

State

The Florida State University Faculty-Staff Bulletin

Volume 47 • Number 7

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November 19 - December 9, 2012

ROSS OGLESBY AWARD

Associate dean honored for service to students, **4**

DANCE

Professor receives named professorship, **5**

INTERNATIONAL PROGRAMS

Florida State ranked in nation's Top 25 for study abroad, **6**

Florida State among top producers of Fulbright students

By Elizabeth Bettendorf

NEWS AND RESEARCH COMMUNICATIONS

Florida State University is one of the nation's top research institutions for producing student **Fulbright scholars**, according to the *Chronicle of Higher Education*, which published a list of the top producers of U.S. Fulbright students by type of institution.

Florida State also leads the state in the number of students who received **Fulbright fellowships** for the 2012-2013 academic year. Twelve students — a record for the university — are traveling abroad this year to conduct research



or teach after winning the grants from the **Fulbright U.S. Student Program**. They will research everything from the neurobiology of speech perception to the roles of Middle Eastern women and how their images are used in advertising.

The production of a dozen Fulbright students puts FSU above many top public universities such as Ohio State Uni-

versity and elite private research institutions including Cornell and Princeton universities.



Craig Filar

“This is a phenomenal accomplishment for Florida State University,” said **Craig Filar**, director of Florida State's Office of National Fellowships. “It represents years of dedicated

hard work by our students, faculty and

Please see **FULBRIGHTS, 4**

New director tapped for Office of Undergraduate Research

By Andrew Myers III

DIVISION OF UNDERGRADUATE STUDIES

Joe O'Shea has been named director of the **Office of Undergraduate Research** to help lead the Florida State's efforts to support undergraduate research.

“I am absolutely delighted to see Joe O'Shea step into the role of full-time director of the Office of Undergraduate Research,” said Dean of Undergraduate Studies **Karen Laughlin**. “For the past year, Joe has brought tremendous energy and vision to his position as associate director of the office, launching several creatively designed programs. He

has also helped formulate a strategic plan that charts an ambitious course for the future of the office and its role in enhancing the overall academic reputation of the university.

“Most of all, Joe is someone who genuinely cares about the students this office serves and has a remarkable ability to engage them in ways that will enrich their lives and their communities,” Laughlin said.



Joe O'Shea

With financial support from both Laughlin and Provost and Executive Vice President for Academic Affairs Garnett S. Stokes, the office also will add a newly created assistant director position and a provost-appointed faculty advisory board. These changes reflect the university's growing support of undergraduate research within the Florida State community.

Please see **O'SHEA, 2**

Spread THE Word

This semester, the university's **Garnet and Gold Goes Green** game-day recycling program surpassed the 100-ton mark of collecting recyclable materials during football games at Doak Campbell Stadium. The program began during the fall of 2005.

"Our university plays an important role in developing young people into citizens of the world," O'Shea said. "I want to help our students not only become smart, critical and innovative thinkers, but also people of character who deploy their capacities to help others. Undergraduate Research plays an important role in developing students in this way."

Named a "high impact experience" by the American Association of Colleges and Universities, undergraduate research has been found to increase participating students' retention and graduation rates, GPA and graduate school admissions.

Formerly the associate director of the office, O'Shea has led the development of the new Undergraduate Research Opportunity Program (UROP), the FSU Global Scholars Program, and the Public Service Research Fellowships. UROP offers the opportunity for first- and second-year students to partner with

faculty as research assistants, receive mentorship and training in the UROP Colloquium class, and present their research in the Spring Undergraduate Research Symposium.

"I want to help our students not only become smart, critical and innovative thinkers, but also people of character who deploy their capacities to help others."

— Joe O'Shea

DIRECTOR, OFFICE OF
UNDERGRADUATE RESEARCH

The Global Scholars program offers immersive volunteering, internship and research opportunities of two to 12 months in developing countries around the world. Similarly, the Public Service Research Fellowships fund students to work on research or creative projects in partnership with nonprofit organizations locally or internationally.

These undergraduate research and creative experiences can culminate in numerous ways. Published manuscripts, oral presentations, exhibited posters, artistic expositions, musical compositions or performances and theatrical productions are some of the many ways that project results can be shared with the public and the scholarly community.

In addition to his role in the Office of Undergraduate Research, O'Shea serves as an adjunct faculty member in the College of Education. He received a Bachelor of Arts degree in philosophy and social science from Florida State University. A **Truman Scholar** and **Rhodes Scholar**, he has a master's degree in comparative social policy and a doctorate in education from the University of Oxford. O'Shea has been involved with developing education and health-care initiatives in communities in the United States and sub-Saharan Africa. His research and publications are primarily focused on civic and moral development.

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POINTS**
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Vol. 47 • No. 7
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The deadline for the
Dec. 10, 2012 - Jan. 6, 2013, issue is
4:30 p.m., WEDNESDAY, NOV. 28.



State is the faculty-staff bulletin and document of record of Florida State University. It is published 16 times annually by University Communications — every three weeks during the fall and spring semesters, and monthly during the summer.

Submissions: jseay@admin.fsu.edu.

Advertising is handled by the Florida State University Communications Group. For rates, call Crystal Cumbo at (850) 487-3170, Ext. 352.

People with disabilities who require special accommodation for any event listed in *State* should call the unit sponsoring the event, or for the hearing or speech impaired, use the Florida Relay Service at 1-800-955-8770 (voice) or 1-800-955-8771 (TDD). Requests for accommodations must be received at least five working days before the event. To receive *State* in an alternative format, call the FSU Student Disability Resource Center at (850) 644-9566.

State is underwritten in part by proceeds from the Florida State University license plate.



www.fsu.edu/tag

FSU Foundation Year-end dates for gift processing announced

Employees who are normally responsible for processing or receiving gifts for their colleges or departments should note that the **Florida State University Foundation** will have abbreviated business hours during the winter break.

To ensure that donors' year-end gifts reach the Foundation in a timely manner and are processed according to their wishes, employees must adhere to the following schedule:

The Foundation office will close at **5 p.m. on Friday, Dec. 21**, and remain closed from **Monday, Dec. 24, to Tuesday, Jan. 1**. Regular office hours will resume on **Wednesday, Jan. 2**.

Documents and donor instructions can either be mailed using Mail Code 2739 or hand-delivered to the Foundation office at

2010 Levy Ave., Building B, Suite 300.

Once employees return from the holidays, they are asked to sort through their mail, identify charitable items and deliver those items, **along with the respective postmarked envelopes**, to the Foundation office by Friday, Jan. 4. Please continue to send all postmarked envelopes for any gifts received in January.

Employees who are normally responsible for processing or receiving gifts should ensure that faculty or staff members who are not normally responsible are made aware of the urgency of transmitting year-end gifts and donor instructions to the Foundation.

For more information, contact **Alexia Chamberlynn**, director of Gift Processing, at achamberlynn@foundation.fsu.edu or (850) 644-9193.



FSU Photography Services/Michele Edmunds

Job title: Program Associate, Center for Intensive English Studies

Number of years at FSU: 22

Best part of her job: Making new friends from around the globe. I feel truly blessed to be part of and see globalization taking place on our great campus.

In her own words: "The students here have left an indelible mark on my life. The center provides a gateway through English-language learning that enables our international friends to become part of the Florida State family. I am thankful for this and honored to be part of the 'welcoming committee.'"

Associate dean receives 2012 Ross Oglesby Award

By Jeffery Seay
EDITOR IN CHIEF

Linda Mahler, associate dean of Florida State University's Division of Undergraduate Studies, was named the 2012 recipient of the **Ross Oglesby Award** during the Alumni Association's annual Homecoming Awards Breakfast on Oct. 27.

Mahler, who started working for Florida State in 1974 as the coordinator of Academic Advising Services in the Division of Student Affairs, called the honor a "wonderful surprise and true honor." She worked in a number of positions within Student Affairs until June 1990, when she began working in the Office of Undergraduate Studies.

"Though my title and responsibilities have changed throughout the years, each day I come to work and do what I love — working directly with students at Florida State and helping them to reach their academic goals," Mahler said. "To be able to work with FSU students has always been an honor. To be recognized for doing what I love is a real surprise."

Mahler also expressed gratitude to Garnet and Gold Key for honoring her with the award.

Within the Office of Undergraduate Studies, Mahler was promoted to assistant dean in 1997 and later to associate dean in 2005. Over the years, she has taken on an increasing number of responsibilities, including serving as the director of the Degree in Three program and Transfer Student Services, as co-director of the university's Living-Learn-



Linda Mahler, center, receives the 2012 Ross Oglesby Award from members of Garnet and Gold Key at the annual Homecoming Awards Breakfast.

ing Communities, and as the coordinator of the university's Council of Associate and Assistant Deans. She is the university's coordinating prelaw adviser, and she advises students with significant academic challenges. What's more, she edits the Undergraduate Academic Program Guide, manages the online Advisor Search Web page and manages the division's websites.

Having a longtime affiliation with the FSU chapter of Phi Kappa Phi collegiate honor society, Mahler has served as its treasurer and membership chair since 1992. She also serves as adviser to the

FSU Alumni Chapter of Phi Theta Kappa, the honor society for two-year colleges, and serves as adviser to the FSU Council of Honor Societies.

Mahler earned two degrees from Florida State: a doctorate in counseling, health and rehabilitation in 1977 and a master's in counselor education in 1970.

The Ross Oglesby Award, which originated in 1973, is given each year to a Florida State faculty or staff member who has, for 10 years or more, exemplified the highest order of integrity, service and commitment to students and the university.

FULBRIGHTS

from
page 1

staff as we have grown the quantity and quality of our Fulbright applicants."

Karen Laughlin, dean of Undergraduate Studies, agreed that the recognition is well deserved.

"We know that our students can compete with any students in the country, and their success in the competition for Fulbright awards

reaffirms this," Laughlin said. "This ranking is also a tribute to the excellent work of our Office of National Fellowships and the partnership we have established with the Office of Graduate Fellowships and Awards. I



Karen Laughlin

could not be more proud of our students and of the rich, challenging and supportive academic environment we offer them."

The Fulbright U.S. Student Program offers fellowships for U.S. graduating college seniors, graduate students, young professionals and artists to study abroad for one academic year. It is part of the Fulbright Program, the U.S. government's flagship international exchange program.

Dance professor awarded named professorship

The College of Visual Arts, Theatre and Dance has named Professor Gerri Houlihan the Pearl S. Tyler Distinguished Professor in Teaching in recognition of her outstanding record at Florida State University and around the nation.

Houlihan joined the faculty of the School of Dance in 2007. Prior to arriving at Florida State, she served on the faculty of the South Carolina Governor's School for the Arts and Humanities, the New World School of the Arts and Connecticut College. Houlihan has taught at the High School of the Performing Arts in New York, the University of Wisconsin and Beloit College. She was the

principal dancer for the Lar Lubovitch Dance Company in New York City and has served as artistic director of the Boston Dance Project, among many other prestigious appointments. Houlihan studied ballet and modern dance at The Juilliard School and received her Master of Fine Arts degree in dance from Hollins University/American Dance Festival in Roanoke, Va.

Houlihan is sought out regularly to adjudicate work, provide feedback and teach master classes for regional conferences of the American Dance Festival, where she also now serves as a national board member. In 2011, she received one of her greatest recognitions when

she was asked to take on the job of co-dean of the School of the American Dance Festival. The organization was established in 1934 and is considered the world's premier contemporary dance festival.

Beyond Florida State, the Florida Dance Association and Hollins University each have recognized Houlihan for her excellence in teaching and contributions to the field at large. In 2005, she was awarded the prestigious Balasaraswati/Joy Ann Dewey Beinecke Endowed Chair for Distinguished Teaching at the American Dance Festival.

"With an extensive national and international performance and teaching career, there could be no better choice than Professor Gerri Houlihan for the Pearl S. Tyler Distinguished Professor in Teaching," said T. Lynn Hogan, interim dean of the college. "She has a depth of knowledge and experience, and teaches a wide range of classes in both the studio and the academic classroom."

Houlihan has been nominated repeatedly for both the FSU undergraduate and graduate teaching awards, receiving the Undergraduate Teaching Award in 2011-2012.

Tyner, who was a strong and life-long advocate for education, attended Florida State's predecessor institution, the Florida State College for Women. She enlisted in the Medical Corps during World War II and served in the European Theater near the front lines, receiving an honorable discharge with the rank of captain. She donated nearly \$2 million to Florida State.

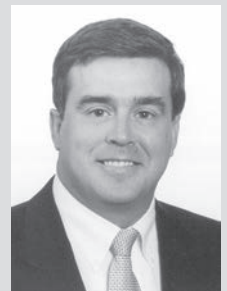


Gerri Houlihan

NewsMakers

"Given the magnitude of the event, it would not be a surprise to see an increase in the price of premiums on Long Island, particularly for homes in coastal areas."

— Randy Dumm, the William T. Hold Professor of Risk Management and Insurance at Florida State, discussing the effect that Hurricane Sandy is likely to have on the cost of homeowners insurance in the Nov. 8 edition of *Newsday*.



Randy Dumm

Florida State ranked national leader in study abroad



A Florida State student in Paris.

Florida State has been ranked among the nation's Top 25 universities for the number of students it sent to study abroad for 2010-2011 in the **Institute of International Education's** newly released 2012 Open Doors Report on International Educational Exchange.

Florida State ranked No. 23 with 1,693 students studying abroad in 2010-2011.

"We are of course extremely pleased to be included in the Top 25 study-abroad institutions, primarily because the recognition of this achievement means we are serving more students," said **Jim Pitts**, director of Florida State's International Programs. "We believe having global experiences and intercultural competence are vital elements of a 21st-century university education, and the university has placed a priority on fostering opportunities for Florida State students to study abroad. To that end, our focus has been on creating a range of programs that meet students where their personal and

academic needs lie."

Despite the economic downturn, the university's International Programs has focused on offering a greater variety of program offerings and more scholarship opportunities for Florida State students, according to Pitts.

"Through collaboration with many faculty and other administrative units, we have been able to make having a study-abroad experience a reality for a greater number of FSU students," he said.

The Open Doors Report, funded by the U.S. Department of State's Bureau of Educational and Cultural Affairs, covers various aspects of the study-abroad experience of American college students, from leading destinations to duration and fields of study. Florida State was listed among the top doctoral-granting institutions.

To view the Open Doors Report, visit www.iie.org/Research-and-Publications/Open-Doors/Data.



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>> **Online software training:** Faculty, staff and students now have access to online software training through **www.lynda.com**, which offers more than 1,500 software courses and 81,000 tutorials. Information Technology Services created the partnership to encourage employees and students to broaden their skills as technology evolves. Users can log in through Secure Apps in Blackboard using their active FSUID and password. More information about lynda.com can be found at <http://its.fsu.edu/lynda.com>.

Questions and requests for assistance can be submitted through the FSU Service Center at <http://servicecenter.fsu.edu>; use either the "Service Center Login" or the "Service Center Email" to submit a Case.

More information: 850-644-4357, Monday through Friday, 8 a.m. to 6 p.m. (EST).

>> **'Downton Abbey' advance screenings:** WFSU-TV will host two advance screenings of the Season 3 premiere of "Downton Abbey" on Sunday, Dec. 16, at 1:30 and 4 p.m. at the Challenger Learning Center, 200 S. Duval St. A limited number of complimentary screening-only tickets are available on a first-come, first-served basis at WFSU, 1600 Red Barber Plaza, off Pottsdamer Street. Limit four tickets per person.

A "Downton Abbey"-inspired reception will take place at the same location from 2:30 to 4 p.m. Guests are encouraged to dress as their favorite character from the show. Florida State history Associate Professor Charles Upchurch, an expert in British history, will give a talk during the reception. Tickets to the reception are available from **www.wfsu.org** (one for a \$40 donation; two for a \$70 donation).

More information: Charla Lucas, (850) 487-3170, Ext. 359, or clucas@wfsu.org.

>> **Historical exhibition:** University Libraries' Special Collections and Archives will present "The Formative Years at Florida State University: The Student Experience in the 1950s, 1960s and 1970s" on the first floor of Strozier Library, weekdays from 9 a.m. to 6 p.m. until Jan. 31. Faculty and staff members — especially those who were Florida State students during those decades — are encouraged to attend.

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TRAINING AND ORGANIZATIONAL DEVELOPMENT

Instructor-led and online training opportunities are available to Florida State faculty and staff members. To view a schedule of classes and registration information, visit www.hr.fsu.edu/train. To register for classes, log in to omni.fsu.edu and click in sequence: "Human Resources 9.0," "Self Service," "Learning and Development," "Request Training Enrollment" and "Search by Date, Course Code or Course Name." From there, click on "View Available Sessions" and choose a session number. Follow the prompts to submit a request. To view a course description, click on the icon.

More information: (850) 644-8724.

>>NEW-EMPLOYEE ORIENTATION AVAILABLE ONLINE: Each participant must verify his or her completion of online NEO by submitting the electronic "Certification of Completion and Evaluation of Orientation" form located on the NEO page. The link to online new employee presentations, materials and the certification form can be found at www.hr.fsu.edu/Content/NEOnline/index.html.

More information: (850) 644-8724.

>>BE FEATURED ON 'NEO' WEB PAGE: Employees interested in being featured on the redesigned New Employee Orientation Web page should email a recent headshot, one- or two-sentence statement of why Florida State is a great place to work, their department name and their number of years at the university to Megan Darris at mld08j@admin.fsu.edu. There is no deadline because the information will be solicited throughout the year.

>>ADVANCED MICROSOFT EXCEL TRAINING: The Office of Training and Organizational Development is seeking instructors for an advanced Microsoft Excel training course. Due to the high demand for computer skills in today's competitive work force, proficiency in Microsoft Excel is a must-have skill set. Anyone interested in developing and facilitating the course can call (850) 644-8724 or send an email to training@admin.fsu.edu.

BENEFITS

>>GABOR AGENCY EMPLOYEE APPRECIATION SCHOLARSHIP: The Benefits Office congratulates Kiyo Kawaguchi and Julia Kunberger, the recipients of \$2,500 scholarships from the Gabor Agency. Kawaguchi's father works for the College of Music and Kunberger's mother works for the College of Law. The Benefits Office thanks everyone who applied for the scholarship.

>>ELECTIVE RETIREMENT CONTRIBUTION LIMITS FOR 2013: The Internal Revenue Service has announced cost-of-living adjustments for elective contributions to retirement accounts, including FSU-sponsored tax sheltered annuity plans [403(b)], post-tax Roth 403(b) plans and state of Florida-sponsored deferred compensation (457) plans. For the 2013 calendar year, the annual contribution limit for 403(b) plans is \$17,500. The contribution limit for the 457 Deferred Compensation plan is \$17,500. At any time in the 2013 calendar year, employees who are 50 and above are eligible to contribute an additional \$5,500 to a 403(b) and/or a 457 retirement plan. More information: Michael Horgan, Benefits Office, (850) 644-4017 or retirement@admin.fsu.edu.

>>GROUP TERM LIFE/AD&D INSURANCE OPEN ENROLLMENT: During a special open-enrollment period for group term life and accidental death and dismemberment (AD&D) insurance offered through The Gabor Agency, all full-time employees are eligible to purchase group term life and AD&D insurance on a guaranteed issue basis (no medical exam required). The open-enrollment period continues through Tuesday, Nov. 20. Employees may apply for group term life coverage of up to four times their salary, with a maximum limit of \$200,000. Employee spouses are eligible for up to \$50,000 in coverage. As an additional benefit, employees may insure all of their eligible children for one monthly cost. AD&D insurance may be added to supplement group term life insurance, with available coverage increments of \$1,000 to a maximum of \$350,000. Employees also may add family coverage for one group rate. More coverage details are available at www.gaboragency.com/fsugtl.

More information: The Gabor Agency, (850) 894-9611, Option 5, or info@gaboragency.com.

>>NEW-HIRE BENEFITS HELP SESSIONS: The Benefits Office will conduct help sessions for new employees on Tuesday, Nov. 20, and Tuesday, Dec. 4, from 9 to 10 a.m. in the Human Resources Training Room, A6244 University Center. All new employees are urged to view the online New Employee Orientation before attending the help sessions.

More information: (850) 644-4015, or insben@admin.fsu.edu.

>>**VALIC RETIREMENT/FINANCIAL**

ADVISING: Financial advisers from VALIC will be available for counseling on the first Tuesday of every month from 9 a.m. to 2 p.m. in A7018 University Center (seventh-floor skybox). To schedule an appointment, call VALIC at (850) 273-7103 or send an email to danielle.cohen@valic.com.

>>**AUGUST/SEPTEMBER 2012 RETIREES:**

Susan Barrett, Facilities-Financial Services; **Vernita Brown**, College of Education, Office of Research; **Susie Cloud-Mabius**, Panama City Campus, Finance and Administration; **Lois Crew**, School of Visual Arts and Dance, Dean's Office; **Vincent Cuccio**, Development Research School Administration; **Peter Derham**, Sponsored Research Accounting; **Brenda Gainey**, Budget Office; **Auvella Gaskins-Monroe**, Student Government; **Mary Hollis**, University Housing; **Mackie Knight**, Political Science; **Mary LePoer**, Modern Languages and Linguistics; **David Lisenby**, Facilities Maintenance; **Susan Mahoney**, University Housing; **Peter Munton**, Interior Design; **Walter Payne**, Management; **Mary Poore**, Thagard Student Health Center; **Sharon Rice**, Social Sciences and Public Policy; **Flossie Smallwood**, Learning Systems Institute; **Ralph Walker**, Theatre; and **Bonnie Williams**, University Business Administrators.



In memoriam: William A. Tanner, 88, who served as Florida State University's first chief of police from 1959 until his retirement in 1994, died Nov. 7 in Tallahassee. Tanner continued to support the activities and events of the university Police Department during his retirement, according to current Police Chief David L. Perry. In December 1998, the university dedicated its current police headquarters on the corner of Woodward Avenue and Jefferson Street. Soon after, the building was named Tanner Hall in his honor.

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RECOGNITIONS

Eric Garland, Ph.D. (Social Work), was named a fellow of the Mind and Life Institute, an organization that seeks to understand the human mind and the benefits of contemplative practices through an integrated mode of knowing, which combines first-person knowledge from the world's contemplative traditions with methods and findings from contemporary scientific inquiry. In addition, Garland received the Transformation Through Teaching distinction from Florida State's Spiritual Life Project.

Gary Taylor, Ph.D. (English), is the subject of a 30-minute documentary, "C.S.I. Shakespeare," which recounts how he spent 20 years reconstructing a lost play of William Shakespeare titled "The History of Cardenio." The documentary aired on public television station WFYI in Indianapolis on Nov. 1. In addition, Oxford University Press published "The Quest for Cardenio: Shakespeare, Fletcher, Cervantes and the Lost Play," a collection of essays by more than a dozen international scholars, co-edited by Taylor with New Zealand scholar-director David Carnegie, on Nov. 1.

Franita Tolson (Law) has been named the Betty T. Ferguson Professor of Voting Rights, a named professorship within the College of Law.

BYLINES

Pradeep Bhide, Ph.D. (Biomedical Sciences), has written or co-written four papers: "Neurogenesis and Neuronal Migration in the Forebrain of the TorsinA Knockout Mouse Embryo,"

with Assistant Scholar/Scientist Deirdre McCarthy, e-published by *PubMed*; "Examining the Nature of the Comorbidity between Pediatric Attention Deficit/Hyperactivity Disorder and Post-Traumatic Stress Disorder," with Jinmin Zhu, Ph.D. (Medicine), e-published by *Acta Psychiatrica Scandinavica*; "The E3 Ubiquitin Ligase, Protein Associated with Myc (Pam) Regulates Mammalian/Mechanistic Target or Rapamycin Complex 1 (mTORC1) Signaling in Vivo through N- and C-Terminal Domains," e-published by the *Journal of Biological Chemistry*; and "Regulation of BDNF Expression by Cocaine," with Deirdre McCarthy and postdoctoral fellow Amber Brown, to be published in the journal *YJBM*, December.

Jack Fiorito (Management) co-wrote an article, "Toward Better Theory on the Relationship Between Commitment, Participation and Leadership in Unions," with Gregor Gall of the University of Hertfordshire, published in the *Leadership & Organization Development Journal*, Vol. 33, No. 8, 2012.

Tonya Noel, Ph.D. (Social Work), co-wrote an article, "Telephone-Based, Cognitive-Behavioral Therapy for African-American Dementia Caregivers with Depression: Initial Findings," with R.L. Glueckauf, W.S. Davis, J. Hayes, M. Stutzman, V. McIntyre, L.

Wesley, M. Kazmer and K. Burnett, published in the journal *Rehabilitation Psychology*, Vol. 57, No. 2, 2012. Noel also co-wrote another article, "Cultural Compatibility Theories of Academic Achievement Among African American Youth: A Review and Synthesis," with A. Whaley, published in the *Journal of Negro Education*, Vol. 81, No. 1, 2012.

Cynthia Vied, Ph.D. (Biomedical Sciences), co-wrote a paper, "Regulation of Stem Cells by Intersecting Gradients of Long-Range Niche Signals," with Amy Reilein, Natania Field and Daniel Kalderon — all of Columbia University — published in the journal *Developmental Cell*.

PRESENTATIONS

Rachel Besara, M.L.S., and Kirsten Kinsley, M.S., Ed.S., M.L.S. (University Libraries), presented a paper, "Embedding Assessment Librarians in a Research Methods Course," and two posters, "Understanding STEM Faculty and Student Behaviors and Needs at the Florida State University" and "Designing a Balanced Scorecard During Leadership Changes: Implications for Strategy Development, Metrics and Initiatives," at the Library Assessment Conference, Charlottesville, Va., October.

Jeanette DeDiemar, Ph.D. (University Communications), presented a research paper, "Les-

sons Learned: 10 Steps to Discover, Develop and Sustain an In-House Integrated Marketing and Communications Culture," at the American Marketing Association's 2012 Symposium for the Marketing of Higher Education, New Orleans, Nov. 11-14. The paper, co-written with Shirley Melikian Armbruster of California State University, Fresno, and published by the American Marketing Association, outlines 10 steps to create and sustain effective and comprehensive university communications and marketing strategies, which are critical resources in managing an institution's reputation. The paper and presentation focused on how an institution evolves its culture and "lives" an integrated marketing and communications policy, which is at the core of a sustainable and measurable strategy.



Jeanette DeDiemar

Jean-Marc Wise, Ph.D., and **Annette Jones**, Ph.D. (Office of Distance Learning), made a presentation, "Beyond Quality Matters: Comprehensive Distance Learning Quality Control Standards in Higher Education," at a meeting of the Sloan Consortium, Orlando. Participants learned about Florida State University's comprehensive strategy to define standards and control the quality of its distance learning courses and programs.



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