

**The Florida Senate**  
**COMMITTEE MEETING EXPANDED AGENDA**

**HIGHER EDUCATION**  
**Senator Oelrich, Chair**  
**Senator Siplin, Vice Chair**

**MEETING DATE:** Tuesday, April 12, 2011  
**TIME:** 1:00 —6:00 p.m.  
**PLACE:** 301 Senate Office Building

**MEMBERS:** Senator Oelrich, Chair; Senator Siplin, Vice Chair; Senators Lynn, Negron, and Sachs

TAB	BILL NO. and INTRODUCER	BILL DESCRIPTION and SENATE COMMITTEE ACTIONS	COMMITTEE ACTION
1	<b>SB 534</b> Wise (Identical H 331)	Firesafety; Revises the rulemaking authority and responsibilities of the State Fire Marshal relating to educational and ancillary plants. Revises requirements and procedures for inspections of buildings and equipment. Abolishes special state firesafety inspector classifications and certifications. Provides criteria, procedures, and requirements for special state firesafety inspectors to be certified as firesafety inspectors. Revises firesafety inspection requirements for educational institution boards to conform to certain codes, etc.	
		BI     03/09/2011 Favorable ED     03/17/2011 Favorable CA     04/04/2011 Favorable HE     04/12/2011 BC	

TAB	OFFICE and APPOINTMENT (HOME CITY)	FOR TERM ENDING	COMMITTEE ACTION
2	<b>Senate Confirmation Hearing:</b> A public hearing will be held for consideration of the below-named executive appointments to the offices indicated.		
	<b>Board of Trustees, Florida A &amp; M University</b>		
	Alston, Torey L. (Ft. Lauderdale)	01/06/2015	
	Dent, Richard A. III (Blacklick, OH)	01/06/2016	
	McWilliams, Spurgeon W. (Tallahassee)	01/06/2016	
	White, Karl E. (Boston, MA)	01/06/2016	
	<b>Board of Trustees, Florida Atlantic University</b>		
	Stilley, Robert J. (Tequesta)	01/06/2016	
	<b>Board of Trustees, Florida Atlantic University</b>		
	Tanner, Paul C. (Ft. Lauderdale)	01/06/2016	
	<b>Board of Trustees, Florida State University</b>		
	Burr, Edward E. (Jacksonville Beach)	01/06/2016	
	<b>Board of Trustees, Florida Gulf Coast University</b>		
	Catti, Joseph R. (Ft. Myers)	01/06/2016	
	Wells, Robert A. III (Ft. Myers)	01/06/2016	

**COMMITTEE MEETING EXPANDED AGENDA**

Higher Education

Tuesday, April 12, 2011, 1:00 —6:00 p.m.

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TAB	OFFICE and APPOINTMENT (HOME CITY)	FOR TERM ENDING	COMMITTEE ACTION
<b>Board of Trustees, Florida International University</b>			
	Maury, Albert R. (Pinecrest)	01/06/2016	
<b>Board of Trustees, New College of Florida</b>			
	Coleman, Audrey R. (Lakewood Ranch)	01/06/2016	
	Ruiz, Mary (Bradenton)	01/06/2016	
<b>Board of Trustees, University of South Florida</b>			
	Goforth, Stephanie E. (Gulfport)	01/06/2016	
	Saco, Louis S. (Lakeland)	01/06/2016	
<b>Board of Trustees, University of West Florida</b>			
	O'Sullivan, John Mortimer III (Pensacola)	01/06/2015	

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TAB	BILL NO. and INTRODUCER	BILL DESCRIPTION and SENATE COMMITTEE ACTIONS	COMMITTEE ACTION
3	Presentation by St. Leo University President, Arthur F. Kirk, Jr.		

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**The Florida Senate**  
**BILL ANALYSIS AND FISCAL IMPACT STATEMENT**

(This document is based on the provisions contained in the legislation as of the latest date listed below.)

Prepared By: The Professional Staff of the Community Affairs Committee

BILL: SB 534

INTRODUCER: Senator Wise

SUBJECT: Firesafety

DATE: April 6, 2011

REVISED: \_\_\_\_\_

	ANALYST	STAFF DIRECTOR	REFERENCE	ACTION
1.	<u>Matiyow</u>	<u>Burgess</u>	<u>BI</u>	<b>Favorable</b>
2.	<u>Carrouth</u>	<u>Matthews</u>	<u>ED</u>	<b>Favorable</b>
3.	<u>Gizzi</u>	<u>Yeatman</u>	<u>CA</u>	<b>Favorable</b>
4.	<u>Carrouth</u>	<u>Matthews</u>	<u>HE</u>	<b>Pre-meeting</b>
5.	_____	_____	<u>BC</u>	_____
6.	_____	_____	_____	_____

**I. Summary:**

This bill:

- Coordinates state fire marshal law with educational facilities law regarding firesafety inspections on educational property;
- Abolishes the classification of the special state firesafety inspector and leaves intact the classification of full firesafety inspector, and provides for a contingent grandfathering in of existing special state firesafety inspectors;
- Provides that uniform firesafety standards and an alternate system be governed by fire officials certified by the State Fire Marshal;
- Reduces the number of mandatory inspections at educational facilities from two to one annually, and provides for the inspection report to be distributed at the local level only;
- Clarifies the firesafety inspection process for charter schools and for public postsecondary institutions;
- Requires all boards to use only certified fire officials and other inspectors in monitoring compliance with the Florida Building Code, the Florida Fire Prevention Code, and the State Requirements for Educational Facilities; and
- Requires public education boards to submit for approval the site plan for new construction to the local entity providing fire-protection services to the facility and outlines the compliance process.

The provisions in the bill represent a collaborative effort among school districts, community colleges, the Department of Education, and the State Fire Marshal to provide consistency, streamline practices, reduce cost, and ensure safety regarding firesafety inspections.

The bill substantially amends the following sections of the Florida Statutes: 633.01, 633.021, 633.081, 1013.12, 1013.371, and 1013.38.

## II. Present Situation:

### **Division of the State Fire Marshal (State Fire Marshal)**

State law on fire prevention and control is provided in Chapter 633, F.S. Section 633.01, F.S., designates the Chief Financial Officer (CFO) as the State Fire Marshal, operating through the Division of the State Fire Marshal.<sup>1</sup> Pursuant to this authority, the State Fire Marshal regulates, trains, and certifies fire service personnel; investigates the causes of fires; enforces arson laws; regulates the installation of fire equipment; conducts firesafety inspections of state property; develops firesafety standards; provides facilities for the analysis of fire debris; and operates the Florida State Fire College. Additionally, the State Fire Marshal adopts by rule the Florida Fire Prevention Code, which contains or references all firesafety laws and rules regarding public and private buildings.<sup>2</sup>

The Division of the State Fire Marshal (Division) consists of the following four bureaus: fire and arson investigations, fire standards and training, forensic fire and explosives analysis, and fire prevention. The Florida State Fire College, part of the Bureau of Fire Standards and Training, trains over 6,000 students per year. The Inspections Section, under the Bureau of Fire Prevention, annually inspects more than 14,000 state-owned buildings and facilities. Over 1.8 million fire and emergency reports are collected every year. These reports are entered into a database to form the basis for the State Fire Marshal's annual report.<sup>3</sup>

### **Firesafety Inspections of Florida's Educational Facilities**

Chapter 1013, F.S., governs the safety requirements for educational facilities. Unless otherwise specified, the term "board" can indicate any public education board, including: a district school board, a community college board of trustees, a university board of trustees, and the Board of Trustees for the Florida School for the Deaf and the Blind.<sup>4</sup> Section 1013.37, F.S., requires the State Fire Marshal to develop firesafety criteria for educational facilities in conjunction with the Florida Building Commission and the Department of Education.<sup>5</sup> However, ch. 663, F.S., does not similarly provide for the cooperative development of standards.

Currently, public schools are required to be inspected by two separate authorities annually, some of which are conducted simultaneously.<sup>6</sup> Opponents of this practice argue that this is a

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<sup>1</sup> The agency head of the Department of Financial Services (DFS) is the Chief Financial Officer. The Division of State Fire Marshal is located within the DFS.

<sup>2</sup> Section 633.01(1), F.S.

<sup>3</sup> State Fire Marshal website, available at <http://www.myfloridacfo.com/sfm/> (last visited Feb. 22, 2011).

<sup>4</sup> Section 1013.01(3), F.S.

<sup>5</sup> Section 1013.37(1)(c), F.S.

<sup>6</sup> Both the local fire official and the fire inspector for each school board are required to conduct these inspections. *See* Rule 69A-58.004(1), F.A.C.

duplicative effort and the State Fire Marshal states that these inspections have generated conflicting interpretations of code requirements and jurisdictional authority.<sup>7</sup>

Section 633.01, F.S., requires the State Fire Marshal to adopt and administer rules regarding health and safety standards for educational and ancillary facilities.<sup>8</sup> In addition, the State Fire Marshal also assumes the duties of the local fire official for counties that do not employ or appoint an official.

### **Special Fire Instructors**

Section 633.021, F.S., defines a “firesafety inspector” to be:

An individual officially assigned the duties of conducting firesafety inspections of buildings and facilities on a recurring or regular basis on behalf of the state or any county, municipality, or special district....<sup>9</sup>

A “special state firesafety inspector” is defined as:

An individual officially assigned to the duties of conducting firesafety inspections required by law on behalf of or by an agency of the state having authority for inspections other than the Division of State Fire Marshal.<sup>10</sup>

There are a small number of people that are employed as “Special Firesafety Inspectors” across the state. A recent survey by the Florida State College found a total of 44 Special Firesafety Inspectors employed in the 67 school districts and 28 community colleges.<sup>11</sup> The current training requirement for this type of inspector is only 120 hours, in contrast to the 200 hours of training required for full firesafety inspector status. For several years the Division has pushed to eliminate the “special firesafety inspector” license and require all firesafety inspectors to have a full “firesafety inspector” license.

### **Charter Schools**

Charter schools are public schools that operate under a performance contract or charter with a sponsor.<sup>12</sup> The charter school must comply with its charter to maintain its status.<sup>13</sup> There is disagreement as to which governmental agency is charged with conducting firesafety inspections of charter schools. Section 1002.33(18), F.S., requires charter schools to meet the same annual inspection requirements of the Florida Fire Prevention Code, unless the charter adopts the State

<sup>7</sup> Department of Financial Services, *SB 534 Bill Analysis and Fiscal Impact Statement* (Feb. 14, 2011) (on file with the Banking and Insurance Committee).

<sup>8</sup> Section 633.01(7), F.S.

<sup>9</sup> Section 633.021(11), F.S.

<sup>10</sup> Section 633.021(24), F.S.

<sup>11</sup> Susan Lehr, Vice President of Government Relations, Florida State College, Jacksonville, *Education Facilities Firesafety Legislation: Q and A*. Many of these 44 special firesafety inspectors also hold a higher firesafety inspection license.

<sup>12</sup> See s. 1002.33(1), F.S., stating that “all charter schools in Florida are public schools.”

<sup>13</sup> See subsection (9) of s. 1002.33, F.S., CHARTER SCHOOL REQUIREMENTS.—

Requirements for Education Facilities pursuant to s. 1013.37, F.S.<sup>14</sup> Charter schools located off school district or community college property are subject to the requirements of the local jurisdiction.<sup>15</sup>

### **Annual Report on Firesafety**

Section 1013.12(8), F.S., requires the State Fire Marshal to produce a statewide annual report on school firesafety inspections of schools.<sup>16</sup> In conducting the annual report, the State Fire Marshal is required to interpret all of the reports that were submitted by the 67 school districts, 28 community colleges, and hundreds of local fire departments for each building at each educational site.<sup>17</sup> Opponents of the annual report requirement assert that diverging local reports formats have complicated the ability to organize them into a singular statewide report. As a result, they argue that the comprehensive statewide report is underutilized and provides minimal information to citizens.

### **III. Effect of Proposed Changes:**

#### **Additional Clarification of Duties of the State Fire Marshal**

The bill requires the State Fire Marshal to consult with the Department of Education regarding the adoption of rules pertaining to safety and health standards at educational facilities. If a county does not employ or appoint a certified firesafety inspector, the bill provides that the State Fire Marshal shall assume the duties of the county, municipality, or independent special fire control district, and conduct the firesafety inspection of educational property.

#### **Elimination of Special Firesafety Inspector**

As of July 1, 2013, the classification of “special state firesafety inspector” is abolished. Special state firesafety inspectors may, however, be grandfathered in as full firesafety inspectors provided that the following conditions are met:

- The inspector has at least five years of experience as of July 1, 2011, and passes the firesafety inspection examination prior to July 1, 2013;
- The inspector does not have five years of experience as a special state firesafety inspector but takes an additional 80 hours of courses and passes the examination; or
- The inspector has at least five years of experience, fails the examination, but takes 80 additional hours of courses, retakes, and passes the examination.

The bill redefines the term “firesafety inspector” as a person who is certified by the State Fire Marshal, pursuant to s. 633.081, F.S.

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<sup>14</sup> Section 1002.33(18)(a)-(b), F.S., *See also* Memorandum to Florida Fire Chiefs from Tom Gallagher, State Fire Marshal, *Charter School Inspections* (Nov. 25, 2003).

<sup>15</sup> Email and telephone correspondence with staff members from the Board of Governors (March 15, 2011).

<sup>16</sup> Section 1013.12(8), F.S.

<sup>17</sup> For more information visit MYFLORIDACFO.COM, DEPARTMENT OF FINANCIAL SERVICES, SCHOOL FIRESAFETY, available online at <http://www.myfloridacfo.com/sfm/sfmschoolsafety.htm> (last visited on February 22, 2011).

**Streamlining of Process**

The bill requires all administration and enforcement of uniform firesafety standards and the alternate evaluation system to be conducted by certified fire officials. Effective July 1, 2013, all firesafety inspectors are subject to the same certification process.

The bill also reduces the number of mandatory annual inspections from two to one and the report generated remains at the local level.

The bill deletes the requirement for the State Fire Marshal to compile each local report into one document for submission to the Legislature, the Governor, the Commissioner of Education, the State Board of Education, and the Board of Governors.

**School District Firesafety Inspections (Including Charter and Postsecondary Schools)**

The bill establishes parity for firesafety inspections for district schools, other public secondary schools (charter schools), and postsecondary institutions.

***Inspection of Property by District School Boards***

Boards<sup>18</sup> are responsible for appointing certified firesafety inspectors to conduct annual inspections of educational and ancillary plant property. The bill requires inspections to begin no sooner than one year after a building certificate of occupancy is issued. The applicable board must submit a copy of the report to the county, municipality, or independent special fire control district providing fire protection services within 10 business days after the inspection, unless immediate corrective action is required, due to life-threatening deficiencies. The entity conducting the firesafety inspection is required to certify to the State Fire Marshal that the annual inspection has occurred.

***Inspection of Educational Property by Other Public Agencies***

Annual firesafety inspections must be conducted of educational and ancillary plant property operated by a school board or community college. The bill requires inspections to begin no sooner than one year after a building certificate of occupancy is issued. Immediate corrective action is required by the county, municipality, or independent special fire control district in conjunction with the appointed fire official where life-threatening deficiencies are noted.

***Inspection of Charter Schools Not Located on Board-owned or Leased Property, or Otherwise Operated by a School Board***

The bill requires a firesafety inspection to be conducted each fiscal year of educational facilities not owned or leased by the board or a community college, in accordance with State Fire Marshal standards. The bill clarifies that the inspection report is to be submitted to the charter school sponsor. The inspector must include a corrective plan of action in the report, with prompt response for life-threatening deficiencies. If corrective action is not taken, the county, municipality, or independent special fire control district must immediately report the deficiency to the State Fire Marshal and the charter school sponsor. The bill also expressly extends the State Fire Marshal's enforcement authority to charter school educational facilities and property.

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<sup>18</sup> Section 1013.01(3), F.S., defines the term *Board* to mean "a district school board, a community college board of trustees, a university board of trustees and the Board of Trustees for the School for the Deaf and Blind," unless otherwise specified.

***Inspections of Public Postsecondary Education Facilities***

The bill requires inspections of community college facilities, including charter schools located on board-owned or board-leased facilities or otherwise operated by community college boards, to comply with the Florida Fire Prevention Code, without exception via local amendment. Both an annual inspection by a certified inspector and a corrective plan of action are required. The community college must provide a copy of the report to the appropriate county, municipality, or independent special fire control district. Firesafety inspections of state universities must comply with the Florida Fire Prevention Code. If a school board, community college board, or charter school does not take corrective action, the bill requires the inspecting authority to immediately report the deficiency to the State Fire Marshal.

**Approval of New Construction/Site Plans**

Each board must provide for a periodic inspection of proposed educational or ancillary plants to ensure that the construction complies with the Florida Building Code and the Florida Fire Prevention Code, in addition to the State Requirements for Educational Facilities.

The bill requires local boards to submit for approval new facility site plans to the local county, municipality, or independent special fire control district, and outlines the process for compliance and informal appeal. Site plans must also be submitted for new facility additions that exceed 2,500 feet in size. The State Fire Marshal has final administrative authority to resolve disputes pertaining to the requirements or application of the Florida Fire Prevention Code.

This bill provides for an effective date of July 1, 2011.

**IV. Constitutional Issues:****A. Municipality/County Mandates Restrictions:**

None.

**B. Public Records/Open Meetings Issues:**

None.

**C. Trust Funds Restrictions:**

None.

**V. Fiscal Impact Statement:****A. Tax/Fee Issues:**

None.

**B. Private Sector Impact:**

Individuals that are currently classified as special state firesafety inspectors who do not have five years of experience or fail the firesafety inspection examination will have to

undergo the new training requirements provided in the bill to become certified as a general firesafety inspector.

Individuals that fail the course of study or firesafety inspection examination will not be permitted to perform firesafety inspections on or after July 1, 2013.

**C. Government Sector Impact:**

Deleting the annual state-level report requirement will save the Division of State Fire Marshal's office funds and resources that were formerly used to generate the report. The bill reduces the number of mandatory annual inspections from two to one, which will also save money and resources.<sup>19</sup>

The Department of Education (DOE) reports that the reduction of inspections from two to one annually would result in an annual cost savings of \$55,538 to the 28 colleges collectively. Thirty-six school districts responded to the DOE that savings would be realized in the amount of \$246,988. Extrapolating this to all 67 districts reflects a total annual cost savings of \$459,672 among the districts.<sup>20</sup>

The fiscal costs incurred for preparation and submission of the site plan for new construction are unknown; however, they are expected to be minimal.<sup>21</sup>

**VI. Technical Deficiencies:**

None.

**VII. Related Issues:**

None.

**VIII. Additional Information:**

**A. Committee Substitute – Statement of Substantial Changes:**

(Summarizing differences between the Committee Substitute and the prior version of the bill.)

None.

**B. Amendments:**

None.

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This Senate Bill Analysis does not reflect the intent or official position of the bill's introducer or the Florida Senate.

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<sup>19</sup> Florida Department of Financial Services, *SB 534 Fiscal Analysis*, at 1 (Feb. 27, 2011) (on file with the Senate Committee on Community Affairs).

<sup>20</sup> Email correspondence from the Florida Department of Education, Office of Governmental Relations, March 15, 2011.

<sup>21</sup> Fiscal Analysis for previous legislation during the 2010 Legislative Session, *See Florida Department of Education, Senate Bill 1074 Fiscal Analysis*, at 4-5 (Jan. 7, 2010) (on file with the Senate Committee on Community Affairs).

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**STATE OF FLORIDA  
DEPARTMENT OF STATE  
Division of Elections**

I, Kurt S. Browning, Secretary of State,  
do hereby certify that

***Torey L. Alston***

is duly appointed a member of the

**Board of Trustees,  
Florida Agricultural and  
Mechanical University**

for a term beginning on the  
Fourth day of February, A.D., 2011,  
until the Sixth day of January, A.D., 2015  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.



*Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital,  
this the Tenth day of February, A.D., 2011.*

Secretary of State

If photocopied or chemically altered, the word "VOID" will appear.

State of Florida appears in small letters across the face of this 8 1/2 x 11" document.



**RICK SCOTT**  
GOVERNOR

RECEIVED  
2011 FEB -7 PM 2:56  
DEPARTMENT OF STATE  
DIVISION OF ELECTIONS

February 4, 2011

Mr. Kurt S. Browning, Secretary  
Department of State  
R. A. Gray Building, Room 316  
500 South Bronough Street  
Tallahassee, Florida 32399-0250

Dear Secretary Browning:

Please be advised I have made the following reappointment under the provisions of Section 1001.71, Florida Statutes:

Mr. Torey L. Alston

as a member of the Board of Trustees, Florida A and M University, subject to confirmation by the Senate. This appointment is effective February 4, 2011, for a term ending January 6, 2015.

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Scott".

Rick Scott  
Governor

RS/lm

3000

**STATE OF FLORIDA  
DEPARTMENT OF STATE  
Division of Elections**

I, Kurt S. Browning, Secretary of State,  
do hereby certify that

***Richard A. Dent, III***

is duly appointed a member of the

**Board of Trustees,  
Florida Agricultural and Mechanical  
University**

for a term beginning on the  
Twentieth day of January, A.D., 2011,  
until the Sixth day of January, A.D., 2016  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.



*Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital, this  
the Twenty-Ninth day of March, A.D., 2011.*

A handwritten signature in black ink, appearing to read "Kurt S. Browning".

Secretary of State

"State of Florida" appears in small letters across the face of this 8 1/2 x 11" document.

If photocopied or chemically altered, the word "VOID" will appear.



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

Office of the Chancellor  
325 West Gaines Street, Suite 1614  
Tallahassee, FL 32399  
Phone 850.245.0466  
Fax 850.245.9685  
www.flbog.edu

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11 FEB 17 AM 10:48

DIVISION OF ELECTIONS  
SECRETARY OF STATE

January 31, 2011

Mr. Richard A. Dent, III  
931 Suzanne Way  
Blacklick, Ohio 43004

Dear Mr. Dent:

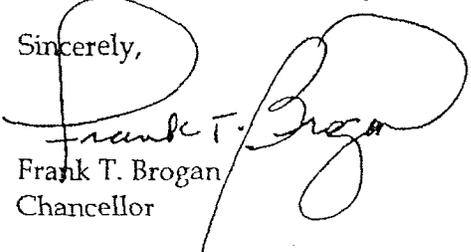
On Thursday, January 20, 2011, the Florida Board of Governors approved the recommendation made by its Trustee Nominating Committee to reappoint you as a member of the Florida A&M University Board of Trustees. Please accept our congratulations.

The reappointment acknowledges your record of public service and numerous career milestones. Your achievements are sure to provide expertise to the State University System of Florida and Florida A&M University as you continue to serve in the capacity of a trustee. The reappointment, subject to confirmation by the Florida Senate, is for a five year term that begins immediately and ends on January 6, 2016.

Your role as a trustee is vital to the governance and success of our System. Members of the Board of Governors rely on all the university trustees to provide due diligence in their management responsibilities for our universities.

Thank you for your willingness to serve. We look forward to working with you as a member of the Florida A&M University Board of Trustees.

Sincerely,

  
Frank T. Brogan  
Chancellor

c: Ava L. Parker, Chair, Board of Governors  
Mori Hosseini, Chair, Trustee Nominating Committee  
Bill Jennings, Chair, Board of Trustees  
James Ammons, President, Florida A&M University  
Rosalind Fuse-Hall, Board of Trustees Liaison  
Mikey Bestebreurtje, Corporate Secretary

3000

STATE OF FLORIDA  
DEPARTMENT OF STATE  
Division of Elections

I, Kurt S. Browning, Secretary of State,  
do hereby certify that

*Spurgeon W. McWilliams*

is duly appointed a member of the

**Board of Trustees,  
Florida Agricultural and  
Mechanical University**

for a term beginning on the  
Twentieth day of January, A.D., 2011,  
until the Sixth day of January, A.D., 2016  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.



Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital,  
this the Seventh day of March, A.D., 2011.

A handwritten signature in black ink, appearing to read "Kurt Browning".

Secretary of State

State of Florida appears in small letters across the face of this 8 1/2 x 11 document.

If photocopied or chemically altered, the word "VOID" will appear.



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

Office of the Chancellor  
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DIVISION OF ELECTIONS  
SECRETARY OF STATE

January 31, 2011

Dr. Spurgeon W. McWilliams  
1620 Riggins Road  
Tallahassee, Florida 32308

Dear Dr. McWilliams:

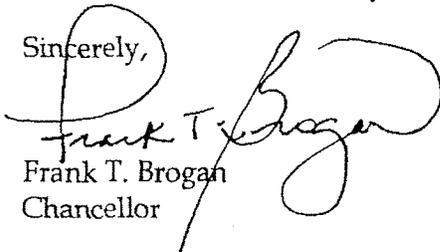
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Thank you for your willingness to serve. We look forward to working with you as a member of the Florida A&M University Board of Trustees.

Sincerely,



Frank T. Brogan  
Chancellor

c: Ava L. Parker, Chair, Board of Governors  
Mori Hosseini, Chair, Trustee Nominating Committee  
Bill Jennings, Chair, Board of Trustees  
James Ammons, President, Florida A&M University  
Rosalind Fuse-Hall, Board of Trustees Liaison  
Mikey Bestebreurtje, Corporate Secretary

3000

STATE OF FLORIDA  
DEPARTMENT OF STATE  
Division of Elections

I, Kurt S. Browning, Secretary of State,  
do hereby certify that

*Karl E. White*

is duly appointed a member of the

**Board of Trustees,  
Florida Agricultural and Mechanical  
University**

for a term beginning on the  
Twentieth day of January, A.D., 2011,  
until the Sixth day of January, A.D., 2016  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.



*Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital, this  
the Twenty-Ninth day of March, A.D., 2011.*

A handwritten signature in black ink, appearing to read "Kurt S. Browning".

Secretary of State



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

Office of the Chancellor  
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Phone 850.245.0466  
Fax 850.245.9685  
www.flbog.edu

RECEIVED  
11 FEB 17 AM 10:48

DIVISION OF ELECTIONS  
SECRETARY OF STATE

January 31, 2011

Mr. Karl E. White  
Gracian & Company, LLC  
4<sup>th</sup> Floor  
20 Park Plaza  
Boston, Massachusetts 02114

Dear Mr. White:

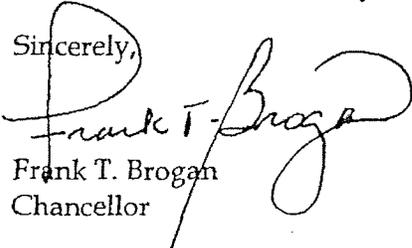
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The reappointment acknowledges your record of public service and numerous career milestones. Your achievements are sure to provide expertise to the State University System of Florida and Florida A&M University as you continue to serve in the capacity of a trustee. The reappointment, subject to confirmation by the Florida Senate, is for a five year term that begins immediately and ends on January 6, 2016.

Your role as a trustee is vital to the governance and success of our System. Members of the Board of Governors rely on all the university trustees to provide due diligence in their management responsibilities for our universities.

Thank you for your willingness to serve. We look forward to working with you as a member of the Florida A&M University Board of Trustees.

Sincerely,

  
Frank T. Brogan  
Chancellor

c: Ava L. Parker, Chair, Board of Governors  
Mori Hosseini, Chair, Trustee Nominating Committee  
Bill Jennings, Chair, Board of Trustees  
James Ammons, President, Florida A&M University  
Rosalind Fuse-Hall, Board of Trustees Liaison  
Mikey Bestebreurtje, Corporate Secretary

3005

STATE OF FLORIDA  
DEPARTMENT OF STATE  
Division of Elections

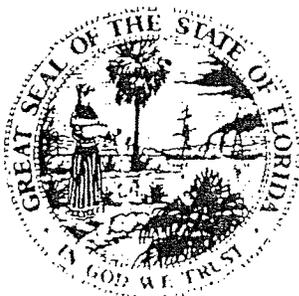
I, Kurt S. Browning, Secretary of State,  
do hereby certify that

*Robert J. Stilley*

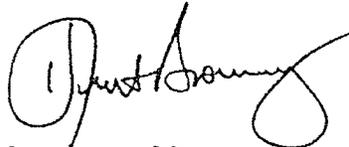
is duly appointed a member of the

**Board of Trustees,  
Florida Atlantic University**

for a term beginning on the  
Twentieth day of January, A.D., 2011,  
until the Sixth day of January, A.D., 2016  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.



*Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital, this  
the Fifteenth day of March, A.D., 2011.*

  
Secretary of State

State of Florida appears in small letters across the face of this 8 1/2 x 11" document.

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STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
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Office of the Chancellor  
325 West Gaines Street, Suite 1614  
Tallahassee, FL 32399  
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Fax 850.245.9685  
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DIVISION OF ELECTIONS  
SECRETARY OF STATE

January 31, 2011

Mr. Robert J. Stilley  
President  
HeartCare Imaging, Inc.  
760 North US Highway One  
Tequesta, Florida 33469

Dear Mr. Stilley:

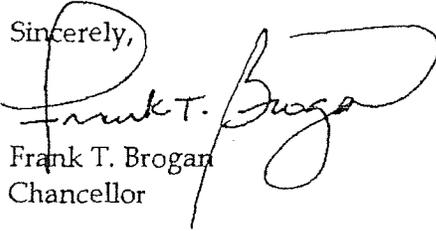
On Thursday, January 20, 2011, the Florida Board of Governors approved the recommendation made by its Trustee Nominating Committee to reappoint you as a member of the Florida Atlantic University Board of Trustees. Please accept our congratulations.

The reappointment acknowledges your record of public service and numerous career milestones. Your achievements are sure to provide expertise to the State University System of Florida and Florida Atlantic University as you continue to serve in the capacity of a trustee. The reappointment, subject to confirmation by the Florida Senate, is for a five year term that begins immediately and ends on January 6, 2016.

Your role as a trustee is vital to the governance and success of our System. Members of the Board of Governors rely on all the university trustees to provide due diligence in their management responsibilities for our universities.

Thank you for your willingness to serve. We look forward to working with you as a member of the Florida Atlantic University Board of Trustees.

Sincerely,

  
Frank T. Brogan  
Chancellor

c: Ava L. Parker, Chair, Board of Governors  
Mori Hosseini, Chair, Trustee Nominating Committee  
Nancy Blosser, Chair, Board of Trustees  
Mary Jane Saunders, President, Florida Atlantic University  
Mary Mertz, Board of Trustees Liaison  
Mikey Bestebreurtje, Corporate Secretary

3005

**STATE OF FLORIDA  
DEPARTMENT OF STATE  
Division of Elections**

I, Kurt S. Browning, Secretary of State,  
do hereby certify that

***Paul C. Tanner***

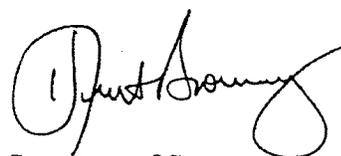
is duly appointed a member of the

**Board of Trustees,  
Florida Atlantic University**

for a term beginning on the  
Twentieth day of January, A.D., 2011,  
until the Sixth day of January, A.D., 2016  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.



*Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital, this  
the Twenty-Ninth day of March, A.D., 2011.*

  
Secretary of State

"State of Florida" appears in small letters across the face of this 8 1/2 x 11" document.

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DIVISION OF ELECTIONS  
SECRETARY OF STATE

January 31, 2011

Mr. Paul C. Tanner  
Investment Advisor  
UBS Financial Services  
401 East Las Olas Boulevard  
Fort Lauderdale, Florida 33301

Dear Mr. Tanner:

On Thursday, January 20, 2011, the Florida Board of Governors approved the recommendation made by its Trustee Nominating Committee to appoint you as a member of the Florida Atlantic University Board of Trustees. Please accept our congratulations.

The appointment acknowledges your record of public service and numerous career milestones. Your achievements are sure to provide expertise to the State University System of Florida and Florida Atlantic University as you serve in the capacity of a trustee. The appointment, subject to confirmation by the Florida Senate, is for a five year term that begins immediately and ends on January 6, 2016.

Your role as a trustee is vital to the governance and success of our System. Members of the Board of Governors rely on all the university trustees to provide due diligence in their management responsibilities for our universities.

Thank you for your willingness to serve. We look forward to working with you as a member of the Florida Atlantic University Board of Trustees.

Sincerely,

Frank T. Brogan  
Chancellor

c: Ava L. Parker, Chair, Board of Governors  
Mori Hosseini, Chair, Trustee Nominating Committee  
Nancy Blosser, Chair, Board of Trustees  
Mary Jane Saunders, President, Florida Atlantic University  
Mary Mertz, Board of Trustees Liaison  
Mikey Bestebreurtje, Corporate Secretary

3015

**STATE OF FLORIDA  
DEPARTMENT OF STATE  
Division of Elections**

I, Kurt S. Browning, Secretary of State,  
do hereby certify that

***Edward E. Burr***

is duly appointed a member of the

**Board of Trustees,  
Florida State University**

for a term beginning on the  
Twentieth day of January, A.D., 2011,  
until the Sixth day of January, A.D., 2016  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.



*Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital,  
this the Seventh day of March, A.D., 2011.*

A handwritten signature in black ink, appearing to read "Kurt Browning".

Secretary of State



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

Office of the Chancellor  
325 West Gaines Street, Suite 1614  
Tallahassee, FL 32399  
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Fax 850.245.9685  
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DIVISION OF COLLECTIONS  
SECRETARY OF STATE

January 31, 2011

Mr. Edward E. Burr  
GreenPointe Holdings, LLC  
Suite 205  
7807 Baymeadows Road East  
Jacksonville, Florida 32256

Dear Mr. Burr:

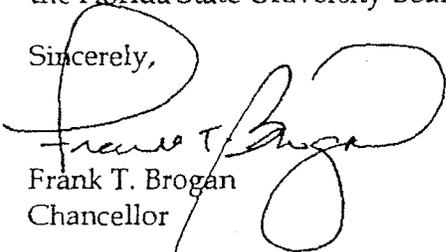
On Thursday, January 20, 2011, the Florida Board of Governors approved the recommendation made by its Trustee Nominating Committee to appoint you as a member of the Florida State University Board of Trustees. Please accept our congratulations.

The appointment acknowledges your record of public service and numerous career milestones. Your achievements are sure to provide expertise to the State University System of Florida and Florida State University as you serve in the capacity of a trustee. The appointment, subject to confirmation by the Florida Senate, is for a five year term that begins immediately and ends on January 6, 2016.

Your role as a trustee is vital to the governance and success of our System. Members of the Board of Governors rely on all the university trustees to provide due diligence in their management responsibilities for our universities.

Thank you for your willingness to serve. We look forward to working with you as a member of the Florida State University Board of Trustees.

Sincerely,

  
Frank T. Brogan  
Chancellor

c: Ava L. Parker, Chair, Board of Governors  
Mori Hosseini, Chair, Trustee Nominating Committee  
Andy Haggard, Chair, Board of Trustees  
Eric Barron, President, Florida State University  
Liz Maryanski, Board of Trustees Liaison  
Mikey Bestebreurtje, Corporate Secretary

3020

**STATE OF FLORIDA  
DEPARTMENT OF STATE  
Division of Elections**

I, Kurt S. Browning, Secretary of State,  
do hereby certify that

***Joseph R. Catti***

is duly appointed a member of the

**Board of Trustees,  
Florida Gulf Coast University**

for a term beginning on the  
Twentieth day of January, A.D., 2011,  
until the Sixth day of January, A.D., 2016  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.



*Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital, this  
the Twenty-First day of March, A.D., 2011.*

A handwritten signature in black ink, appearing to read "Kurt S. Browning".

Secretary of State



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

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Fax 850.245.9685  
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DIVISION OF ELECTIONS  
SECRETARY OF STATE

January 31, 2011

Mr. Joseph R. Catti  
President and CEO  
FineMark National Bank & Trust  
12681 Creekside Lane  
Fort Myers, Florida 33919

Dear Mr. Catti:

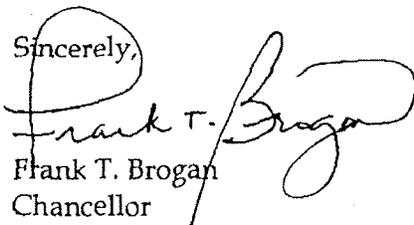
On Thursday, January 20, 2011, the Florida Board of Governors approved the recommendation made by its Trustee Nominating Committee to appoint you as a member of the Florida Gulf Coast University Board of Trustees. Please accept our congratulations.

The appointment acknowledges your record of public service and numerous career milestones. Your achievements are sure to provide expertise to the State University System of Florida and Florida Gulf Coast University as you serve in the capacity of a trustee. The appointment, subject to confirmation by the Florida Senate, is for a five year term that begins immediately and ends on January 6, 2016.

Your role as a trustee is vital to the governance and success of our System. Members of the Board of Governors rely on all the university trustees to provide due diligence in their management responsibilities for our universities.

Thank you for your willingness to serve. We look forward to working with you as a member of the Florida Gulf Coast University Board of Trustees.

Sincerely,



Frank T. Brogan  
Chancellor

c: Ava L. Parker, Chair, Board of Governors  
Mori Hosseini, Chair, Trustee Nominating Committee  
Scott Lutgert, Chair, Board of Trustees  
Wilson Bradshaw, President, Florida Gulf Coast University  
Susan Evans, Board of Trustees Liaison  
Mikey Bestebreurtje, Corporate Secretary

3020

**STATE OF FLORIDA  
DEPARTMENT OF STATE  
Division of Elections**

I, Kurt S. Browning, Secretary of State,  
do hereby certify that

***Robert A. Wells***

is duly appointed a member of the

**Board of Trustees,  
Florida Gulf Coast University**

for a term beginning on the  
Twentieth day of January, A.D., 2011,  
until the Sixth day of January, A.D., 2016  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.



*Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital, this  
the Twenty-Second day of March, A.D., 2011.*

A handwritten signature in black ink, appearing to read "Kurt S. Browning".

Secretary of State

If photocopied or chemically altered, the word "VOID" will appear.

State of Florida appears in small letters across the face of this 8 1/2 x 11 document.



STATE  
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Board of Governors

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Fax 850.245.9685  
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DIVISION OF ELECTIONS  
SECRETARY OF STATE

January 31, 2011

Mr. Robert A. Wells  
8280 Casa Del Rio Lane  
Ft. Myers, Florida 33919

Dear Mr. Wells:

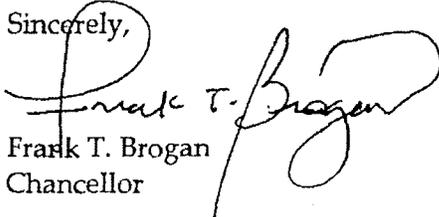
On Thursday, January 20, 2011, the Florida Board of Governors approved the recommendation made by its Trustee Nominating Committee to appoint you as a member of the Florida Gulf Coast University Board of Trustees. Please accept our congratulations.

The appointment acknowledges your record of public service and numerous career milestones. Your achievements are sure to provide expertise to the State University System of Florida and Florida Gulf Coast University as you serve in the capacity of a trustee. The appointment, subject to confirmation by the Florida Senate, is for a five year term that begins immediately and ends on January 6, 2016.

Your role as a trustee is vital to the governance and success of our System. Members of the Board of Governors rely on all the university trustees to provide due diligence in their management responsibilities for our universities.

Thank you for your willingness to serve. We look forward to working with you as a member of the Florida Gulf Coast University Board of Trustees.

Sincerely,

  
Frank T. Brogan  
Chancellor

c: Ava L. Parker, Chair, Board of Governors  
Mori Hosseini, Chair, Trustee Nominating Committee  
Scott Lutgert, Chair, Board of Trustees  
Wilson Bradshaw, President, Florida Gulf Coast University  
Susan Evans, Board of Trustees Liaison  
Mikey Bestebreurtje, Corporate Secretary

3025

**STATE OF FLORIDA  
DEPARTMENT OF STATE**

**Division of Elections**

I, Kurt S. Browning, Secretary of State,  
do hereby certify that

*Albert R. Maury*

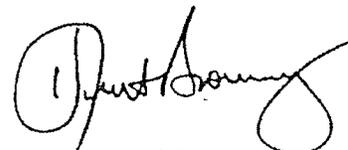
is duly appointed a member of the

**Board of Trustees,  
Florida International University**

for a term beginning on the  
Twentieth day of January, A.D., 2011,  
until the Sixth day of January, A.D., 2016  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.



*Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital, this  
the Eighteenth day of March, A.D., 2011.*

  
Secretary of State



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

Office of the Chancellor  
325 West Gaines Street, Suite 1614  
Tallahassee, FL 32399  
Phone 850.245.0466  
Fax 850.245.9685  
www.flbog.edu

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DIVISION OF ELECTIONS  
SECRETARY OF STATE

January 31, 2011

Mr. Albert R. Maury  
President/CEO  
Leon Medical Center Health Plans  
Suite 400  
11401 Southwest 40 Street  
Miami, Florida 33165

Dear Mr. Maury:

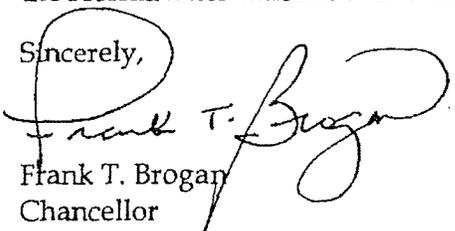
On Thursday, January 20, 2011, the Florida Board of Governors approved the recommendation made by its Trustee Nominating Committee to reappoint you as a member of the Florida International University Board of Trustees. Please accept our congratulations.

The reappointment acknowledges your record of public service and numerous career milestones. Your achievements are sure to provide expertise to the State University System of Florida and Florida International University as you continue to serve in the capacity of a trustee. The reappointment, subject to confirmation by the Florida Senate, is for a five year term that begins immediately and ends on January 6, 2016.

Your role as a trustee is vital to the governance and success of our System. Members of the Board of Governors rely on all the university trustees to provide due diligence in their management responsibilities for our universities.

Thank you for your willingness to serve. We look forward to working with you as a member of the Florida International University Board of Trustees.

Sincerely,

  
Frank T. Brogan  
Chancellor

c: Ava L. Parker, Chair, Board of Governors  
Mori Hosseini, Chair, Trustee Nominating Committee  
Albert Dotson, Chair, Board of Trustees  
Mark Rosenberg, President, Florida International University  
Milly Bello, Board of Trustees Liaison  
Mikey Bestebreurtje, Corporate Secretary

3030

**STATE OF FLORIDA  
DEPARTMENT OF STATE  
Division of Elections**

I, Kurt S. Browning, Secretary of State,  
do hereby certify that

*Audrey Coleman*

is duly appointed a member of the

**Board of Trustees,  
New College of Florida**

for a term beginning on the  
Twentieth day of January, A.D., 2011,  
until the Sixth day of January, A.D., 2016  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.



*Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital, this  
the Fourteenth day of March, A.D., 2011.*

A handwritten signature in black ink, appearing to read "Kurt Browning".

Secretary of State

If photocopied or chemically altered, the word "VOID" will appear.

State of Florida appears in small letters across the face of this 8 1/2 x 11 document.



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

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Fax 850.245.9685  
www.flbog.edu

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DIVISION OF ELECTIONS  
SECRETARY OF STATE

January 31, 2011

Ms. Audrey R. Coleman  
7133 Dornough Lane  
Lakewood Ranch, Florida 34202

Dear Ms. Coleman:

On Thursday, January 20, 2011, the Florida Board of Governors approved the recommendation made by its Trustee Nominating Committee to appoint you as a member of the New College of Florida Board of Trustees. Please accept our congratulations.

The appointment acknowledges your record of public service and numerous career milestones. Your achievements are sure to provide expertise to the State University System of Florida and New College of Florida as you serve in the capacity of a trustee. The appointment, subject to confirmation by the Florida Senate, is for a five year term that begins immediately and ends on January 6, 2016.

Your role as a trustee is vital to the governance and success of our System. Members of the Board of Governors rely on all the university trustees to provide due diligence in their management responsibilities for our universities.

Thank you for your willingness to serve. We look forward to working with you as a member of the New College of Florida Board of Trustees.

Sincerely,

A handwritten signature in black ink that reads "Frank T. Brogan".

Frank T. Brogan  
Chancellor

c: Ava L. Parker, Chair, Board of Governors  
Mori Hosseini, Chair, Trustee Nominating Committee  
Mickey Presha, Chair, Board of Trustees  
Gordon Michalson, President, New College of Florida  
Suzanne Janney, Board of Trustees Liaison  
Mikey Bestebreurtje, Corporate Secretary

3030

**STATE OF FLORIDA  
DEPARTMENT OF STATE  
Division of Elections**

I, Kurt S. Browning, Secretary of State,  
do hereby certify that

*Mary Ruiz*

is duly appointed a member of the

**Board of Trustees,  
New College of Florida**

for a term beginning on the  
Twentieth day of January, A.D., 2011,  
until the Sixth day of January, A.D., 2016  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.



*Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital, this  
the Fourteenth day of March, A.D., 2011.*

A handwritten signature in black ink, appearing to read "Kurt Browning".

Secretary of State

State of Florida appears in small letters across the face of this 8 1/2 x 11 document.

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STATE  
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Board of Governors

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January 31, 2011

DIVISION OF ELECTIONS  
SECRETARY OF STATE

Ms. Mary L. Ruiz  
President/CEO  
Manatee Glens  
3916 Avenue West  
Bradenton, Florida 34206

Dear Ms. Ruiz:

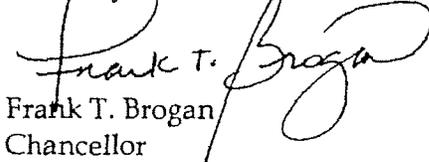
On Thursday, January 20, 2011, the Florida Board of Governors approved the recommendation made by its Trustee Nominating Committee to appoint you as a member of the New College of Florida Board of Trustees. Please accept our congratulations.

The appointment acknowledges your record of public service and numerous career milestones. Your achievements are sure to provide expertise to the State University System of Florida and New College of Florida as you serve in the capacity of a trustee. The appointment, subject to confirmation by the Florida Senate, is for a five year term that begins immediately and ends on January 6, 2016.

Your role as a trustee is vital to the governance and success of our System. Members of the Board of Governors rely on all the university trustees to provide due diligence in their management responsibilities for our universities.

Thank you for your willingness to serve. We look forward to working with you as a member of the New College of Florida Board of Trustees.

Sincerely,

  
Frank T. Brogan  
Chancellor

- c: Ava L. Parker, Chair, Board of Governors  
Mori Hosseini, Chair, Trustee Nominating Committee  
Mickey Presha, Chair, Board of Trustees  
Gordon Michalson, President, New College of Florida  
Suzanne Janney, Board of Trustees Liaison  
Mikey Bestebreurtje, Corporate Secretary

3045

**STATE OF FLORIDA  
DEPARTMENT OF STATE**

**Division of Elections**

I, Kurt S. Browning, Secretary of State,  
do hereby certify that

***Stephanie E. Goforth***

is duly appointed a member of the

**Board of Trustees,  
University of South Florida**

for a term beginning on the  
Twentieth day of January, A.D., 2011,  
until the Sixth day of January, A.D., 2016  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.



*Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital, this  
the Fourteenth day of March, A.D., 2011.*

A handwritten signature in black ink, appearing to read "Kurt S. Browning".

Secretary of State



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

Office of the Chancellor  
325 West Gaines Street, Suite 1614  
Tallahassee, FL 32399  
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Fax 850.245.9685  
www.flbog.edu

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DIVISION OF ELECTIONS  
SECRETARY OF STATE

January 31, 2011

Ms. Stephanie E. Goforth  
6222 Fairway Bay Boulevard South  
Gulfport, Florida 33707

Dear Ms. Goforth:

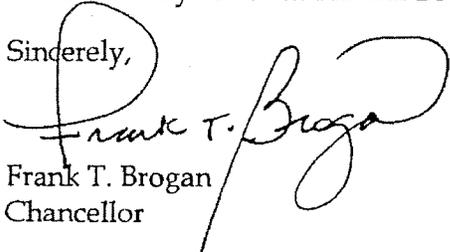
On Thursday, January 20, 2011, the Florida Board of Governors approved the recommendation made by its Trustee Nominating Committee to appoint you as a member of the University of South Florida Board of Trustees. Please accept our congratulations.

The appointment acknowledges your record of public service and numerous career milestones. Your achievements are sure to provide expertise to the State University System of Florida and the University of South Florida as you serve in the capacity of a trustee. The appointment, subject to confirmation by the Florida Senate, is for a five year term that begins immediately and ends on January 6, 2016.

Your role as a trustee is vital to the governance and success of our System. Members of the Board of Governors rely on all the university trustees to provide due diligence in their management responsibilities for our universities.

Thank you for your willingness to serve. We look forward to working with you as a member of the University of South Florida Board of Trustees.

Sincerely,

  
Frank T. Brogan  
Chancellor

- c: Ava L. Parker, Chair, Board of Governors  
Mori Hosseini, Chair, Trustee Nominating Committee  
John Ramil, Chair, Board of Trustees  
Judy Genshaft, President, University of South Florida  
Cynthia Visot, Board of Trustees Liaison  
Mikey Bestebreurtje, Corporate Secretary

3045

**STATE OF FLORIDA  
DEPARTMENT OF STATE  
Division of Elections**

I, Kurt S. Browning, Secretary of State,  
do hereby certify that

*Louis S. Saco*

is duly appointed a member of the

**Board of Trustees,  
University of South Florida**

for a term beginning on the  
Twentieth day of January, A.D., 2011,  
until the Sixth day of January, A.D., 2016  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.



*Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital, this  
the Fourth day of March, A.D., 2011.*

A handwritten signature in black ink, appearing to read "Kurt Browning".

Secretary of State



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

Office of the Chancellor  
325 West Gaines Street, Suite 1614  
Tallahassee, FL 32399  
Phone 850.245.0466  
Fax 850.245.9685  
www.flbog.edu

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DIVISION OF ELECTIONS  
SECRETARY OF STATE

January 31, 2011

Dr. Louis S. Saco  
Watson Clinic LLP  
1600 Lakeland Hills Boulevard  
Lakeland, Florida 33804

Dear Dr. Saco:

On Thursday, January 20, 2011, the Florida Board of Governors approved the recommendation made by its Trustee Nominating Committee to appoint you as a member of the University of South Florida Board of Trustees. Please accept our congratulations.

The appointment acknowledges your record of public service and numerous career milestones. Your achievements are sure to provide expertise to the State University System of Florida and the University of South Florida as you serve in the capacity of a trustee. The appointment, subject to confirmation by the Florida Senate, is for a five year term that begins immediately and ends on January 6, 2016.

Your role as a trustee is vital to the governance and success of our System. Members of the Board of Governors rely on all the university trustees to provide due diligence in their management responsibilities for our universities.

Thank you for your willingness to serve. We look forward to working with you as a member of the University of South Florida Board of Trustees.

Sincerely,

Frank T. Brogan  
Chancellor

- c: Ava L. Parker, Chair, Board of Governors  
Mori Hosseini, Chair, Trustee Nominating Committee  
John Ramil, Chair, Board of Trustees  
Judy Genshaft, President, University of South Florida  
Cynthia Visot, Board of Trustees Liaison  
Mikey Bestebreurtje, Corporate Secretary

3050

STATE OF FLORIDA  
DEPARTMENT OF STATE  
Division of Elections

I, Kurt S. Browning, Secretary of State,  
do hereby certify that

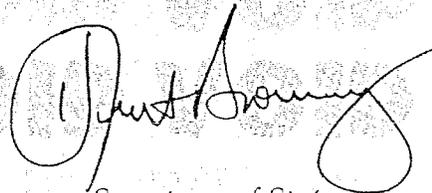
***J. Mort O'Sullivan, III***

is duly appointed a member of the

**Board of Trustees,  
University of West Florida**

for a term beginning on the  
Seventeenth day of March, A.D., 2010,  
until the Sixth day of January, A.D., 2015  
and is subject to be confirmed by the Senate  
during the next regular session of the Legislature.

*Given under my hand and the Great Seal of the  
State of Florida, at Tallahassee, the Capital, this  
the Twenty-Third day of April, A.D., 2010.*



Secretary of State



If photocopied or chemically altered, the word "VOID" will appear.

State of Florida appears in small letters across the face of this 8 1/2 x 11 document.



# FLORIDA BOARD OF GOVERNORS

325 West Gaines Street - Suite 1614 - Tallahassee, Florida - 32399-0400  
(850) 245-0466 - www.flbog.edu

March 23, 2010

Mr. Mort O'Sullivan  
O'Sullivan Creel, LLP  
Suite 300  
316 South Baylen Street  
Pensacola, Florida 32591

FILED  
10 MAR 30 AM 10:25  
SECRETARY OF STATE

Dear Mr. O'Sullivan:

Thank you for your willingness to serve as an appointee of the Board of Governors to the Board of Trustees at the University of West Florida. All the members of the Board join me in expressing our appreciation for your dedicated service. Service to the universities, as a member of the Board of Trustees, is important work.

This letter is to advise you that your term of office will be from March 17, 2010 to January 6, 2015. Your appointment is subject to confirmation by the Senate Ethics and Elections Committee, and by the full Senate. You will be receiving questionnaires and other documents from them. Please complete this paperwork in a timely manner in order for your appointment to be considered during the 2010 Legislative Session. Should you have questions about your appointment as a Trustee, please contact the Board's Corporate Secretary, Ms. Mikey Bestebreurtje, at (850) 245-9652.

Congratulations on this appointment. I look forward to working together with you as we advocate on behalf of our excellent public universities in Florida.

Sincerely,

Ava L. Parker  
Chair

ALP/mb1



# ***FLORIDA ASSOCIATION OF COLLEGES AND UNIVERSITIES***

***A Vision for Florida's  
Higher Education Future***



# Florida Association of Colleges and Universities

Non-governmental organization that represents the common interests of all three sectors of the Florida's higher educational system:

- 29 accredited independent colleges and universities, 125,000 students (ICUF)
- 11 state universities, 300,000 students (SUS)
- 28 Florida College System institutions, 846,000 students

Together provide educational programs ranging from associates degrees to doctoral and professional studies and including workforce, certificate, and continuing education opportunities

Each sector and every institution cherishes its autonomy, but through FACU all can and do work together toward a common vision for higher education in Florida



# Working Mission

Florida Association of Universities and Colleges

To define and articulate a vision for higher education in Florida and to serve as the voice for our common interests.

# Vision 2020

Florida Association of Colleges and Universities



- All have financial access
- Dependable funding for all sectors
- Measurable funding strategies addressing access, affordability, quality and accountability
- Multi-sector autonomy and collaboration
- Easy articulation and transfer
- A sufficient talent base for a robust state economy is ensured
- Government leaders and the general public see higher education as an investment, not an expense
- Students learn all of “life’s lessons,” not just job skills

# Common Themes of Studies, Visions, and White Papers

Florida Association of Colleges and Universities



- The Changing Economy
- The Primacy of Talent Development
- Access
- Quality
- Lack of Alignment with State Needs
- Higher Education as Investment
- Accountability
- Coordination and Governance

Cornerstone, (1988), New Cornerstone (2003)

New Cornerstone Revisited (2007), Six Pillars of Florida's Future (2010), We must Do Better (2004)

Preparing for the Future (2006) Closing the Gap (2010) Pappas Report (2007) Sector Reports (2008, 2009, 2010)

# The Primacy of Talent Development

Florida Association of Colleges and Universities



- An educated workforce is the leading determinant of a vibrant and innovative economy in today's world
- Florida has made significant progress in recent decades, but...
  - The state's talent supply chain is failing
  - Florida still faces a severe talent gap
  - We are not developing or retaining the best and brightest

# Lack of Alignment with State Needs

Florida Association of Colleges and Universities



## Size of the Talent Supply Chain Problem

- Of every 100 Florida high school students:
  - Only 76 will graduate high school
  - Only 51 will attend college
  - A high percentage will need to take remedial courses
  - Only 32 will earn baccalaureate degrees in six years,
  - and...

# Lack of Alignment with State Needs

Florida Association of Colleges and Universities



- Many graduates are not in needed fields, especially STEM; 45<sup>th</sup> in the US. Furthermore,...
- Only half of the STEM graduates stay in Florida more than eight years, while...
- A significant proportion of the existing STEM-based workforce in Florida is approaching retirement
- This is a recipe for a future state economy in malaise



# **A Formula for Success**

Florida Association of Colleges and Universities

**Access**

**Quality**

**Alignment with State Needs**

**State Investment in Higher Education**

**Accountability**

**Strategic Master Plan**

**Governance**

# Access

Florida Association of Colleges and Universities



## Identified as a problem multiple times, but...

- Florida still has a comparative dearth of need-based aid
- Bright Futures “merit” program absorbs a huge proportion of state monies
- With over half of the state’s students qualifying, it is more an “entitlement,” than a merit scholarship
- This contributes to an underfunding of FRAG, State College System and SUS support, and need based aid

# Quality

Florida Association of Colleges and Universities



- Few Florida programs are among the “best” in the US
- The current funding system rewards quantity over quality and innovation
- Funding per FTE has declined 8% in the SUS since 2000
- The situation is similar for the Florida College System
- Focus each institution on its distinctive mission while encouraging flexibility in methodologies
- Encourage and incentivize collaboration among institutions, as in the recent New Florida Initiative of the SUS

# Investment in Higher Education

Florida Association of Colleges and Universities



- Must achieve public understanding of higher education support as an investment for the public good, not a cost, or an individual benefit
- Identify and support fields seen as key to future state economic prosperity
  - Recent implementation of a market-based tuition differential system in the SUS should help increase spendable dollars
  - Expand this concept to the Florida College System.
- Incentivize STEM and other majors in areas of societal need with scholarships.
- Leverage the independent institutions by optimizing the FRAG program

# Accountability

Florida Association of Colleges and Universities



- Define success relative to impact on the State economy
- Focus accountability on outcome measures
- Track return on State investment
- Allow institutional flexibility in implementation of improvements
- Keep the accountability process understandable to all
- Reward successful institutions and sectors

# Strategic Master Plan

Florida Association of Colleges and Universities



- Florida needs to develop some new approaches in higher education, fix others, and reaffirm those that are working
- Develop a statewide strategic master plan for higher education in Florida
  - ensure broad participation: Governor, educators, the legislative branches
  - link assets and strengths to initiatives
  - make decisions on what to do and not to do
- Set up a structure to ensure coordination and effective implementation

# Coordination and Governance

Florida Association of Colleges and Universities



- Use the strategic master plan as a mechanism to create a non-binding compact between the Governor, educators, and the legislative branches:
  - define key understandings, including institutional accountability
  - protect against end-runs by politicians or individual institutions
  - monitor the plan's execution
- Ensure that institutions continue to achieve their traditional missions
- Ensure that new programs fit the strategic direction for the state's overall higher education system and economy
- Recognize and reward institutions that are contributing to master plan objectives