

# Annual Report

FISCAL YEAR 2013–2014

FLORIDA STATE UNIVERSITY FOUNDATION





On November 6, 2014, I was confirmed as the 15th president of Florida State University. I cannot begin to describe what an honor this confirmation was or how much this position means to me. As a two-time alumnus with both my undergraduate ('65) and law degrees ('72) from Florida State, I have always been grateful for the opportunities this University has provided. Even during my time as a state senator, I saw first-hand the tremendous and positive impact Florida State has on individual lives and on entire communities.

I know there are many individuals within our Seminole family who are as deeply committed to Florida State's success and wellbeing as I am. On my tenth day as FSU's president, a terrible tragedy occurred—a shooting at Strozier Library that shook our campus to its core. However, what happened afterward was awe-inspiring. Our entire University community—faculty, students, alumni, staff and friends—came together not only to help the individuals directly affected by this tragedy but also to support each other. This reaction crystalized how deeply our Seminole pride and loyalty run.

As a friend and supporter of Florida State, you have helped this University weather many trying times and have contributed to our tremendous success. Thank you. I assure you that Florida State will not rest on its laurels; there is much work still to be done. To help us further improve the student experience and ensure that Florida State remains an economic engine through research and job creation, we have launched *Raise the Torch: The Campaign for Florida State*. This \$1 billion fundraising initiative will not only help current students and faculty, but will also benefit all alumni by increasing the value and prestige of a Florida State degree.

As I look at this annual report, I am struck by not only the total number of dollars we receive through private donations but also by the sheer number of donors who choose to give to Florida State. You are in good company as you join more than 25,000 individuals, corporations and foundations in support of this great University. Please know the FSU Foundation continues to be a good steward of the resources you have entrusted to us.

On behalf of our students, faculty and staff, please accept my thanks for your support of this great University,

John Thrasher  
President  
Florida State University

FRONT COVER PHOTO:

Between the College of Medicine building and the Psychology building is a beautiful walkway honoring FSU's Nobel Laureates.

The bust depicts Paul Dirac (d. 1984), known as the father of modern physics, a Nobel Prize winner (Physics, 1933) and a Florida State faculty member.



On June 30, the end of fiscal year 2014, I completed my two-year term as chairman of the FSU Foundation Board of Trustees. Little did I know when I joined the board in 2006 that my involvement with and respect for Florida State University, its donors, faculty, staff and students would grow so tremendously! I hear similar stories from some of the University's most ardent supporters—once they became involved in the life of this great University, their appreciation for it and its mission grew exponentially.

This past fiscal year was marked with many changes and accomplishments. I am pleased to report that for the third consecutive year, the Foundation received a clean audit from its independent accounting firm. In 2014, our endowment continued to grow, thanks to the hard work of our Foundation staff, especially our development officers as well as Investment Committee board members. Most importantly, the Foundation continues to provide, on average, \$33 million each year in direct financial support to the University.

Not only is it vitally important to raise private dollars, but it is equally important to thank and recognize our donors appropriately. In 2014, the Foundation held its inaugural Presidents Club College. This invitation-only event was available to honorees of the Presidents Club, the recognition society for donors with lifetime giving totals of \$10,000 or more to the FSU Foundation. Honorees were invited to return to the Tallahassee campus and choose three of 12 classes taught by FSU faculty, ranging from art in Renaissance Rome to successful aging. The day culminated with a Presidents Club Gala, attended by more than 230 individuals. The college and gala were both well received and are only two examples of the many ways we thank and recognize our donors.

My time on this volunteer board has been rewarding beyond words. I still have two years left as a trustee and past chairman, and I will value every minute. However, my involvement with Florida State will not end with my term as a trustee. I encourage you to become more involved with our University, as I am certain your appreciation for the work being done here will only grow.

With Seminole Pride,

Gordon S. Holder, Vice Adm. (Ret.)  
Chairman  
FSU Foundation Board of Trustees

# Spotlight on Preeminence

**Pre-em-i-nence** *noun*  
higher rank or distinction; priority of place, precedence; primacy; superiority

Florida State University is preeminent.

This impressive fact was affirmed when recent legislation named Florida State a preeminent university.

The state’s preeminence legislation outlines 12 metrics that provide clear evidence of a university’s superb performance. In 2013, Florida State met or exceeded 11 of the 12 metrics

and was awarded \$15 million for each of the next five years for achieving such a high level of performance. In 2014, Florida State once again qualified and received an additional \$5 million for each of the next five years, for a total of \$20 million in recurring funds.

The metrics range from the number of professors who are national academy members to the number of doctoral degrees awarded annually. Each metric met means Florida State is better able to help our students succeed, allowing them to make significant impacts on their local communities, the state, the nation and the world.

For example, during the 2013–2014 fiscal year alone, 39 patents were issued to FSU researchers, and an additional 99 U.S. Patent Applications were filed. While these statistics are

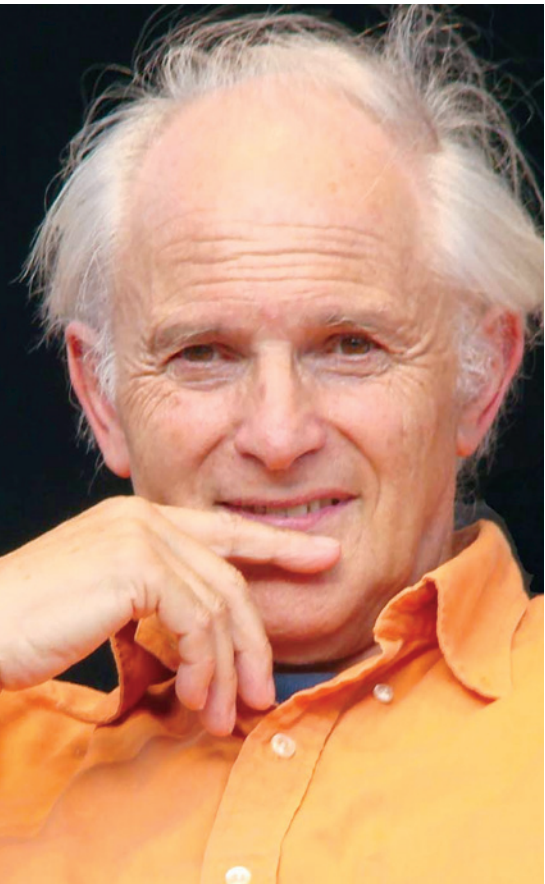


“My postdoctoral experience at FSU was extremely helpful in my development as a scientist. The resources and mentorship I had were instrumental in getting both an NIH training fellowship at FSU, and my new position as an AAAS Science and Technology Policy Fellow. In addition, the University’s efforts to recognize postdoctoral researchers as an integral part of FSU gave me a sense of community, a feeling not often associated with the postdoctoral experience.”

—ANDREW MIKLOS, POSTDOCTORAL APPOINTEE

Research funding, which factors into three of the twelve preeminence metrics, supports groundbreaking discoveries that affect all aspects of life. Florida State researchers are on the leading edge of breakthroughs that will have a meaningful impact on the most pressing issues of our time. For example, a team led by associate professor of biological science Hank Bass recently analyzed maize and illuminated previously unexplored aspects of genetic science that could mean major advances for the agriculture industry.

In 2013, the Florida Legislature and Governor Rick Scott passed Senate Bill 1076, the Career and Professional Education Act. This law impacts nearly every aspect of education in Florida, from kindergarten to college, and focuses on preparing Florida’s students for future occupations and careers.



Sir Harold Kroto, professor of chemistry and biochemistry, won the Nobel Prize for Chemistry in 1996 for his discovery of buckyballs, which are lightweight yet exceptionally strong carbon molecules, and is a member of the National Academy of Sciences. Kroto and other national academy members are leaders in their fields, and their presence on Florida State’s campus immediately and exponentially increases the quality of the student experience and the significance of research produced at the University.

One example of Kroto’s influence, for instance, is the Global Educational Outreach for Science, Engineering and Technology, or GEOSET, a program which focuses not on students, but on teachers. Through videos and a collection of “teaching tricks of the trade,” the program aims to capture the skills, enthusiasm and passion teachers develop and utilize in the classroom. GEOSET will provide a lasting legacy for current educators and an invaluable resource for the next generation of teachers.

impressive, and reflect Florida State’s performance in one of the 12 metrics, the University has implemented a plan to improve on this performance by hiring new faculty members in science, technology, engineering and math fields. We know that increased resources in STEM fields will not only enhance the University’s reputation both in and out of Florida, but it will also provide greater job opportunities for our students post-graduation.

While Florida State’s outstanding faculty are vital to securing performance funding and to the University’s ability to provide stellar educational experiences, helping students reach their dream of a college degree is the University’s ultimate goal. Attracting, retaining and graduating outstanding students account for four of the 12 metrics, with test scores, postdoctoral appointments, and retention and graduation rates factoring into Florida State’s performance evaluation. Florida State is invested in the future of its students. By focusing on helping students reach their goals, Florida State is able to provide educational opportunities that extend beyond the classroom boundaries and better prepare students for a career.

Private philanthropic support is key to the University’s ability to provide transformational opportunities for students and to meet state preeminence metrics. These metrics touch every student, faculty member, alumnus, supporter and every citizen of Florida, the nation and the world. Private support is

equally far-reaching, impacting every ranking, distinction and innovation that makes Florida State a world-class institution. The University is on a trajectory to achieve its highest levels of success, and through student and faculty access to scholarships, professorships, innovative programs, groundbreaking research and state-of-the-art facilities, Florida State will improve and impact society for generations to come.

Florida State is not simply good or great or outstanding, and with plans to improve and invest in the University’s future, Florida State will not become good, great or outstanding.

Florida State is, and will remain, preeminent. <>





# Financial Statement Overview

For the second consecutive year, strong investment returns resulted in positive financial results for the Foundation. In the 2014 fiscal year, the portfolio returned 17 percent, which surpassed its primary benchmark by 100 basis points. This strong performance in 2014 led to \$78.9 million of investment gains on the Foundation’s statement of activities compared to \$52.9 million of investment gains in 2013, which were generated by the portfolio’s return of 13.6 percent during that year. In addition, the long-term portfolio outperformed its benchmark for the trailing three-, five-, and ten-year periods by an average of 127 basis points. Finally, the portfolio has grown by nearly \$200 million dollars, or 58 percent, since June 30, 2009, largely as a result of its average annual return of 12.4 percent during the past five years.

Although investment income increased during fiscal year 2014 by the \$26 million noted above, contribution revenue decreased by \$14.4 million, or 35.1 percent, compared to contribution revenue in 2013 due to the unexpected realization of several large

bequests in 2013. This decrease followed a \$5.3 million, or 14.8 percent, increase in 2013. The combination of the increase in investment income of \$26 million and the decrease in contribution income of \$14.4 million accounted for the net increase in the Foundation’s total revenues of \$11 million—\$125.6 million in 2014 compared to \$114.6 million in 2013, an increase of 9.5 percent. Although total expenses also increased—\$62.2 million in 2014 versus \$61.8 million in 2013—the increase was slight, and after a decrease in the value of split-interest agreements of \$1.7 million was considered, the Foundation was able to increase its total net assets by \$61.7 million during 2014.

The strong performance by the long-term investment portfolio also had a very positive impact on the Foundation’s statement of financial position, which reported total assets of \$615.6 million as of June 30, 2014, compared to \$551 million in 2013. This total represents an increase of \$64.6 million, or 11.7 percent. The majority of these assets, \$571.5 million, are cash and investments that are either currently available to support University programs or endowed for the purpose of generating income to support future University programs. In addition to these assets, the statement of financial position includes \$16 million in pledges,

most of which are scheduled to be received within the next five years. Other assets reported on the statement of financial position include \$21.4 million in trusts. Assets not reported on the statement of financial position include \$304 million in conditional promises and \$38.7 million in outstanding state matching funds. Total liabilities as of June 30, 2014, are \$14.4 million compared to \$11.4 million in 2013. The present value of future annuity payments of \$7.4 million and deferred revenue of \$4 million are the most significant liabilities on the statement of financial position.

On the fundraising front, the Foundation received \$56.8 million in gifts and pledges in fiscal year 2014. Also, expenditures in support of FSU totaled \$33.1 million, representing a 4 percent increase over the 2013 total and continued a trend of the University’s increased reliance on Foundation funds since the 2008 fiscal year.

Unrestricted operating costs totaled \$17.2 million in fiscal year 2014, representing a 9 percent increase over operating costs in fiscal year 2013. This increase was primarily due to the continuation of a multi-year plan that began in 2010 to increase the Foundation’s fundraising capacity. <>



# Statement of Financial Position

As of June 30, 2014 and 2013

ASSETS	2014	2013
Cash and cash equivalents	\$16,249,653	\$28,399,721
Operating pool investments	26,052,014	41,441,320
Accounts receivable—net	4,453,258	3,292,410
Contributions receivable—net	16,066,613	15,706,397
Investments	529,215,940	439,589,028
Remainder interest trusts	11,101,046	10,062,331
Funds held in trust by others	10,278,751	10,317,470
Other assets	2,152,235	2,123,409
<b>TOTAL ASSETS</b>	<b>\$615,569,510</b>	<b>\$550,932,086</b>

LIABILITIES AND NET ASSETS	2014	2013
<b>LIABILITIES</b>		
Accounts payable	\$1,713,465	\$1,467,822
Deferred revenue	4,000,000	2,455,543
Compensated absence liability	802,670	691,005
Agency liability	417,132	372,087
Annuity obligations	7,424,048	6,424,255
<b>TOTAL LIABILITIES</b>	<b>14,357,315</b>	<b>11,410,712</b>
<b>NET ASSETS (DEFICIT)</b>		
Unrestricted	7,992,824	(6,157,746)
Temporarily restricted	184,576,879	140,516,311
Permanently restricted	408,642,492	405,162,809
<b>TOTAL NET ASSETS</b>	<b>601,212,195</b>	<b>539,521,374</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$615,569,510</b>	<b>\$550,932,086</b>

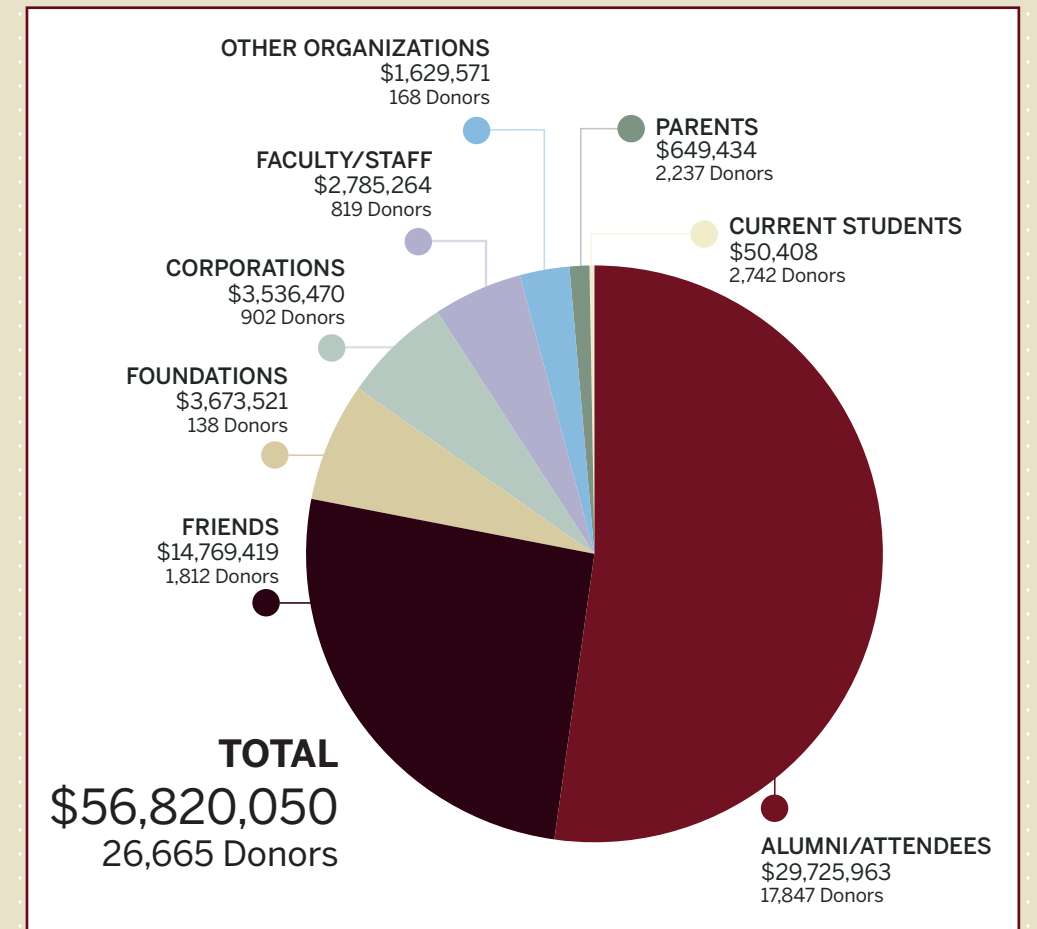
# Statement of Activities

For the fiscal year ended June 30, 2014  
With summarized financial information for the fiscal year ended June 30, 2013

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	2014 TOTAL	2013 TOTAL
<b>REVENUES</b>					
Contributions	\$19,550	\$22,427,967	\$3,881,721	\$26,329,238	\$40,688,351
State and University support	4,174,490	—	—	4,174,490	4,929,574
Other support	—	13,117,954	—	13,117,954	12,442,874
Interest and dividends	483	5,144,752	94,157	5,239,392	2,793,089
Net realized and unrealized gains	—	72,218,464	1,432,927	73,651,391	50,094,306
Recovery of previous losses in excess of temporarily restricted endowment net assets	14,217,953	(14,217,953)	—	—	—
Other revenue	697,673	2,418,552	—	3,116,225	3,672,880
Net assets released from restrictions:					
Program and facilities support	43,877,724	(43,990,492)	112,768	—	—
Administrative support	12,204,105	(12,204,105)	—	—	—
<b>Total revenues</b>	<b>75,191,978</b>	<b>44,915,139</b>	<b>5,521,573</b>	<b>125,628,690</b>	<b>114,621,074</b>
<b>EXPENSES</b>					
Program	44,250,142	—	—	44,250,142	40,052,289
FSU facilities construction	647,076	—	—	647,076	3,638,000
Administrative	6,367,038	—	—	6,367,038	6,265,286
Fundraising	9,777,152	—	—	9,777,152	8,943,738
<b>Total expenses</b>	<b>61,041,408</b>	<b>—</b>	<b>—</b>	<b>61,041,408</b>	<b>58,899,313</b>
<b>Excess of revenues over expenses</b>	<b>14,150,570</b>	<b>44,915,139</b>	<b>5,521,573</b>	<b>64,587,282</b>	<b>55,721,761</b>
<b>OTHER CHANGES</b>					
Change in value of split-interest agreements	—	—	(1,747,868)	(1,747,868)	1,075,057
Provision for uncollectible pledges	—	(854,571)	(294,022)	(1,148,593)	(2,884,369)
<b>CHANGE IN NET ASSETS</b>	<b>14,150,570</b>	<b>44,060,568</b>	<b>3,479,683</b>	<b>61,690,821</b>	<b>53,912,449</b>
Net assets (deficit) at beginning of year	(6,157,746)	140,516,311	405,162,809	539,521,374	485,608,925
<b>NET ASSETS AT END OF YEAR</b>	<b>\$7,992,824</b>	<b>\$184,576,879</b>	<b>\$408,642,492</b>	<b>\$601,212,195</b>	<b>\$539,521,374</b>

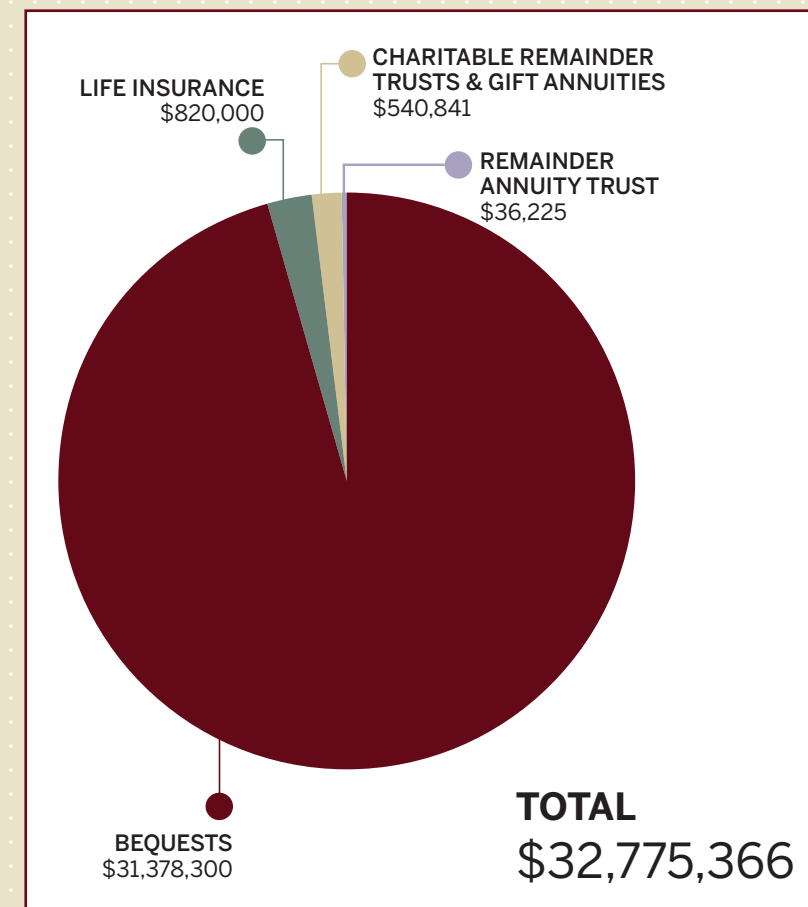
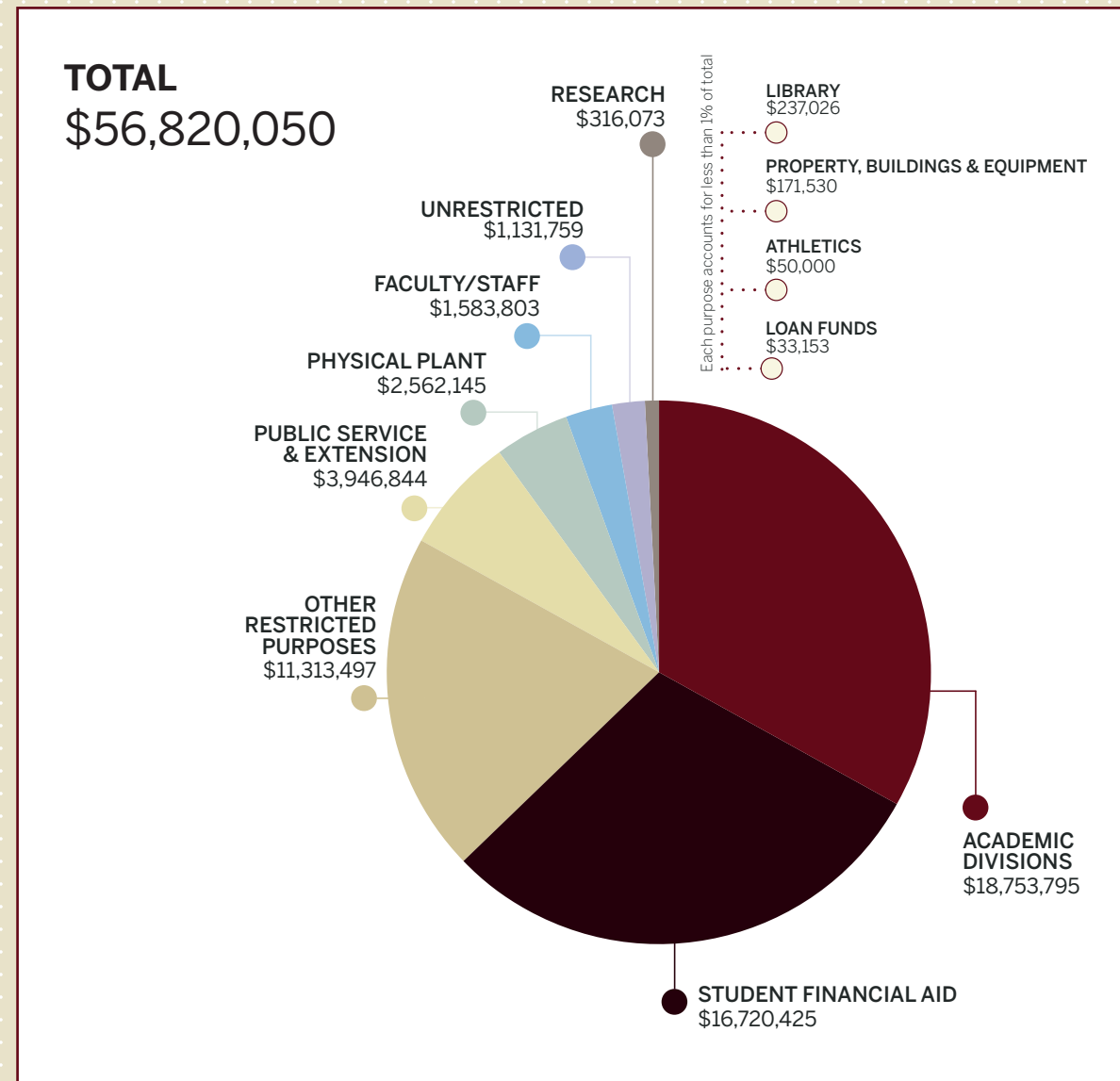
## Giving by Individuals and Organizations

*For the fiscal year  
ended June 30, 2014*



## Gift Commitments by Purpose

*For the fiscal year ended June 30, 2014*



## Planned Giving Commitments

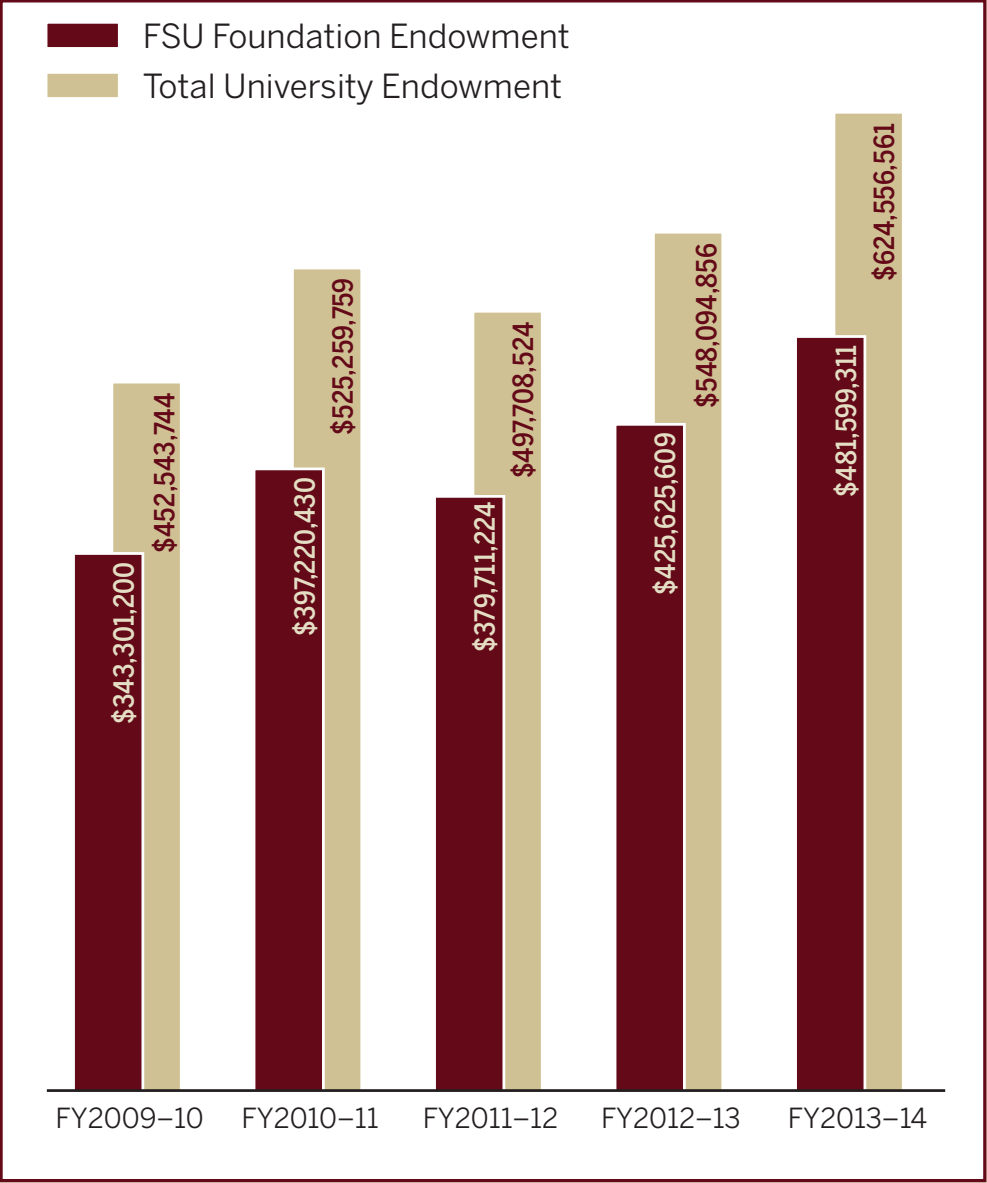
*For the fiscal year  
ended June 30, 2014*

Total Gifts by College/University Unit

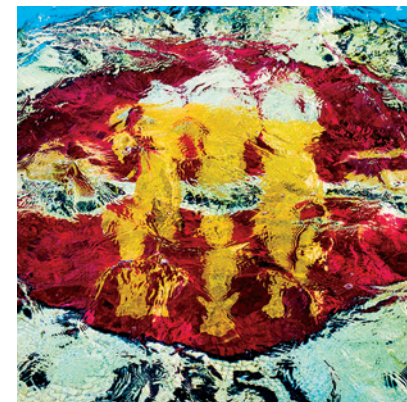
For the fiscal years ended June 30, 2014 and 2013

COLLEGE/UNIVERSITY UNIT	2014	2013
Academic Programs	\$360,798	\$2,961,059
Alumni Association	271,128	166,921
Arts & Sciences	3,395,457	3,214,085
Athletics	50,000	5,337
Business	14,016,385	5,742,490
Communication & Information	1,308,972	504,430
Criminology & Criminal Justice	305,446	20,540,928
Education	3,636,943	3,168,179
Engineering	317,398	481,857
Finance and Administration	493,238	43,410
Foundation Operations	21,600	33,949
Foundation Other	401,137	308,274
Human Sciences	306,408	590,215
Institute for Science and Public Affairs	159,713	204,615
Interdisciplinary	49,645	211,842
Law	2,171,171	3,814,315
Medicine	4,357,616	6,498,144
Motion Picture Arts	201,218	3,286,906
Music	3,103,793	1,657,491
Nursing	483,588	874,020
Panama City Campus	359,407	1,017,350
President's Office	1,031,709	587,246
Provost—Academic Affairs	6,203,928	58,481
Research	144,014	89,068
The Ringling Museum of Art	4,718,218	2,879,609
Social Sciences and Public Policy	1,997,093	1,646,879
Social Work	206,191	511,266
Student Affairs	944,410	1,080,627
The Graduate School	6,325	6,568
Undergraduate Studies	332,023	2,589,443
University Advancement	21,539	108,830
University Libraries	257,065	117,028
University Relations	2,410,735	2,293,954
Unrestricted	165,748	1,499,944
Visual Arts, Theatre and Dance	2,609,991	997,590
TOTAL	\$56,820,050	\$69,792,350

Historical Endowment Total







# RAISE THE TORCH

*The CAMPAIGN for* FLORIDA STATE

Florida State University has a history of greatness and an enduring legacy that continues to offer its students world-class education and academic experiences. With the recent designation as a preeminent university, along with our impressive standings in the current national rankings for top-tier public universities, Florida State is on the path to reach even greater heights.

*Raise the Torch: The Campaign for Florida State* is the most ambitious fundraising campaign in University history. With a goal of more than \$1 billion, *Raise the Torch* seeks to implement bold ideas that will continue to distinguish Florida State as a preeminent university and to positively affect the future for students, faculty and alumni for generations to come.

When private funding is strategically invested in transformative ideas, great things can happen. This type of support has played a profound and positive role in the success of our students and our University. With it, Florida State will improve our current national ranking from No. 43 to within the top tier of public universities and continue to create the next generation of leaders, advance knowledge, encourage innovation and build a lasting and positive legacy.

Additionally, Florida State will develop and provide information to better inform public discussion on society's most pressing and urgent issues—from the future of energy and managing risk, to K–12 education and geriatric medicine. Private funding will also better enable students and faculty to explore the creative and performing arts, which will enrich the human experience for future generations.

With your help, we will achieve greatness while creating a culture that embraces entrepreneurship, creativity and innovation—and the idea that those individuals who take calculated risks can gain enormous benefits and foster growth not only at the University, but in communities worldwide.

Show your Seminole pride and join other Florida State supporters as we *Raise the Torch* for academics, athletics, innovation and society's greater good. Visit [raisethetorch.fsu.edu](https://raisethetorch.fsu.edu) to learn more about how you can *Raise the Torch* for Florida State. <>



# Recognition Societies



## The Presidents Club

**SINCE 1977, THE PRESIDENTS CLUB** has recognized the University’s most generous donors—individuals, families, corporations and foundations—whose support, dedication and vision make positive things happen in our community, our state and beyond. Presidents Club honorees provide the backbone of critical private support that makes Florida State University a leader in teaching, research and public service. The five societies, which are named for historically significant dates, benefactors and University presidents, recognize donors with cumulative giving of \$10,000 or more to any college, department or academic program through the Florida State University Foundation.

### 1851 SOCIETY

*\$5 million or more total lifetime giving*

On January 24, 1851, the General Assembly of Florida passed an act to open two seminaries of learning, one of which is now Florida State University. The Seminary West of the Suwannee River, predecessor to today’s Florida State, was established on the site where the Westcott fountain stands today.

### FRANCIS EPPES SOCIETY

*\$1 million–\$4,999,999 total lifetime giving*

Tallahassee’s first mayor and a leading advocate for the Seminary West of the Suwannee River, Francis Eppes worked diligently alongside others to make Tallahassee the home of what would become Florida State University. Eppes, grandson of Thomas Jefferson, served on the board of trustees for 11 years, eight of which were as board president, and remained an ardent supporter of the University until his passing in 1881.

### EDWARD CONRADI SOCIETY

*\$500,000–\$999,999 total lifetime giving*

After a statewide educational system reorganization in 1905, the University became the Florida State College for Women. President Edward Conradi oversaw the transition and many other accomplishments. Under Conradi, the institution became fully accredited in 1915 and grew to become the largest women’s college in the nation during the 1930s. Conradi also replaced the original site of the seminary with the administration building known today as the James D. Westcott Building. Conradi remains the longest serving president (1909–1941) in University history.

### DOAK CAMPBELL SOCIETY

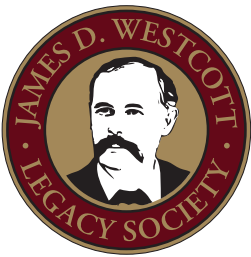
*\$100,000–\$499,999 total lifetime giving*

As Florida State University president from 1941 to 1957, Campbell oversaw a period of tremendous growth as veterans returning from World War II applied for admission to Florida State College for Women. Under his leadership, FSCW grew to become the large coeducation institution known as Florida State University. Campbell was an avid supporter of the creation of the intercollegiate sports program; the football stadium bears his name.

### ROBERT STROZIER SOCIETY

*\$10,000–\$99,999 total lifetime giving*

Although Robert Strozier, who served as president of Florida State University from 1957 to 1960, had a short tenure in office, his commitment to academic excellence and his depth of knowledge of the state education system did not go unnoticed. The University’s main library is named in his honor.



*To learn more about how to leave your legacy for Florida State University, please contact the Office of Gift Planning at [giftplanning@foundation.fsu.edu](mailto:giftplanning@foundation.fsu.edu) or (850) 644-0753.*

## James D. Westcott Legacy Society

**JAMES D. WESTCOTT**, a member of the Florida House of Representatives, became attorney general in 1868 and served as a state Supreme Court justice from 1868 to 1885. Upon his death, his will established a trust for the benefit of the Seminary West of the Suwannee River (West Florida Seminary). With this legacy, Westcott became the first donor and benefactor of the institution now known as Florida State University. The historic James D. Westcott Building on campus bears his name.

The James D. Westcott Legacy Society recognizes the generosity of alumni and friends who have made an estate commitment or a deferred gift in support of the academic initiatives at Florida State University. Individuals who establish a planned gift such as a bequest, charitable gift annuity, charitable remainder trust, retained life estate or other gift option play a key role in securing the University’s future.

## Circle of Support

**LOYAL DONORS ARE THE CORNERSTONE** of Florida State University’s success. In 2002, the Circle of Support was founded to recognize our many alumni and friends for their annual support. Donors can be recognized in both the Presidents Club and Circle of Support, as annual gifts count toward Presidents Club recognition.

Funding generated through annual gifts provides students with opportunities for learning and discovery, makes emergency aid available and helps Florida State University meet immediate needs and challenges. Every dollar shapes a Florida State University student’s future.

Individuals who provide annual gifts choose where their contributions go. Donors can make a gift to support any of the University’s colleges, divisions or programs, or make an unrestricted gift, which provides a critical source of funding for the University’s greatest needs.

### CIRCLE LEADER

*\$10,000 or more total annual giving*

### CIRCLE PARTNER

*\$5,000–\$9,999 total annual giving*

### CIRCLE INVESTOR

*\$2,500–\$4,999 total annual giving*

### CIRCLE PATRON

*\$1,000–\$2,499 total annual giving*

### THE GOLDEN RING SOCIETY (Graduates of the Last Decade)

Recognition in the GOLDEN RING Society is reserved for graduates of the past 10 years who annually contribute \$250 or more.

## Our Honor Roll

Visit [foundation.fsu.edu/honorroll](http://foundation.fsu.edu/honorroll) for a complete list of Presidents Club, Westcott Society and Circle of Support donors who contributed to the Foundation during the 2014 fiscal year.

*To learn more about making an annual gift or the Circle of Support, please contact Susan Savage, director of Annual Giving, at [annualgiving@foundation.fsu.edu](mailto:annualgiving@foundation.fsu.edu) or (850) 644-6000.*



# University Board of Trustees

As of June 30, 2014

- Allan G. Bense**  
*Chair*  
Panama City, Fla.

**Kathryn E. Ballard**  
Tallahassee, Fla.

**Edward E. “Ed” Burr**  
Jacksonville, Fla.

**Joseph L. Camps Jr., M.D., F.A.C.S.**  
Tallahassee, Fla.

**Stefano Cavallaro**  
*Ex Officio, Student Government Association President*  
Tallahassee, Fla.

**Emily Fleming Duda**  
Oviedo, Fla.
- Joseph R. Gruters**  
Bradenton, Fla.

**Wm. Andrew Haggard**  
Coral Gables, Fla.

**Mark Hillis**  
Tallahassee, Fla.

**Leslie V. Pantin Jr.**  
Miami, Fla.

**Margaret A. “Peggy” Rolando, J.D.**  
Miami, Fla.

**Brent W. Sembler**  
St. Petersburg, Fla.

**Gary S. Tyson, Ph.D.**  
Tallahassee, Fla.

# Foundation Board of Trustees

As of June 30, 2014

- OFFICERS**
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- John W. Thiel**  
*Board Chair Elect and Chair, Trusteeship Committee*  
Chatham, N.J.
- Thomas W. Jennings Jr., Ph.D.**  
*Vice President for University Advancement and President, FSU Foundation*  
Tallahassee, Fla.
- Ralph R. Gonzalez, J.D.**  
*Board Treasurer and Chair, Finance Committee*  
Tallahassee, Fla.
- Julie Dunn Eichenberg**  
*Board Secretary*  
Tucker, Ga.
- Gerald J. Ganz Jr., CPA**  
*Board Assistant Treasurer*  
Tallahassee, Fla.
- Patrick J. Crowley**  
*Board Assistant Secretary*  
Tallahassee, Fla.
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- Beth A. Azor**  
Davie, Fla.
- Thomas Bartelmo**  
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- Gregory M. Bennett**  
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- Allan G. Bense**  
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