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

Dr. John “Piers” Rawling, Stilwell Professor of Philosophy and QEP Committee Chair

Dr. Mark Riley, Dean of The Graduate School

Attendees:

Mr. James Beck, Senior Graduate Policy Program Coordinator, Graduate School

Dr. Robert Bradley, Academic Affairs Administrator, Office of the Provost

Mr. Jorge Galeano Cabral, Doctoral Student, Mechanical Engineering

Dr. Sindy Chapa, Associate Professor of Communication & Director of the Center for Hispanic Marketing Communication

Dr. V. Casey Dozier, Program Director of Career Advising, Counseling, & Instruction and Associate Teaching Faculty of Psychological & Counseling Services

Dr. Gale Etschmaier, Dean of University Libraries

Dr. Toby Park-Gaghan, Professor of Education Policy and Chair of the Department of Educational Leadership & Policy Studies, Interim Director of the School of Teacher Education, and Associate Director of the Center for Postsecondary Success

Dr. Sara Hamon, Director of Accreditation Analytics, Office of the Provost

Ms. Beth Hodges, Director of Research Development

Dr. James Hunt, Director, Institutional Research

Dr. Maxine Jones, Professor of History

Ms. Savoya Joyner, Doctoral Student, Neuroscience

Dr. Justin Kennemur, Associate Professor of Chemistry & Biochemistry

Dr. Cathy Levenson, Professor, Vice Chair and Associate Chair for Graduate Studies, College of Medicine

Dr. Emily Leventhal, Director, Graduate Student Resource Center

Dr. Jorge Piekarewicz, Professor of Physics

Dr. Michelle Rambo-Roddenberry, Professor of Civil & Environmental Engineering and Associate Dean for Academic and Student Affairs

Dr. Leslie Richardson, Director, Center for the Advancement of Teaching

Dr. Jayne Standley, Ella Scoble Opperman Professor of Music

Dr. Ruth Storm, Associate Provost and Associate Vice President for Academic Affairs (SACSCOC Liaison), Office of the Provost

Dr. Galiya Tabulda, Director, Institutional Performance and Assessment

Dr. Stephen Tripodi, Associate Professor of Social Work and Doctoral Program Director

Dr. Monoka Venters, Chief Report Writer and Instructional Specialist, Office of the Provost

Dr. James “Jim” Whyte, Professor of Nursing and Assistant Dean for Research

Ms. Latika Young, Doctoral Student, Education Policy & Evaluation

Tuesday, March 19, 2024 – Tallahassee Main Campus

Committee Executive Session | 5:30 pm - 6:00 pm

Second Floor Boardroom (Room 215) | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

Committee Executive Session

Depart for the hotel (either walk or ride)

SACSCOC REVIEWERS

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. Suzanne E. Barbour, Dean of Graduate School, Vice Provost for Graduate Education, Professor, Duke University (QEP Lead Evaluator)

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation, University of Houston

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

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Mr. Gregory J. Verret, Director of Treasury Services, University of North Carolina at Charlotte

Dr. J. Matthew Melton, Vice President, Southern Association of Colleges and Schools Commission on Colleges

FSU PARTICIPANTS

n/a

Tuesday, March 19, 2024 – Tallahassee Main Campus

Committee Dinner | 6:30 pm – 8:30 pm
Meet in hotel lobby for pick up at 6:15 pm

AGENDA ITEMS

FSU Transportation to Dinner at Il Lusso (<https://illussotally.com/>) and back to the hotel

SACSCOC REVIEWERS

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. Suzanne E. Barbour, Dean of Graduate School, Vice Provost for Graduate Education, Professor, Duke University (QEP Lead Evaluator)

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Mr. Gregory J. Verret, Director of Treasury Services, University of North Carolina at Charlotte

Dr. J. Matthew Melton, Vice President, Southern Association of Colleges and Schools Commission on Colleges

FSU PARTICIPANTS

n/a

Wednesday, March 20, 2024 – Tallahassee Main Campus

Committee Executive Session | 8:30 am - 9:30 am

Second Floor Boardroom (Room 215) | Augustus B. Turnbull III Florida State Conference Center

Meet in Hotel Lobby at 8:15 am to be transported to the Conference Center

Hot breakfast will be available in the Boardroom (for those wanting an earlier breakfast, it is available at the Residence Inn beginning at 6:30 am)

AGENDA ITEMS

Committee Executive Session

SACSCOC REVIEWERS

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. Suzanne E. Barbour, Dean of Graduate School, Vice Provost for Graduate Education, Professor, Duke University (QEP Lead Evaluator)

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Dr. Mark A. Sheridan, Vice Provost Graduate Affairs and Dean of the Graduate School, Texas Tech University

Mr. Gregory J. Verret, Director of Treasury Services, University of North Carolina at Charlotte

Dr. J. Matthew Melton, Vice President, Southern Association of Colleges and Schools Commission on Colleges

FSU PARTICIPANTS

n/a

Wednesday, March 20, 2024 – Tallahassee Main Campus

QEP Full Discussion | 9:30 am - 10:30 am

Room 103 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

Quality Enhancement Plan - Discussion

SACSCOC REVIEWERS

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. Suzanne E. Barbour, Dean of Graduate School, Vice Provost for Graduate Education, Professor, Duke University (QEP Lead Evaluator)

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation, University of Houston

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

Dr. G.P. “Bud” Peterson, President Emeritus and Regents Professor, Georgia Institute of Technology

Mr. Gary Thomas Ray, Associate Vice President for Enrollment Management, Texas State University

Dr. Mark A. Sheridan, Vice Provost Graduate Affairs and Dean of the Graduate School, Texas Tech University

Mr. Gregory J. Verret, Director of Treasury Services, University of North Carolina at Charlotte

Dr. J. Matthew Melton, Vice President, Southern Association of Colleges and Schools Commission on Colleges

FSU PARTICIPANTS

Mr. James Beck, Senior Graduate Policy Program Coordinator, Graduate School

Dr. Robert Bradley, Academic Affairs Administrator, Office of the Provost

Dr. Ashley Bush, Bank of America Professor of Business Administration and Chair of the Department of Business Analytics, Information Systems and Supply Chain

Mr. Jorge Galeano Cabral, Doctoral Student, Mechanical Engineering

Dr. Dawn Carr, Professor of Sociology and Director of the Claude Pepper Center

Dr. Sindy Chapa, Associate Professor of Communication and Director of the Center for Hispanic Marketing Communication

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

Dr. V. Casey Dozier, Program Director of Career Advising, Counseling, and Instruction and Associate Teaching Faculty of Psychological and Counseling Services

Dr. Gale Etschmaier, Dean of University Libraries

Dr. Toby Park-Gaghan, Professor of Education Policy and Chair of the Department of Educational Leadership and Policy Studies, Interim Director of the School of Teacher Education, and Associate Director of the Center for Postsecondary Success

Dr. Sara Hamon, Director of Accreditation Analytics, Office of the Provost

Ms. Beth Hodges, Director of Research Development

Dr. James Hunt, Director, Institutional Research

Dr. Maxine Jones, Professor of History

Ms. Savoya Joyner, Doctoral Student, Neuroscience

Dr. Justin Kennemur, Associate Professor of Chemistry & Biochemistry

Dr. Cathy Levenson, Professor, Vice Chair and Associate Chair for Graduate Studies, College of Medicine

Dr. Emily Leventhal, Director, Graduate Student Resource Center

Dr. Jorge Piekarewicz, Professor of Physics

Dr. John “Piers” Rawling, Stilwell Professor of Philosophy and QEP Committee Chair

Dr. Leslie Richardson, Director, Center for the Advancement of Teaching

Dr. Mark Riley, Dean of The Graduate School

Dr. Michelle Rambo-Roddenberry, Professor of Civil & Environmental Engineering and Associate Dean for Academic and Student Affairs

Dr. Jayne Standley, Ella Scoble Opperman Professor of Music

Dr. Ruth Storm, Associate Provost and Associate Vice President for Academic Affairs (SACSCOC Liaison), Office of the Provost

Dr. Galiya Tabulda, Director, Institutional Performance and Assessment

Dr. Stephen Tripodi, Associate Professor of Social Work and Doctoral Program Director

Dr. Monoka Venters, Chief Report Writer and Instructional Specialist, Office of the Provost

Dr. James “Jim” Whyte, Professor of Nursing and Assistant Dean for Research

Ms. Latika Young, Doctoral Student, Education Policy & Evaluation

Wednesday, March 20, 2024 – Tallahassee Main Campus

QEP Initiatives and Implementation | 10:45 am - 11:45 am

Room 214 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

Discussion of Initiatives and Implementation - QEP

SACSCOC REVIEWERS

Dr. Suzanne E. Barbour, Dean of Graduate School, Vice Provost for Graduate Education, Professor, Duke University (QEP Lead Evaluator)

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation, University of Houston

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

FSU PARTICIPANTS

Presenters:

Mr. James Beck, Senior Graduate Policy Program Coordinator, Graduate School

Dr. V. Casey Dozier, Program Director of Career Advising, Counseling, and Instruction and Associate Teaching Faculty of Psychological and Counseling Services

Dr. Gale Etschmaier, Dean of University Libraries

Dr. Emily Leventhal, Director, Graduate Student Resource Center

Dr. Leslie Richardson, Director, Center for the Advancement of Teaching

Dr. Mark Riley, Dean of The Graduate School

Attendees:

Dr. Robert Bradley, Academic Affairs Administrator, Office of the Provost

Mr. Jorge Galeano Cabral, Doctoral Student, Mechanical Engineering

Dr. Dawn Carr, Professor of Sociology and Director of the Claude Pepper Center

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

Dr. Sara Hamon, Director of Accreditation Analytics, Office of the Provost

Ms. Beth Hodges, Director of Research Development

Dr. James Hunt, Director, Institutional Research

Dr. Maxine Jones, Professor of History

Ms. Savoya Joyner, Doctoral Student, Neuroscience

Dr. Cathy Levenson, Professor, Vice Chair and Associate Chair for Graduate Studies, College of Medicine

Dr. Jorge Piekarewicz, Professor of Physics

Dr. John “Piers” Rawling, Stilwell Professor of Philosophy and QEP Committee Chair

Dr. Ruth Storm, Associate Provost and Associate Vice President for Academic Affairs (SACSCOC Liaison), Office of the Provost

Dr. Galiya Tabulda, Director, Institutional Performance and Assessment

Dr. Monoka Venters, Chief Report Writer and Instructional Specialist, Office of the Provost

Ms. Latika Young, Doctoral Student, Education Policy & Evaluation

Wednesday, March 20, 2024 – Tallahassee Main Campus

Lunch with Faculty | Noon - 1:00 pm

Room 205 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

Discussion with faculty

SACSCOC REVIEWERS

Dr. Suzanne E. Barbour, Dean of Graduate School, Vice Provost for Graduate Education, Professor, Duke University (QEP Lead Evaluator)

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

Dr. Mark A. Sheridan, Vice Provost Graduate Affairs and Dean of the Graduate School, Texas Tech University

FSU PARTICIPANTS

Ms. Bridgett Birmingham, Faculty Senate President and University Librarian

Dr. Mike Brady, Carl DeSantis Professor of Marketing and Faculty Athletics Representative

Mr. Joe Calhoun, Dept. Chair of Economics & Director of Stavros Center for Economic Educ.

Ms. Lillian Garcia, Robert O. Lawton Distinguished Professor, Department of Art

Dr. Kelly Kelly, Teaching Faculty, College of Communication and Information

Dr. Mike Killian, Associate Professor, College of Social Work

Dr. Cathy Levenson, Professor, Vice Chair & Associate Chair for Graduate Studies, College of Medicine

Dr. Tim Logan, Professor of Chemistry and Associate Dean, College of Arts and Sciences

Dr. Dan Mears, Distinguished Research Professor, Mark C. Stafford Professor of Criminology, Chair of the Undergraduate Policy Committee

Dr. Maxine Montgomery, Robert O. Lawton Distinguished Professor and Distinguished Research Professor, English Department

Dr. William Oates, Ph.D., Chair and Cummins, Inc. Professor of Mechanical Engineering

Dr. Anthony Speights, M.D., Senior Associate Dean for Interdisciplinary Medical Sciences Program and Director of the Bridge to Clinical Medicine Master's Program

Dr. Nora Underwood, Professor, Biological Science

Wednesday, March 20, 2024 – Tallahassee Main Campus

Lunch with Students | Noon - 1:00 pm

Room 214 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

Discussion with students

SACSCOC REVIEWERS

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation, University of Houston

Mr. Gary Thomas Ray, Associate Vice President for Enrollment Management, Texas State University

Mr. Gregory J. Verret, Director of Treasury Services, University of North Carolina at Charlotte

FSU PARTICIPANTS

Mr. Grady Anderson, Sophomore, Political Science

Ms. Annie Blanchard, Senior, Political Science and Media/Communications Studies

Mr. Gerald Ciani, Junior, Chemistry

Mr. Bodie Cole, Sophomore, Mathematics

Ms. Savoya Joyner, Doctoral Student, Neuroscience

Ms. Parker Ladle, Sophomore, Advertising

Ms. Kaley Mudge, Senior, Exercise Physiology (Student Athlete - Softball)

Ms. Charlotte Nafe, Sophomore, International Affairs

Ms. Ana Pereira, Junior, Physics

Mr. Jack Rowan, Law Student (Speaker, Congress of Graduate Students)

Mr. Rodney Wells, Junior, Interdisciplinary Social Sciences (Student Body Vice President)

Wednesday, March 20, 2024 – Tallahassee Main Campus

Lunch with FSU Board of Trustee Members | Noon - 1:00 pm
Room 201 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

4.2.d Conflict of Interest

Discussion with FSU Board of Trustee Members

(The garnet color means that the standard is included in the institution's Focused Report)

SACSCOC REVIEWERS

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. G.P. "Bud" Peterson, President Emeritus and Regents Professor, Georgia Institute of Technology

Dr. J. Matthew Melton, Vice President, Southern Association of Colleges and Schools Commission on Colleges

FSU PARTICIPANTS

Mr. Peter Collins, Chair, FSU Board of Trustees

Mr. Bob Sasser, Vice Chair, FSU Board of Trustees

Ms. Carolyn Egan, Vice President for Legal Affairs and General Counsel, FSU *(only during discussion related to 4.2.d)*

Wednesday, March 20, 2024 – Tallahassee Main Campus

QEP Assessment | 1:30 pm - 2:30 pm

Room 214 | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

Discussion of QEP Assessment

SACSCOC REVIEWERS

Dr. Suzanne E. Barbour, Dean of Graduate School, Vice Provost for Graduate Education, Professor, Duke University (QEP Lead Evaluator)

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation, University of Houston

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

FSU PARTICIPANTS

Presenters:

Mr. James Beck, Senior Graduate Policy Program Coordinator, Graduate School

Dr. Robert Bradley, Academic Affairs Administrator, Office of the Provost

Dr. Dawn Carr, Professor of Sociology and Director of the Claude Pepper Center

Dr. James Hunt, Director, Institutional Research

Dr. Galiya Tabulda, Director, Institutional Performance and Assessment

Attendees:

Dr. V. Casey Dozier, Program Director of Career Advising, Counseling, and Instruction and Associate Teaching Faculty of Psychological and Counseling Services

Dr. Gale Etschmaier, Dean of University Libraries

Dr. Sara Hamon, Director of Accreditation Analytics, Office of the Provost

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Dr. Leslie Richardson, Director, Center for the Advancement of Teaching

Dr. Mark Riley, Dean of The Graduate School

Dr. Ruth Storm, Associate Provost and Associate Vice President for Academic Affairs (SACSCOC Liaison), Office of the Provost

Dr. Monoka Venters, Chief Report Writer and Instructional Specialist, Office of the Provost

Wednesday, March 20, 2024 – Tallahassee Main Campus

Committee Executive Session | 3:00 pm – 4:00 pm

Second Floor Boardroom (Room 215) | Augustus B. Turnbull III Florida State Conference Center

AGENDA ITEMS

Committee Executive Session

SACSCOC REVIEWERS

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. Suzanne E. Barbour, Dean of Graduate School, Vice Provost for Graduate Education, Professor, Duke University (QEP Lead Evaluator)

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation, University of Houston

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

Dr. G.P. “Bud” Peterson, President Emeritus and Regents Professor, Georgia Institute of Technology

Mr. Gary Thomas Ray, Associate Vice President for Enrollment Management, Texas State University

Dr. Mark A. Sheridan, Vice Provost Graduate Affairs and Dean of the Graduate School, Texas Tech University

Mr. Gregory J. Verret, Director of Treasury Services, University of North Carolina at Charlotte

Dr. J. Matthew Melton, Vice President, Southern Association of Colleges and Schools Commission on Colleges

FSU PARTICIPANTS

n/a

Wednesday, March 20, 2024 – Tallahassee Main Campus

Status Update | 4:00 pm – 4:30 pm

President's Office | Westcott Building

At 3:45 pm, meet outside the Boardroom (second floor), near the Information Desk, to be transported to Westcott via golf cart

Following meeting, reviewers will return to the Residence Inn via golf cart

AGENDA ITEMS

Committee's Preliminary Findings

SACSCOC REVIEWERS

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. G.P. "Bud" Peterson, President Emeritus and Regents Professor, Georgia Institute of Technology

Dr. J. Matthew Melton, Vice President, Southern Association of Colleges and Schools Commission on Colleges

FSU PARTICIPANTS

Dr. Richard McCullough, President

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

Dr. Ruth M. Storm, Associate Provost and Associate Vice President for Academic Affairs (SACSCOC Liaison)

Wednesday, March 20, 2024 – Tallahassee Main Campus

Optional Guided Driving or Walking Tours | 4:00 pm - 5:00 pm

Meet at 4:00 pm outside the Boardroom (second floor) | Augustus B. Turnbull III Florida State Conference Center

DRIVING OR WALKING TOUR OF CAMPUS

Mr. Jimmy Cole, Assistant Vice President for University Relations, and his staff are available for guided driving or walking tours of the main campus.

By noon, if you are interested in participating in any of these campus tours, please contact:

Ruth Storm
ruth.storm@fsu.edu
(850) 322-6699

Following the campus tour, reviewers will be transported back to the Conference Center to gather belongings and be transported to the Residence Inn via golf cart.

Wednesday, March 20, 2024 – Tallahassee Main Campus

Committee Dinner | 6:30 pm – 8:30 pm

Meet in hotel lobby for pick up at 6:15 pm

AGENDA ITEMS

FSU Transportation to Dinner at Savour (www.savourtallahassee.com) and return to hotel

SACSCOC REVIEWERS

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. Suzanne E. Barbour, Dean of Graduate School, Vice Provost for Graduate Education, Professor, Duke University (QEP Lead Evaluator)

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation, University of Houston

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

Dr. G.P. “Bud” Peterson, President Emeritus and Regents Professor, Georgia Institute of Technology

Mr. Gary Thomas Ray, Associate Vice President for Enrollment Management, Texas State University

Dr. Mark A. Sheridan, Vice Provost Graduate Affairs and Dean of the Graduate School, Texas Tech University

Mr. Gregory J. Verret, Director of Treasury Services, University of North Carolina at Charlotte

Dr. J. Matthew Melton, Vice President, Southern Association of Colleges and Schools Commission on Colleges

FSU PARTICIPANTS

n/a

Thursday, March 21, 2024 – Tallahassee Main Campus

Committee Findings | 8:15 am – 8:30 am

President's Office | Westcott Building

Meet in hotel lobby at 8:00 am

Depart for Westcott via golf cart at 8:05 am

AGENDA ITEMS

Committee's Findings

SACSCOC REVIEWERS

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. G.P. "Bud" Peterson, President Emeritus and Regents Professor, Georgia Institute of Technology

Dr. J. Matthew Melton, Vice President, Southern Association of Colleges and Schools Commission on Colleges

FSU PARTICIPANTS

Dr. Richard McCullough, President

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

Dr. Ruth Storm, Associate Provost and SACSCOC Liaison

Thursday, March 21, 2024 – Tallahassee Main Campus

Committee Findings | 8:30 am - 9:30 am
Room 201 | Westcott Building

Bagels and fruit will be available during this meeting. (Breakfast is available at the hotel beginning at 6:30 am for those wanting an earlier meal).

Meet in hotel lobby at 8:15 am

Depart for Westcott via golf cart at 8:20 am

Note: Reviewers will return to Residence Inn to check out and be transported to the airport or depart via car. Box lunches are available in the Florida Room at the hotel. The hotel check out time is 1:00 pm which was arranged for everyone regardless of departure plans.

AGENDA ITEMS

Committee Findings and Next Steps

SACSCOC REVIEWERS

Dr. Bill McDonald, Dean of Students Emeritus, University of Georgia (Chair)

Dr. Suzanne E. Barbour, Dean of Graduate School, Vice Provost for Graduate Education, Professor, Duke University (QEP Lead Evaluator)

Dr. Monique S. Baucham, Director of Institutional Effectiveness, Assessment, and Accreditation, University of Houston

Dr. Jesús Castro-Balbi, Professor of Music, Kennesaw State University

Dr. G.P. “Bud” Peterson, President Emeritus and Regents Professor, Georgia Institute of Technology

Mr. Gary Thomas Ray, Associate Vice President for Enrollment Management, Texas State University

Dr. Mark A. Sheridan, Vice Provost Graduate Affairs and Dean of the Graduate School, Texas Tech University

Mr. Gregory J. Verret, Director of Treasury Services, University of North Carolina at Charlotte

Dr. J. Matthew Melton, Vice President, Southern Association of Colleges and Schools Commission on Colleges

FSU PARTICIPANTS

Dr. Richard McCullough, President

Dr. Jim Clark, Executive Vice President for Academic Affairs and Provost
Mr. Michael Alford, Vice President and Director of Athletics
Mr. Kyle Clark, Senior Vice President for Finance and Administration
Ms. Bridgett Birmingham, Faculty Senate President
Ms. Carolyn Egan, Vice President for Legal Affairs and General Counsel
Dr. Amy Hecht, Vice President for Student Affairs
Mr. Clay Ingram, Chief Legislative Affairs Officer
Dr. Janet Kistner, Vice President for Faculty Development and Advancement
Ms. Marissa Langston, Chief of Staff
Dr. Stacey Patterson, Vice President of Research
Mr. Dennis Schnittker, Assistant Vice President for University Communications
Ms. Marla Vickers, Vice President for University Advancement
Ms. Susannah Wesley-Ahlschwede, Chief Marketing Officer
Dr. Ruth M. Storm, Associate Provost and Associate Vice President for Academic Affairs,
Florida State University

Contact Information

EMERGENCY

In the event of an emergency, please call 911.

FSU Police Department
Non-Emergency Phone: (850) 644-1234

RESIDENCE INN

For assistance while in the hotel, please contact:

(850) 329-9080 Front Desk

INFORMATION TECHNOLOGY

If you require technical assistance, please contact:

Mr. Ken Johnson
ken.johnson@fsu.edu
(850) 443-7300

ACCREDITATION

If you require additional documentation or any other assistance, contact:

Dr. Ruth Storm
ruth.storm@fsu.edu
(850) 322-6699

FSU SACSCOC Leadership Team



Richard McCullough

Richard McCullough is the 16th President of Florida State University (August 2021-present). As president, he has recruited world-class faculty, staff, and administrators; invested in academic excellence, student success, and faculty and staff; grown the university's research portfolio; encouraged student and faculty entrepreneurial endeavors; cultivated relationships with elected officials and community leaders; enhanced fundraising efforts; and promoted athletic success. He has over 30 years of experience in leadership and academic research having served as Vice Provost for Research (2012-2021) and Professor of Materials Science and Engineering (2013-2021) at Harvard University and Vice President for Research (2007-2012), Dean of the Mellon College of Science (2001-2007), and faculty in chemistry (1990-2012) at Carnegie Mellon University. President McCullough founded two companies, holds 23 patents, and has authored over 100 peer-reviewed articles. He serves on numerous boards including the Council of Presidents for the Association of Public and Land-Grant Universities and the Executive Board of Directors for the Atlantic Coast Conference. He was a member of the National Academy of Science Roundtable Committee on Open Science (2018-2021), the White House Summit on America's Bio-economy (2019), the White House Summit on America's Future in Quantum Computing (2018), and the AAU Committee on Technology Transfer and Intellectual Property Assets (2017-2018). He earned his doctoral degree in organic chemistry from Johns Hopkins University and his bachelor's degree in chemistry from the University of Texas at Dallas (after beginning as a first-generation college student at Eastfield Community College). He spent two years at Columbia University as a postdoctoral fellow.



Jim Clark

Jim Clark is the Provost and Executive Vice President for Academic Affairs at Florida State University (January 2022-present). As Provost, he oversees academic affairs in all colleges, institutes, and academic services. He previously served as the Dean of the College of Social Work at FSU (2015-2021). Dr. Clark was professor and director of the School of Social Work in the University of Cincinnati's College of Allied Health Sciences (2012-2015). He was Associate Director for Research and a faculty member in the College of Social Work at the University of Kentucky (1991-2012). Dr. Clark co-founded the UK Center on Trauma & Children, a nationally recognized clinical research center. He has published in the areas of evidence-based behavioral health, forensic mental health, child and adolescent traumatic stress, criminal justice, ethics and accountability, and psychobiography and the study of lives. He has served on 29 doctoral committees as a chair, co-chair, or member. He earned a doctorate in social service administration from the University of Chicago, a master's in social work from the University of Kentucky, and a bachelor's in sociology from Sienna College.



Michael Alford

Michael Alford is the Vice President and Director of Athletics at Florida State University (December 2021-present). His impact as Director of Athletics has resulted in ongoing renovations and advancements of FSU athletic facilities and fields, setting the record for highest cumulative GPA among all athletes, and has contributed to FSU's rise to be among the top four overall programs in the ACC. He was CEO and President of Seminole Boosters, Inc. (2020-2021). Mr. Alford served as Associate Vice President and Director of Athletics at Central Michigan University (2017-2020) and Senior Associate Athletic Director for Development and Administration at the University of Oklahoma (2012-2017). He also held positions with athletics at the University of Alabama, the University of Southern California, the Dallas Cowboys, and the Cincinnati Bengals. Mr. Alford received a master's in Athletics Administration from the University of Arkansas and a bachelor's in communication from the University of Alabama at Birmingham. He played basketball at Mississippi State before transferring to UAB.



Kyle Clark

Kyle Clark is the Senior Vice President for Finance and Administration for Florida State University (2022-present). He oversees all financial aspects of the university including facilities, financial accounting, student business services, tax, budget and resource planning, human resources, public safety, procurement services, real estate, university business associates, athletics operations, employee assistance program, environmental health and safety, enterprise resources planning and technology, payroll, direct support organization financials, and business services. He was Vice President for Finance and Administration at FSU (2013-2022). Mr. Clark served as Vice President for Administration and Finance and Chief Financial Officer at Texas Tech University (2010-2013). He was the Assistant Chief Financial Officer (2007-2010) and Senior Analyst (2004-2006) at the Texas Tech University System. He developed curriculum for and taught Fundamentals of Business Professionalism at Texas Tech University (2006-2013). Mr. Clark has been a member of numerous SACSCOC peer and special review committees. He received his master's and bachelor's degrees in business administration from Texas Tech University. He participated in the Governor's Executive Development Program in the Lyndon B. Johnson School of Public Affairs at the University of Texas at Austin and received Southern Association of College and University Business Officers (SACUBO) College Business Management Institute certification from the University of Kentucky.



Carolyn Egan

Carolyn Egan is the Vice President for Legal Affairs and General Counsel at Florida State University (January 2012-present). She provides the university board of trustees, president, vice presidents, faculty, and staff with legal advice on issues such as risk management, contract review, regulatory matters, governance, compliance, audit and investigations, collegiate athletics, student life, Title IX, strategic and crisis communications, and litigation management. She previously served as Associate General Counsel (2007-2011) and taught a graduate level course in sports law and business law at FSU. Before coming to FSU, she was a partner in a boutique law firm primarily focused on defending public officials, local government entities, and k12 school districts. She earned her law degree and bachelor's degree in communication from Florida State University.



Amy Hecht

Amy Hecht is the Vice President for Student Affairs at Florida State University (2017-present). Dr. Hecht oversees and leads the Career Center, Campus Recreation, Center for Academic Retention and Enhancement, Center for Leadership and Social Change, Center for Global Engagement, Dean of Students, Fraternity and Sorority Life, Oglesby Union, Student Government Association, Student Activities, University Housing, University Counseling Center, and University Health Services. She received the Scott Goodnight Award for Outstanding Performance as a Dean in 2024 and the Pillar of the Profession Award in 2023 from the Student Affairs Administrators in Higher Education (NASPA). She has published a book on the role of assistant/associate vice presidents in student affairs, and her research interests include organizational culture, organizational learning, and the effective use of business practices within the field of higher education. Dr. Hecht was the Vice President for Student Affairs at The College of New Jersey (2014-2017), Assistant Vice President for Student Affairs at Auburn University (2009-2014), and Associate Dean of Students (2007-2009) and Assistant Dean of Students (2005-2007) at Temple University. She received her doctorate and master's degree in Higher Education Administration from the University of Pennsylvania. She earned her bachelor's degree in mass communications from Florida State University.



Clay Ingram

Clay Ingram is the Chief Legislative Affairs Officer at Florida State University (December 2020-present). He is responsible for the development, implementation, coordination, and evaluation of FSU's governmental relationships programs; provides primary support to the president and provost in their roles as FSU's official representatives to the state legislature; liaisons with public officials at the state and federal legislative levels; and coordinates communications between FSU and members of the Florida legislature and university board of trustees. Mr. Ingram was the CEO of Volunteer Florida (2019-2020) and President and CEO of the Greater Pensacola Chamber (2015-2019). He served in the Florida House of Representatives (2010-2018). He received his bachelor's degree in communication from Florida State University.



Janet Kistner

Janet Kistner is the Vice President for Faculty Development and Advancement at Florida State University (2015-present). She is responsible for supporting faculty development throughout FSU including promotion and tenure reviews. She was the Associate Vice President for Academic Affairs (2012-2015) where she was involved in interdisciplinary hiring initiatives, development of academic programs and activities to enhance students' career readiness, and preparation of FSU's annual accountability and work plan reports. Dr. Kistner served as chair (2002-2012), director of clinical training (1998-2002), and faculty (1980-present) in FSU's Department of Psychology. She was elected to the Executive Board of the Council of Graduate Departments of Psychology. Dr. Kistner has directed over 25 doctoral dissertations and 30 theses. She has been involved in supervised research projects for more than 100 undergraduate students. Her research focuses on children's responses to stress and failure as well as childhood risk factors for development of psychopathology. She served as Associate Editor of the Journal of Clinical Child and Adolescent Psychology. She received her doctorate in psychology from the State University of New York at Binghamton and her bachelor's degree from Douglass College at Rutgers University.



Marissa Langston

Marissa Langston is the Vice President and Chief of Staff at Florida State University (2021-present). She is responsible for the effective management of the Office of the President; functions as a liaison to faculty, staff, administration, and board of trustees; and provides oversight for the Office of University Relations and FSU's Performing Arts Program, Opening Nights. She served as the Assistant Dean for Strategic Engagement (2016-2021) and Director for Alumni and Student Engagement (2014-2016) in the College of Business at FSU. She was a development officer at the FSU Foundation (2010-2014). She volunteers with the Association of Business School Alumni Professionals, the Economic Club of Florida, the Rotary Club of Tallahassee, and the Tallahassee Chamber of Commerce. She received her master's in marketing and her bachelor's in finance and real estate from Florida State University.



Stacey Patterson

Stacey Patterson is the Vice President of Research at Florida State University and President and CEO of the FSU Research Foundation (October 2022-present). She is responsible for building a research and innovation culture; leads overall research administration (pre- and post-award), commercialization, corporate and foundation engagement, research compliance, and research (faculty and proposal development); leads, initiates, and advocates for strategic initiatives such as FSU Health and the quantum science initiative; and oversees research centers and institutes including the National High Field Magnetic Laboratory, the Florida Center for Reading and Research, and the FSU Marine Lab. Dr. Patterson served as Vice President for Research, Outreach, and Economic Development (2017-2022), Associate Vice President for Research (2015-2017), Assistant Vice President for Research and Director of Research Partnerships (2012-2015), Director of Research Partnerships (2009-2012), and a Research Scientist at the Center for Environmental Biotechnology (2006-2009) at the University of Tennessee, Knoxville. She was a postdoctoral fellow and research assistant professor at the University of South Florida (2003-2006). Dr. Patterson serves on numerous boards including the Tennessee Valley Corridor, East Tennessee Economic Council, and Oak Ridge Chamber of Commerce. Her research has been funded by the US Department of Energy, the National Science Foundation, the National Institutes of Health, the National Oceanic and Atmospheric Administration, and the Office of Naval Research. She received her doctorate in microbiology from the University of Tennessee Knoxville, her master's in environmental health science from East Tennessee State University, and a bachelor's degree in biological studies from University of Tennessee Knoxville.



Dennis Schnittker

Dennis Schnittker is the Assistant Vice President for University Communications at Florida State University (January 2021-present). He works closely with executive level administration, faculty, staff, and students to advance FSU across multiple formats for regional, national, and global audiences via media relations and original content creation. He is responsible for the Creative Services, News and Research Communications, Digital Media Production, and Social Media teams. He served as Director of Digital Content Production (2005-2013) and Coordinator of Educational Media/Communications (1999-2005) at FSU. He earned his bachelor's degree in journalism and mass communications from Iowa State University.



Marla Vickers

Marla Vickers is the Vice President for University Advancement at Florida State University and President of the FSU Foundation, Inc. (October 2022-present). She is responsible for fundraising for FSU's colleges, schools, and units. She oversees the FSU Alumni Association, Seminole Boosters, and the FSU Foundation. Ms. Vickers served as Associate Vice President of Advancement (2021-2022) and Assistant Vice President of Advancement (2019-2021) at Emory University and Assistant Vice President of Development at Yale University (2017-2019). She has held positions in advancement offices at the University of Chicago (2013-2017), George Washington University (2009-2013; 2004-2006), and Duke University (2006-2009). Ms. Vickers is currently enrolled in a doctoral program in education with a focus on leadership and learning in organizations at Vanderbilt University. She received a master's in business administration from George Washington University, a master's in public history and historical administration from FSU, and a bachelor's degree in history and political science from the University of Georgia.



Susannah Wesley-Ahlschwede

Susannah Wesley-Ahlschwede is the first Chief Marketing Officer at Florida State University (February 2023-present). She is responsible for evolving, promoting, and protecting FSU's brand and reputation. Her experience in communications includes serving as Vice President of Communications at Takeda Pharmaceuticals (2020-2022), Managing Director, Global Communications at American Airlines (2018-2020), Executive Vice President (2016-2018) and Vice President (2013) at Edelman, and Global Enterprise, Mobility and Privacy Communications Manager at Ford Motor Company (2014-2015). She is a board member for the Center for Survivor Agency & Justice. She received her bachelor's degree in communication and media studies from FSU. She is certified by Accreditation in Public Relations (APR), Public Relations Society of America.



Bridgett Birmingham

Bridgett Birmingham is the Faculty Senate President at Florida State University (2023-present). She is an Associate University Librarian (2009-present) and was an Assistant University Librarian (2004-2009). She serves on the Strategic Planning Committee (2015-present) and has been a member of the Faculty Senate since 2012. She was on the Faculty Senate Steering Committee (2014-2018) and the University Honors Policy committee (2016-2018). She was the FSU representative on the State University System Online Public Access Catalog Committee (2007-2012) and the State University System Circulation Committee (2004-2010). Ms. Birmingham conducts research in design strategies for libraries including accessibility and usability of library spaces, services, and staff. She has presented her research at international conferences such as the Association of College and Research Libraries and the Canadian Learning Commons Conference. She earned her master's degree in library science from Florida State University and her bachelor's degree in English literature from Florida Agricultural & Mechanical University.