

SEMINOLE FOOTBALL



ADMINISTRATION





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JOHN THRASHER

University President

John Thrasher, a Florida State University alumnus and former state legislator, is the university's 15th president.

Thrasher assumed the presidency on Nov. 10, 2014, after a successful career as a state legislator, businessman, lobbyist and lawyer. As president, Thrasher has focused his efforts on elevating FSU's reputation as a preeminent research institution. He

has presided over a \$1 billion fundraising campaign, advanced the university's academic and research mission, championed diversity and inclusion, and welcomed the best and brightest students in the university's history.

Thrasher earned a bachelor's degree in business from Florida State in 1965. After graduating, he joined the U.S. Army where he received the Army Commendation Medal in Germany and was awarded two Bronze Stars for his service in Vietnam. He was honorably discharged as a captain in 1970.

Thrasher then returned to his alma mater to earn a law degree with honors in 1972.

After working in private law practice in Daytona Beach and Tallahassee for several years, Thrasher returned to Jacksonville to serve as general counsel of the Florida Medical Association, a position he held for 20 years. He also served as "of counsel" to the Jacksonville law firm of Smith, Hulsey & Busey from 1996 to 2008. Thrasher was a partner of Southern Strategy Group, a Tallahassee-based governmental relations firm, from 2001 to 2009.

Thrasher's political career began in 1986 when he was elected to the Clay County School Board where he served as vice chairman, then chairman. He then became a state representative in 1992, and he was re-elected without opposition in 1994, 1996 and 1998.



Thrasher was unanimously elected as the speaker of the Florida House of Representatives in 1998. He was elected to the Florida Senate in 2009 and subsequently re-elected. He served as chairman for the Republican Party of Florida in 2010.

From 2001 to 2005, Thrasher was the first chair of Florida State University's Board of Trustees. He was a key supporter of legislation that brought funding to the development of FSU's College of Medicine, and a building at the college is named in his honor.

In 2016, he was inducted into the FSU College of Business Hall of Fame. He currently serves on the College Football Playoff Board of Managers.

Born in Columbia, S.C., Thrasher moved to Florida as a child and grew up in Jacksonville. He and his wife, Jean, have three children and eight grandchildren.

2016-17 FLORIDA STATE BOARD OF TRUSTEES



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BOB SASSER



BRENT W. SEMBLER



STAN WILCOX Vice President/Director of Intercollegiate Athletics

Stan Wilcox was named FSU's 11th full-time Director of Athletics in August of 2013 and promoted to Vice President in July of 2016. In his three years on the job the Seminoles won the school's third football National Championship in 2013 and the University's first-ever soccer National Championship in 2014. Also, the

athletic department has recorded two top 15 finishes in the Learfield Sports Athletic Director's Cup fielding fewer sports than almost any other school in the top 25 of the standings.

Wilcox has been at the helm during a span that is one of the most successful in the history of Seminole athletics. FSU has claimed 10 ACC Coach of the Year honors in the last two years and won 15 ACC titles. During Wilcox's tenure there have been 16 ACC Player of the Year honors awarded to Seminoles and FSU student-athletes have received more than 150 All-America honors. Add to that a Heisman Trophy winner and 15 CoSIDA Academic All-Americans and the arc of the program under his direction is apparent.

Facilities upgrades have also been a major focus since Wilcox arrived in Tallahassee. In the last year the Tucker Center, home to FSU's men's and women's basketball programs, has been completely transformed with new seating, state-of-the-art scoreboards and numerous infrastructure improvements. The arena is currently undergoing another \$10 million worth of renovations, which includes new locker rooms, player lounges, training rooms and auxiliary areas. Seminoles football offices, locker rooms, common areas, meeting rooms, coaches' locker rooms and players' lounge areas have all been significantly renovated or newly constructed. In his short time at the helm, locker room renovations for soccer, softball and beach volleyball have also been completed.

Wilcox came to Florida State from Duke where he served as Senior Deputy Director of Athletics from 2008-2013. During his time at Duke, Wilcox's duties included managing the day-to-day operation of the department and oversight of the football program. Other oversight responsibilities included Human Resources, Contracts, Legal Affairs, Athletics Training, Strength and Conditioning, Equipment, Campus Recreation, Physical Education, Marketing and Promotions, Ticketing, Digital Media, Sports Information and Video Operations. In addition, Wilcox was responsible for coordinating football scheduling.

Before arriving at Duke, Wilcox, a former basketball letterman at Notre Dame, spent three years as the deputy director of athletics at his alma mater. Prior to returning to South Bend in 2005, he served 11 years as an associate commissioner of the BIG EAST Conference.

While working at the BIG EAST Conference, Wilcox was the league's representative to the NCAA Management Council from 2000-05 and served

on the Management Council subcommittees on incentives and disincentives, governance, nominations and the task force to review the NCAA's one-time transfer exception rule. His national compliance responsibilities extended to the NCAA recruiting task force and the basketball issues committee. His internal BIG EAST Conference duties included handling the league's NCAA governance, legislative, enforcement, compliance services and legal issues. In recognition of his outstanding service, he was awarded the 2001-02 National Association of Athletics Compliance Coordinators Outstanding Achievement Award.



Stan and Ramona Wilcox

In addition to his Florida State duties, Wilcox currently holds several national and ACC leadership positions including: membership on the NCAA Administrative Cabinet; 2015-16 Chair of the ACC Athletics Directors; Chair of the ACC Women's Basketball Committee; and, for the last 12 years, serving on the Advocates for Athletic Equity (AAE) Board of Directors.

Throughout his career Wilcox has spent considerable time expanding opportunities for others. He helped to create the Minority Opportunity Athletics Association and subsequently served as a member of its Board, and from 2003 to 2005 he was President of the Black Coaches Association (BCA).

Before his tenure at the BIG EAST Conference, Wilcox worked as a legislative assistant at the NCAA from 1989-94. Prior to that, he worked as a senior court analyst for the Kings County Supreme Court in Brooklyn, N.Y., from 1982-89. Following his graduation from Notre Dame in 1981 with a degree in economics, he spent one year as an account executive for Serres, Visonos & Rice Insurance in New York, N.Y. and was a graduate assistant basketball coach at C.W. Post College.

A native of North Babylon, N.Y., Wilcox played in 100 career games on the hardwood for the Fighting Irish and was a member of Notre Dame's 1978 club that faced Duke in the NCAA Final Four in St. Louis, Mo. He helped the Irish to a four-year ledger of 92-26 with four NCAA Tournament berths. Wilcox went on to earn a juris doctor degree from the Brooklyn Law School in 1988 and is a member of the New York State Bar Association.

He is married to the former Ramona Harrell and has three daughters, Soraya, Yasmeen and Nadia, and Ramona has three sons, James, Brian and Charles.





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CINDY HARTMANN

Deputy Director of Athletics for Administration

Cindy Hartmann was hired in the spring of 2014 to the newly created position of Deputy Director of Athletics for Administration at FSU. She joined FSU's executive athletic staff with primary responsibility for personnel management and human resources. She also is the sport administrator for the softball and men's and women's swimming and diving programs.

Prior to Florida State, Hartmann served as Associate Athletic Director for Compliance at Duke for five years. At Duke she administered the compliance office and served as primary sport oversight for the Blue Devil's rowing program and secondary administrator for women's basketball. Before transitioning to her compliance role, Hartmann served as Assistant Director of Athletics for Human Resources beginning in 2008. Prior to her work at Duke, she worked at the University of Dayton for over a decade serving most recently as an Associate Athletics Director and Senior Woman Administrator from 2001-07.

A native of Syracuse, NY, Hartmann's previous experience in college athletics includes stints at Georgia Perimeter College, Georgia State University, the University of Connecticut, and the University of Tennessee.

Hartmann currently serves on the ACC Equity Committee. She recently completed a four-year appointment on the NCAA Women's Basketball Issues Committee. She also served a four-year term (2002-06) on the NCAA Women's Basketball Committee and one year (2001-02) as a member of the NCAA Academics/Eligibility/Compliance Cabinet.

After earning four varsity letters as a member of the basketball team, Hartmann graduated from Syracuse University in 1991 with a degree in photojournalism. She went on to receive a master's degree in education-sport administration from Georgia State University in 1995.

Hartmann and her husband, Troy, are the parents of two children, Samuel and Olivia.



MATT BEHNKE

Senior Associate Athletics Director Business/Chief Financial Officer

Matt Behnke is Florida State Athletics' Senior Associate Athletic Director for Business and Chief Financial Officer. This is his fourth year serving in this role.

As the Department's chief financial officer, Behnke is responsible for all departmental business and financial matters, including budgetary oversight and financial

reporting. He will assist in the departments' strategic planning efforts as well as serve as the Department's representative with all other University financial divisions. In addition, he will oversee the department's information technology functions. He serves as the financial liaison to all athletic direct support organizations (DSO's), including Seminole Boosters, Inc. and FSU Financial Assistance, Inc. Under the guiding principles of transparency and enhanced financial reporting, Behnke has led the efforts to simplify the Department's fiscal affairs by consolidating the multiple budgets of the Department and reporting the Department's budget in a transparent and concise manner. The result, the Department's Athletic Budget Reporting Package and the enhanced Annual Financial Statements, have been recognized for its presentation of the fiscal condition of the Department.

Behnke has been involved with Seminole athletic finances since 2004 as a member of the Seminole Boosters, Inc., the University's athletic development and fundraising organization. Becoming the Booster Chief Financial Officer in 2009, he oversaw all financial matters and worked with the department's business functions on all consolidated reporting functions. He was responsible for strategic planning, budgetary development and communication, financial reporting, student-athlete endowment investment implementation, and Seminole athletic facility financing. He led the effort to finance the new Albert J. Dunlap Indoor Training Center (opened in August 2013) and the new Student Housing Facility (opened in August 2014).

A native of Three Oaks, MI, Behnke graduated from Florida State University with a bachelor's degree in accounting in 1998. He began his career at the public accounting firm Thomas Howell Ferguson P.A. in Tallahassee, where he earned his CPA certification from the State of Florida Board of Accountancy.

Behnke has previously served on the FSU Fraud Prevention & Detection Committee as well as numerous Florida Institute of CPA committees. He currently serves as a member of the Atlantic Coast Conference Finance Committee as well as the Seminole Boosters Student-Athlete Endowment Committee.

Behnke is married to the former Kelly May, and they have one son, A.J.



KARL HICKS

Deputy Director of Athletics for External Operations

Karl Hicks was hired in the spring of 2014 to the newly-created position of Deputy Director of Athletics for External Operations at FSU. Hicks oversees all external operations for athletics including tickets, sports information, marketing and promotions, communications, website and risk management and will serve as the staff liaison with Seminole Productions as well as oversight of the men's basketball program.

Hicks was the ACC Senior Associate Commissioner for Men's Basketball Operations from 2007-2014. During his seven years at the league office his responsibilities included oversight of all men's basketball operations, as well as management of the ACC Men's Basketball Tournament and two NCAA Men's Tournament second and third rounds hosted by the conference in 2009 and 2012, respectively.

Prior to his role with the ACC, Hicks served as the Assistant General Manager and Senior Vice President of Basketball Operations for the NBA's Charlotte Bobcats from 2003-2007. His initial foray in professional sports came in 2000 when he was hired by the NBA as Executive Director of the newly-created National Basketball Development League, where he spent three years. He also served at the Southeastern Conference (1998-2000) as Assistant Commissioner for Institutional and Student Services and at the NCAA (1994-1998) as an Enforcement Representative.

A 1983 graduate of the University of New Hampshire with a B.A. in Communications, Hicks was a member of the men's basketball team and went on to serve as an assistant basketball coach at his alma mater (1984-1985) and at the American University in Washington, DC (1985-1990).

Hicks earned a master's degree in business administration from the University of Maryland in 1992, and resides in Tallahassee with his wife Melanie and son Eli.



MONK BONASORTE

Senior Associate Athletics Director Football Oversight

Monk Bonasorte is in his ninth year as Senior Associate Director of Athletics at Florida State and among his responsibilities is oversight of internal operations within the athletic department and oversight of Florida State's 2013 National Championship football and 2014 National Championship women's soccer program.

Currently, Bonasorte is responsible for administrative oversight of the following departments: Equipment, Athletic Training, Coaches Video and Strength & Conditioning.

A member of Florida State's All-Time football team as named by Athlon Magazine, Bonasorte earned four varsity letters (1977-80), played in the 1977 Tangerine Bowl and two Orange Bowls (1980 and 1981) and was inducted into the FSU Athletics Hall of Fame in 1995 as one of the top defensive backs in school history. He ranks second in school history with 15 interceptions while his eight interceptions in 1979 ranks as the second highest single season total in school history. He has been a member of the Seminole Radio Network's pregame football broadcasts since 1995.

Bonasorte joined the Florida State athletics department executive staff in 2008 after a 13-year career as the president and executive director of the Florida State University Varsity Club - the organization that gives back to every Seminole letter winner and allows them to give back to the current letter winners. He helped build the FSU Varsity Club into one of the top organizations of its kind across the nation.

As a player, Bonasorte earned All-America Third Team honors in 1979 by the Associated Press and All-America Second Team honors from Football News in 1980 starring on one of the toughest defensive units in Florida State history in 1979. He led the nation in interceptions for the majority of the 1979 season and finished with eight to rank fourth nationally and set a Seminole record for interceptions in a season. The Seminoles ranked sixth nationally and fifth nationally during his junior and senior seasons respectively.

Bonasorte spent seven years working with the Elmont Sports Group - a leader in the building and marketing of professional sports teams. He served as the marketing director for two seasons for the Tallahassee Scorpions of indoor professional league. He served as the director of marketing for the East Coast Hockey league Tallahassee Tiger Sharks (1997-99) and served as the Vice-present and General Manager for the Tallahassee Thunder of the Arena1 Football league (1999-2003).

Bonasorte and his wife, Beverly, have two sons, T.J. and Rocky.



JIM CURRY

Senior Associate Athletics Director
for Governance and Compliance

Jim Curry has been with the Florida State compliance office since 2011 and was named Senior Associate Athletic Director for Governance and Compliance in 2016. Curry has spent over a decade working in college athletics and more than nine years in the compliance field. He previously

served as the Assistant Athletics Director for Compliance at Coastal Carolina and Maryland before coming to Florida State. Since joining the FSU staff in December of 2011 as an Assistant Athletic Director, Curry has been promoted to Associate Athletic Director and now Senior Associate AD, where he serves on the department's senior leadership team.

Since coming to FSU, Curry has been at the forefront of the athletic department's efforts to continually adjust and interpret new and evolving NCAA regulations relating to cost of attendance, satellite camps, social media in recruiting, student-athlete meals and much more. His innovative approaches to educating student-athletes, their families, Florida State fans and the local media have been far-reaching and varied but always focused on emphasizing the rules that govern all member institutions. On top of all his duties directing the athletic department's compliance efforts, Curry is also responsible for administrative oversight for both the men's and women's tennis teams.

Curry has also been heavily involved in NCAA governance throughout his career and continues to be an instrumental voice for Florida State. He currently serves on the NCAA's Division I Initial-Eligibility Waivers Committee. He is also a member of the ACC Student-Athlete Welfare Committee. In the past, Curry has worked with the ACC's Compliance Workshop Planning Committee and as a member of the NAAC Forecasting Committee.

The Gardiner, Maine native is married to Marisa Button and the couple welcomed their first child, Quinn, into the world in May of 2016.



VANESSA FUCHS

Senior Associate Athletics Director/SWA

Vanessa Fuchs has a long history at Florida State University as a student-athlete and administrator and in May of 2012 she was promoted to the role of Senior Associate Athletic Director/Senior Woman Administrator after serving as the department's Associate Athletic Director for Compliance since 2010.

As a member of the department's senior leadership team, Fuchs has direct oversight of Women's Basketball, Indoor Volleyball, Beach Volleyball, Sports Medicine, Compliance and Student Services while also chairing the sport administrator group responsible for day-to-day administrative support for each of FSU's 20 sports. In addition, Fuchs currently serves as co-chair of the athletics department Substance Abuse and Drug-Testing Program, Title IX Deputy Coordinator for athletics, is a member of the university's Diversity and Inclusion Council Communication Subcommittee and serves on the Atlantic Coast Conference (ACC) Women's Basketball, Women's Volleyball, Autonomy and SAAC Committees. In 2015, Fuchs was appointed to serve on the NCAA Division I Women's Volleyball Committee after completing a four-year term on the Board of Directors for the National Association for Athletic Compliance (NAAC). In June of 2015, the National Association of Collegiate Women Athletics Administrators named Fuchs the DI Administrator of the Year.

In June of 2013, former Florida State President Dr. Eric Barron named Fuchs the school's interim Athletics Director as she became the first female to lead the Seminoles' Athletic Department. The former Seminole basketball player was one of just seven females leading an athletics department among the 124 schools that participated at the FBS level in 2012.

Since joining the athletics staff in 2010, Fuchs has focused her time on providing strategic direction for departmental initiatives focused on student-athlete welfare, gender equity, ethnic diversity and Title IX. Fuchs oversaw the facilities staff from 2012-2015 and during that time, the department's 10-year Master Facilities Plan was completed. Fuchs was also instrumental in building a comprehensive NCAA rules education program, implementing a department-wide recruiting and compliance software system and establishing a new team structure for the compliance office. All of which assisted the department in a successfully fulfilling its NCAA probationary period which concluded in March 2013.

Prior to arriving at Florida State, Fuchs committed seven years to the National Collegiate Athletic Association (NCAA) in Indianapolis, Indiana. In 2007, her extensive knowledge of NCAA legislation, interpretations and the NCAA's governance process earned her a promotion to Associate Director of Academic and Membership Affairs (AMA).

Fuchs remained rooted in AMA throughout her tenure with the NCAA. Fuchs was primarily responsible for supervising the functions of the Legislative Relief Waiver team and contributed heavily to issuing interpretations, serving as a staff liaison to NCAA governance committees and leading project teams for the association.

Before embarking on her career with the NCAA, Fuchs got her start working for the Atlantic Coast Conference as a Championships Intern in 2001. The Pompano Beach, Fla., native was a four-year letter winner for the Seminoles' women's basketball team from 1997-2001. She was the team co-captain in her senior year. Fuchs finished her career as a three-time ACC Honor Roll selection.

Fuchs graduated Magna Cum Laude with a bachelor's degree in communications at Florida State University and earned her master's degree from the University of North Carolina in sport administration. Her father, Don, was a pole-vaulter at Florida State and her brother Joseph is also an FSU alumnus.

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DR. GREG BEAUMONT

**Associate Dean of Undergraduate Studies/
Senior Associate Athletics Director for
Student-Athlete Academic Services**

Greg Beaumont is both an Associate Dean of Undergraduate Studies, and Senior Associate Athletics Director for Florida State University's Student-Athlete Academic Services.

In his position within the athletic department, Beaumont leads a team of academic advisors and learning specialists who provide quality academic support and counseling for more than 500 student-athletes. Dean Beaumont plays an active role in the leadership team in Undergraduate Studies while being part of the executive staff in the Department of Athletics. Beaumont's Athletic Academic staff is dedicated to the academic support and success of all Seminole student-athletes.

Dr. Beaumont earned his B.S. in Finance from the University of Florida, and earned his M.A. and Ph.D. in English from Florida State University. In addition to being an associate dean of Undergraduate Studies and a senior associate athletics director, he has also served as an adjunct instructor in English, having taught courses covering the Short Story, Women in Literature, British Literature, Contemporary Literature and Freshman Composition. He was also an instructor in the First Year Experience Program and for the Freshman Interest Group Program. He serves as an advisor for Garnet and Gold Scholars, is a member of ODK and Golden Key, is president of the national W.E.B. DuBois Honor Society and is past President of the FSU chapter of Phi Kappa Phi Honor Society.

Beaumont has won the Fred Standley award for excellence in teaching from FSU's English Department as well as having received the Phi Eta Sigma Award for Excellence in Teaching. A Vietnam veteran, he supports the campus veterans' programs.

Long-time residents of Tallahassee, Dr. Beaumont is married to his high school sweetheart, Sharon Ann. They have two children, Sarah and Matt, and five grandchildren.



DR. PAMELA L. PERREWÉ

Faculty Athletics Representative

Pamela L. Perrewé (Ph.D.) has spent her entire career at FSU and is in her sixth year as the Faculty Athletics Representative to the NCAA and the Atlantic Coast Conference (ACC). She currently serves as the Past-President for the ACC and serves on the Progress-toward-Degree committee for the NCAA.

Dr. Perrewé is the Haywood and Betty Taylor Eminent Scholar of Business Administration and Distinguished Research Professor at Florida State University. She received her Bachelor degree in Psychology from Purdue University and her Master and Ph.D. degrees in Management from the University of Nebraska. Dr. Perrewé has focused her research interests in the areas of job stress, burnout, coping, mentoring, organizational politics, emotion and personality. Dr. Perrewé has published numerous books, over 40 book chapters and over 125 journal articles in journals such as Academy of Management Journal, Journal of Management, Journal of Applied Psychology, and Organizational Behavior and Human Decision Processes. She holds Fellow status in the Society for Industrial and Organizational Psychology, the American Psychological Association, and the Association for Psychological Science.

Dr. Perrewé has maintained a commitment to her profession as well as to Florida State University for over 30 years, and she has won teaching, mentoring, and research awards at Florida State University. She has taught at the undergraduate, MBA, and Ph.D. levels. Further, she has served as the Management Department Chair as well as the Associate Dean for Graduate Programs in the College of Business. She has a passion for all sports (especially at FSU) and enjoys playing tennis and competing in local fitness events. She has served on the Athletics Board since 2004 and she has chaired the Athletics Board since 2011. She is married to Dr. Gerald R. Ferris and together they have six children; Erin, Jennifer, Emily, Ellie, Stephen and Matthew and two granddaughters, Lily and Olivia.



ROB WILSON
Communications
Associate Athletics Director



JASON DENNARD
Marketing & Promotions
Assistant Athletics
Director for Marketing



DREW LONGENECKER
Marketing & Promotions
Director of Marketing



STACI SUTTON
Marketing & Promotions
Spirit Coordinator/
Head Cheerleader Coach



BERNIE WAXMAN
Facilities
Associate Athletics Director



LAURIE SWIGER
Facilities
Director of Facilities



VICKI CUPP
Executive Assistant to the
Athletics Director



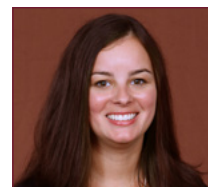
JACK CHATHAM
Ticket Office
Assistant Athletics Director
Ticket Operations and Service



MARK CAMERON
Ticket Office
Director of Ticket Sales



ELIZABETH HARTSOCK
Business Office
Assistant Athletics
Director/Business Manager



LAUREN WOFFORD
Business Office
Accounting Specialist



CHARLA PHINNEY
Business Office
Human Resources

THE MORE YOU NOLE
QUICK TIPS FOR ALL SEMINOLE FANS

1 FSU is responsible for the actions of all boosters, season ticket holders and fans - including great supporters like you!

2 Free or discounted items/services to student-athletes are not permitted unless available to the general public.

3 Never perform a favor for a student-athlete or recruit before calling FSU Compliance.

4 Don't call, tweet, meet or greet recruits.

5 Never arrange or give money to recruits, student-athletes or their friend(s)/family.

6 Never loan your car or provide transportation to recruits, student-athletes or their friend(s)/family.

7 Never buy tickets, clothing, equipment or awards from student-athletes.

8 Don't sell items with the name, image or signature of a student-athlete.

9 Breaking NCAA rules can render recruits and student-athletes ineligible to compete.

10 To help protect our student-athletes and the integrity of FSU - Always ask before you act!

Contact the Compliance Team

Phone	850-644-4272
Email	ath-compliance@admin.fsu.edu
Twitter	@FSUCompliance
Facebook	FSU Compliance

COMPLIANCE STAFF



JIM CURRY
Senior Associate Athletics
Director for Governance
and Compliance



TASHA FISHER
Assistant Athletics
Director for Compliance



JUSTIN KUME
Director of Compliance



DANIELLE SEPPER
Student-Athlete Admissions
and Director of Initial
Eligibility



ADAM BENVENISTY
Compliance Assistant



TARONDA RANDALL
Assistant Director of
Compliance

Mission Statement

The mission of Student-Athlete Academic Services (SAAS) at Florida State University is to help student-athletes strive for excellence in all aspects of life. This is accomplished by creating an environment that supports academic, athletic and personal achievement, utilizing highly qualified and dedicated support staff and administrative personnel. A combined effort helps individuals become better students, athletes, and citizens, and prepares student-athletes to make transitions to the next level of participation academically and athletically.

More specifically, the drive toward excellence focuses on the advancement of learning, developing leadership skills, and fostering the personal growth of the student-athlete, while offering a high quality athletics program. SAAS personnel provide programs that develop meaningful standards of scholarship, leadership, integrity and self-responsibility. This focus extends to all phases of academic and professional development, culminating with graduation and job placement or graduate school.

Academic Advising

The advisors in SAAS serve as a portion of the advising unit for all student-athletes. The staff advises students through the liberal studies curriculum, degree prerequisites and major requirements. Advisors work with students in a number of areas related to academic experience at Florida State University, with a primary emphasis in advising and monitoring progress toward the selected degree program, taking into consideration all variables which would enhance or impede each student toward the goal of graduation. By partnering with on-campus major advisors, the SAAS staff provides comprehensive assistance in all areas of university advising.



Support Services

In addition to academic advisors, student-athletes have the opportunity to work with staff learning specialists. The SAAS learning specialists provide proactive, sustained, individualized support enhancing student success and developing independent learners. Additional responsibilities include academic needs assessment as well as referrals for further testing.

Tutoring Program

The Athletics Department at Florida State University provides our student-athletes with one of the finest and most comprehensive tutorial programs in the nation. The tutorial program is a key support service available to all student-athletes.

SAAS hires approximately 80 tutors a year, from a variety of academic departments, who provide individualized assistance with course comprehension and study skills. The tutoring program provides student-athletes the opportunity to meet individually with tutors, develop refined study habits, learn various ways of approaching and understanding material, and effective test preparation methods.

Tutorial assistance is a free service available to all student-athletes in any of their coursework and may be obtained by filling out a tutorial request form through GradesFirst or through discussing their needs with their advisor.

Mentoring Program

The SAAS Mentor Program is designed to assist incoming freshmen, transfers and other select student-athletes with their transition into Florida State University. This developmentally-oriented program creates relationships between the mentors and mentees that foster a well-rounded learning experience in both academics and other aspects of student-athletes' lives.

In these one-on-one meetings, student-athletes work with their assigned mentor in areas of communicating with professors, note taking, study strategies, university policies, time management and accountability. The overall goal of the Mentor Program is for the student-athlete to move forward from this process so that they are able to proceed throughout the rest of their collegiate career with the appropriate tools to be successful.



DR. GREG BEAUMONT
Senior Associate AD/
Director of Student-Athlete
Academic Services



DR. KACY KING
Assistant AD for SAAS/
Director of Educational
Services



CATHY BADGER
Associate Director of SAAS/
Director of Advising



CHARLIE HOGAN
Associate Director of SAAS



ASHTON HENDERSON
Senior Academic Advisor/
Seminole Learning Program



Seminole Athletics Touts...

- In the spring 2016 semester, 252 student-athletes achieved a 3.0 grade point average or better. In all, 12 of the Seminoles' 18 teams had a semester GPA over 3.0.
- A total of 19 student-athletes made the President's List with a perfect 4.0 GPA. 87 student-athletes earned Dean's List honors.
- The Athletics Department posted a semester GPA of 2.940 and a cumulative GPA of 2.963.

ACADEMIC SERVICES

Computer Lab

The Student-Athlete Academic Services computer lab is located in the Moore Athletic Center on the second floor outside of the SAAS office. There are numerous PC compatible computers and several printers available for use by the student-athletes. The computer lab is available to student-athletes with a current FSU ID card. The entire Student-Athlete Academic Services area is also equipped with wireless internet and can easily accessed using the standard FSU issued logon.

Matt Schmauch Academic Commitment Award

The Matt Schmauch Commitment Award was established in honor and memory of former Academic Support Assistant Director Matt Schmauch, who passed away in June of 2003 and is given annually to a deserving football student-athlete. The award does not necessarily go to the football player with the highest GPA. Rather, it goes to the player who is dedicated to getting a degree, is accountable and responsible in the classroom and works every day to be a better student.

2004	Eric Moore, Defensive End
2005	Willie Jones, Defensive End
2006	Darrell Burston, Defensive End
2007	Jacky Claude, Offensive Lineman
2008	Antone Smith, Running Back
2009	Kendrick Stewart, Defensive Tackle
2010	Rodney Hudson, Offensive Lineman
2011	Andrew Datko, Offensive Lineman
2012	Josh Gehres, Wide Receiver
2013	Bryan Stork, Offensive Lineman
2014	Rashad Greene, Wide Receiver
2015	Derrick Mitchell, Jr., Defensive Tackle
2016	Ryan Hoefeld, Offensive Lineman



Bridge Program

Student-Athlete Academic Services, in conjunction with Athletic Student Services and numerous other university units, offer incoming student-athletes a "Summer Bridge Program" to aid the transition from high school to college. The program is an intensive week-long orientation that incorporates the standard FSU orientation with the athletics department orientation and additional programming throughout the six-week summer session. Seminars, designed to acclimate the students to the University community, are conducted weekly. Seminar topics include media training, health and nutrition, academic mapping requirements, the Academic Honor Policy and Student Codes of Conduct, as well as communicating with faculty and faculty expectations.

Academic Honors and Awards Programs

Student-Athlete Academic Services is committed to recognizing the academic success of all student-athletes. The annual Golden Torch Gala is an academic awards banquet held each fall and is a highlight of the year. At this event, the ACC Honor Roll student-athletes, and individuals with the highest GPA on their respective teams are recognized, as well as the men's and women's teams with the highest combined GPA.

Student-athletes are notified of potential honors, awards and other recognitions and are encouraged to apply. A combination of a strong grade point average, community service activities, and leadership experiences make for a student-athlete capable of obtaining unlimited academic honors, awards and postgraduate opportunities. Florida State student-athletes have achieved great satisfaction in obtaining recognition for academic achievements. Over the past two decades, more than \$470,000 in Postgraduate Scholarship monies has been granted to FSU student-athletes as well as numerous other academic honors.

FSU's ACC All-Academic Football Team Selections

<p>1992 C Robbie Baker OLB Derrick Brooks OLB Reggie Freeman QB Charlie Ward</p> <p>1993 CB Clifton Abraham ILB Ken Alexander OLB Derrick Brooks FS Richard Coes QB Charlie Ward</p> <p>1994 LB Daryl Bush LB Derrick Brooks DB Steve Gilmer</p> <p>1995 OL Lewis Tyre LB Daryl Bush LB Todd Rebol</p> <p>1996 OL Justin Amman LB Daryl Bush RB Warrick Dunn C Kevin Long LB Kwaesi Palmer DB Jason Poppell</p>	<p>1997 WR E.G. Green C Kevin Long DE Andre Wadsworth DT Jerry Johnson MLB Daryl Bush S Dexter Jackson</p> <p>1998 P Keith Cottrell DB Chris Hope OL Jason Whitaker QB Chris Weinke</p> <p>1999 FS Chris Hope TE Ryan Sprague QB Chris Weinke</p> <p>2000 OG Justin Amman FS Chris Hope TE Ryan Sprague QB Chris Weinke</p> <p>2001 LB Marcello Church FS Chris Hope</p> <p>2002 LB Michael Boulware DE Kevin Emanuel WR Robert Morgan OT Brett Williams</p>	<p>2003 LB Allen Augustin LB Michael Boulware C David Castillo RB Greg Jones CB Bryant McFadden OL Matt Meinrod</p> <p>2004 C David Castillo P Chris Hall QB Wyatt Sexton DE Kameron Wimbley</p> <p>2005 C David Castillo RB Antone Smith QB Drew Weatherford</p> <p>2006 K/P Graham Gano S Myron Rolle RB Antone Smith QB Drew Weatherford</p> <p>2007 RV Myron Rolle LB Derek Nicholson</p> <p>2008 OG Andrew Datko QB Christian Ponder S Myron Rolle DT Kendrick Stewart</p>	<p>2009 PK Dustin Hopkins QB EJ Manuel QB Christian Ponder</p> <p>2010 PK Dustin Hopkins QB EJ Manuel QB Christian Ponder OL Zebrie Sanders</p> <p>2011 WR Rashad Greene PK Dustin Hopkins OL Zebrie Sanders</p> <p>2012 PK Dustin Hopkins</p> <p>2013 S Nate Andrews QB Jameis Winston</p> <p>2014 C Ryan Hoefeld WR Travis Rudolph</p> <p>2015 C Ryan Hoefeld</p>
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Academic Advisor



LAUREN BIRCH
Learning Specialist



NICOLE BYRNE
Learning Specialist



KELLIE CATANACH
Testing Coordinator



ERIN DeCHELLIS
Academic Advisor



JESSICA FRANCIS
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SHANIKA MUNGIN
Learning Specialist



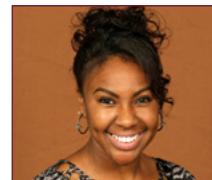
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Academic Advisor



LaTOYA WILLIAMS
Academic Advisor



ADRIENNE ALLEN
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About Student Services

The Office of Student Services strives to establish a commitment to the total growth and development of each student-athlete. Through the N.O.L.E.S. program (New Opportunities for Leadership, Education and Service), an administrative commitment to academic and athletic excellence, as well as personal development, these efforts are supported with programs and services in personal, career and leadership development.

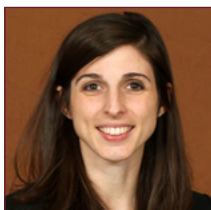
Personal Development

Fostering the development of personal growth is a fundamental component of the N.O.L.E.S. program. This support program ensures that the student-athletes will be provided with opportunities to focus on personal growth areas such as values clarification, goal setting, fiscal planning, decision-making and personal responsibility. Programming focuses on helping the student-athletes develop a healthy lifestyle while they are at Florida State University and habits that will benefit them throughout their lives.

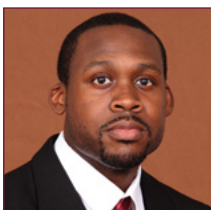
STUDENT SERVICES STAFF



DR. JOHN LATA
Assistant Athletics Director
for Student Services



SARAH PETRONIO
Director of Student-Athlete
Development and Events



DERRICK COLES
Director of Student-Athlete
Development and
Community Service

Career Development

Preparing for life after college is a major focus of the N.O.L.E.S. program. The program is designed to work in cooperation with Florida State's Career Center to acquaint students with the job search process, provide networking opportunities and ultimately assist with job placement. The program places a priority on the development of the total person, with the goal of developing individuals who will have rewarding and productive lifestyles after they leave Florida State University.

Community Service

Serving the community is the focus of the Seminole Spirit program. Student-Athletes are challenged to give service to our community and individuals who are in need. With a clearly defined program of service, student-athletes are given the opportunity to develop a lifelong commitment to volunteerism. Over the years, our commitment to community service has grown by leaps and bounds. The Florida State University Department of Athletics has been recognized by the National Consortium for Academics and Sports for having one of the most successful outreach programs in the nation, impacting the lives of thousands of children annually. During the 2015-16 academic year, Florida State's student-athletes performed over 6,100 hours of services, with the Women's Golf team winning the Athletic Directors Cup for Service for performing over 26 hours per student-athlete.

Leadership Development

The Florida State University Department of Athletics is committed to developing programs of excellence that foster leadership development. Currently, the Office of Student Services offers three leadership programs to our student-athletes. The Student-Athlete Advisory Council (SAAC) has been in place at Florida State for over 15 years and is a fantastic group of motivated student-athletes. The SAAC is made up of FSU student-athletes representing every sports team and spirit group. Regularly scheduled meetings occur bi-weekly which gives the student-athletes an opportunity to discuss issues confronting student-athletes, here at Florida State, as well as in the Atlantic Coast Conference (ACC) and across the nation. The SAAC at Florida State has many responsibilities: they take the lead on a variety of events, starting with New Student-Athlete Orientation, the Welcome Back Picnic and the Golden Nole Awards Banquet, where seniors from each team are recognized and student-athletes who have excelled in the area of community service are honored.



Follow Student Services Online

Twitter: @FSU_nolesserve
Facebook: Seminole Athletic Student Services
Instagram: FSU_SAAC

2016-17 Student-Athlete Advisory Council

Meaghan Maus (VP)	Cheer
Janelle Campbell (Secretary)	Cheer
Kierstin Casey	Golden Girls
Maddie Kuminka	Golden Girls
Hank Truluck	Baseball
Ben DeLuzio	Baseball
Dwayne Bacon	Men's Basketball
Terance Mann	Men's Basketball
Alec Eberle	Football
Adam Torres	Football
Wilson Bell	Football
Wally Aime	Football
Bennett Baker	Men's Golf
Harry Ellis	Men's Golf
Noah Hensley	Men's Swimming & Diving
Jake Urbano	Men's Swimming & Diving
Connor Kalisz	Men's Swimming & Diving
Jack Haffey	Men's Tennis
Parker Eversten	Men's Tennis
Tyson Murray	Men's Cross Country
Armani Wallace	Men's Track & Field
Michael Hall (VP)	Men's Track & Field
Jake Burton	Men's Track & Field
Gabby Bevilard	Women's Basketball
Ivey Slaughter	Women's Basketball
Anna Sophia Bohmer	Women's Golf
Sherrell Buckley (VP)	Women's Golf
Tessa Daniels	Softball
Bella D'Errico	Softball
Meghan King	Softball
Vanessa Friere	Beach Volleyball
Brooke Kuhlman	Beach Volleyball
Cassie Miller	Soccer
Haylie Grant	Soccer
Olivia Bergau	Soccer
Alexia Gonzalez	Women's Swimming & Diving
Caroline Nava	Women's Swimming & Diving
Caroline Neil	Women's Swimming & Diving
Dany Schippers	Women's Tennis
Gabby Castaneda	Women's Tennis
MacKenzie Baysinger	Women's Cross Country
Melissa Zyla	Women's Cross Country
Bridget Blake (President)	Women's Cross Country/Track & Field
Elizabeth Eversole	Women's Track & Field
Hannah Welsh	Women's Track & Field
Brianne Burkert	Women's Track & Field
Hailey Luke	Volleyball

In addition to leadership program and opportunities provided to the student-athletes on the SAAC, there are two additional leadership programs that are offered to all male and female student-athletes. WILD (Women in Leadership Development) Women and REAL (Reliable Educated Accountable Leaders) Men provide an opportunity for small groups of male and female student-athletes to further their leadership skills.



The Tradition

Consistency. It is the mark of true excellence in any endeavor.

In today's intercollegiate athletics, competition is so balanced and so competitive that it is virtually impossible to maintain a high level of consistency. Yet the Atlantic Coast Conference has defied the odds.

Established in 1953, the ACC has long enjoyed the reputation as one of the strongest and most competitive intercollegiate conferences in the nation. And that is not mere conjecture, the numbers support it.

Through its first 63 years of competition, ACC schools captured 146 NCAA team championships, including 74 in women's competition and 72 in men's. In addition, NCAA individual titles went to ACC student-athletes 163 times in men's competition and 129 times in women's action. Given the ACC's strong history and the strengthening of its ranks with the additions of Notre Dame, Pitt and Syracuse in 2013, followed by Louisville in 2014, those numbers – and the league's longstanding tradition of excellence – appear destined to grow in the years ahead.

- The ACC enjoyed another banner year in football 2015, with three teams ranked in the final College Football Playoff Standings Top 10 in Clemson (1), Florida State (9) and North Carolina (10).
- The ACC is one of only two conferences to have placed a team in either the National Championship Game or College Football Playoff in each of the past three years.
- Clemson was ranked No. 1 for all six weeks of the College Football Playoff Standings and advanced to the 2015 National Championship Game, tying the FBS record for most wins in a seasons with 14.
- Since 2012, the ACC leads all conferences in wins in BCS/New Year's Six Bowl Game, with a 5-3 record.
- Over the past three years, the ACC has had a total of 115 players chosen in the NFL Draft, the second highest total of any conference.
- In the FBS listing of the winningest active coaches with five or more years of FBS head coaching experience (career winning percentage), the ACC has five coaches listed among the Top 15 nationally, the most of any conference.
- The ACC has won four consecutive Orange Bowl games, the longest winning streak in the OB by any conference in 57 years.
- Nine ACC teams earned bowl berths in 2015, giving the league 31 bowl teams over the past three seasons.

2015-16 Review

The 2015-16 academic year saw ACC teams capture five more national team titles. The ACC has averaged more than four national titles per year over the past 19 years and has claimed multiple NCAA titles in 33 of the past 35 years.

Academically, the member institutions of the Atlantic Coast Conference have led the way in nine of the last 10 years among Autonomy 5 conferences in the "Best Colleges" rankings released by US News & World Report.

2015-16 National Championships

Men's Cross Country	Syracuse
Field Hockey	Syracuse
Men's Tennis	Virginia
Men's Lacrosse	North Carolina
Women's Lacrosse	North Carolina

ACC member schools made strong bids to claim even more NCAA titles in 2015-16, placing as runners-up in football (Clemson), men's basketball (North Carolina), women's basketball (Syracuse), men's soccer (Clemson), women's soccer (Duke), beach volleyball (Florida State) and women's ice hockey (Boston College).

The Championships

The conference will conduct championship competition in 27 sports during the 2016-17 academic year--13 for men and 14 for women. The first ACC championship was held in swimming at North Carolina State University on February 25, 1954.

The 13 sports for men include football, cross country, soccer, basketball, fencing, swimming and diving, indoor and outdoor track & field, wrestling, baseball, tennis, golf and lacrosse. Women's sports were initiated in 1977 with the first championship meet held in tennis October 6-8 at Wake Forest University. Championships for women are currently conducted in cross country, field hockey, soccer, basketball, fencing, swimming & diving, indoor and outdoor track & field, tennis, golf, lacrosse, softball and rowing, with volleyball deciding its champion by regular-season play.

A History

The Atlantic Coast Conference was founded on May 8, 1953, at the Sedgefield Inn near Greensboro, North Carolina with seven charter members – Clemson, Duke, Maryland, North Carolina, North Carolina State, South Carolina and Wake Forest – drawing up the conference by-laws.

The withdrawal of seven schools from the Southern Conference came early on the morning of May 8, 1953, during the Southern Conference's annual spring meeting. On June 14, 1953, the seven members met in Raleigh, North Carolina, where a set of bylaws was adopted and the name became officially the Atlantic Coast Conference.

Suggestions from fans for the name of the new conference appeared in the region's newspapers prior to the meeting in Raleigh. Some of the names suggested were: Dixie, Mid-South, Mid-Atlantic, East Coast, Seaboard, Colonial, Tobacco, Blue-Gray, Piedmont, Southern Seven and the Shoreline.

Duke's Eddie Cameron recommended that the name of the conference be the Atlantic Coast Conference, and the motion was passed unanimously. The meeting concluded with each member institution assessed \$200.00 to pay for conference expenses.

On December 4, 1953, conference officials met again at Sedgefield and officially admitted

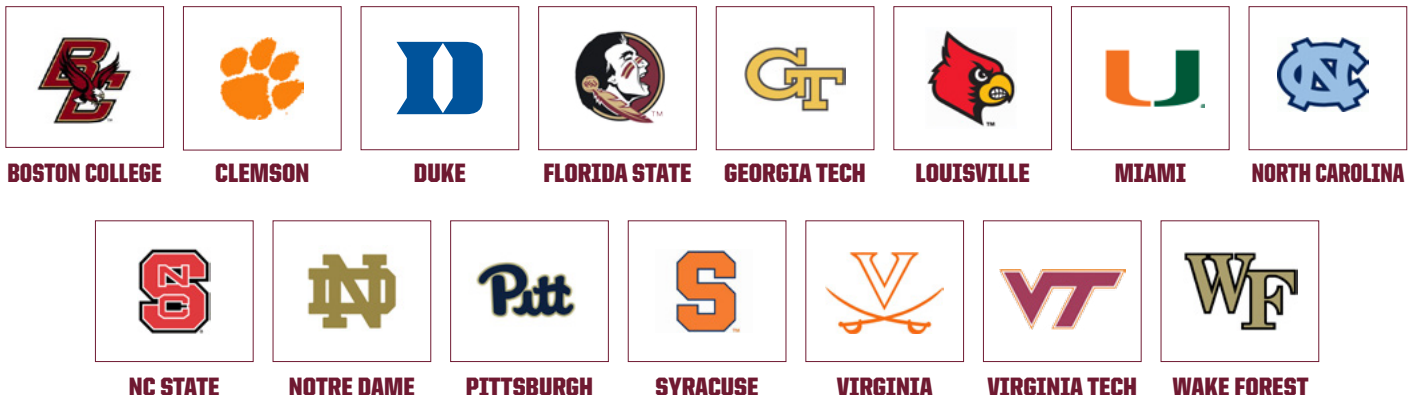
Virginia as the league's eighth member. The first withdrawal of a school from the ACC came on June 30, 1971, when South Carolina tendered its resignation. The ACC operated with seven members until April 3, 1978, when Georgia Tech was admitted. The Atlanta school had withdrawn from the Southeastern Conference in January of 1964.

The ACC expanded to nine members on July 1, 1991, with the addition of Florida State.

The conference expanded to 11 members on July 1, 2004, with the addition of Miami and Virginia Tech. On October 17, 2003, Boston College accepted an invitation to become the league's 12th member starting July 1, 2005.

The ACC added its 13th and 14th members on Sept. 18, 2011, when Pittsburgh and Syracuse accepted invitations to join the conference. The two schools officially join the ACC on July 1, 2013. Notre Dame also officially joined the ACC on July 1, 2013, after announcing on Sept. 12, 2012 its intention to enter the league for competition in all sports but football, bringing the membership of the conference to 15. The Fighting Irish will play five games with ACC schools each year.

On July 1, 2014, Louisville entered the ACC on the same day Maryland withdrew, keeping the conference's membership at 15 institutions.





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The Unconquered People

By Barry Ray
FSU Office of News and Public Affairs

As a people, few have prevailed over more trying circumstances than the Seminole Indians of Florida. Over the course of almost two centuries, Florida's Seminoles endured three wars with the U.S. government, resisted numerous efforts to relocate them to federal reservations in the West, and ultimately made their home in one of the world's most inhospitable environments, the Florida Everglades. That they have not only survived, but thrived — all the while maintaining their fierce independence and rich culture — is a tribute to their courage and perseverance. This is their story.

Long before European explorers ever visited the area now known as Florida, native peoples had been living here for thousands of years. In fact, as many as 100,000 members of four Indian nations — the Apalachee, the Tequesta, the Timucua and the Calusa — were living in highly organized settlements throughout the peninsula when the Spanish first arrived in 1513.

The native peoples' lack of resistance to smallpox, yellow fever and other "European" diseases, as well as later slaving raids from the English colonies of Georgia and South Carolina, eventually decimated their numbers. By the mid-18th century, the Indian nations of Florida had ceased to exist.

In their place, groups of Indians from a confederation of tribes collectively referred to as the Lower Creeks began moving into Florida from Alabama and Georgia. They had been pushed out of their former homes by the encroachment of white settlers, as well as by conflicts with other tribes. It was around this time that the name "Seminoles" first appeared; there are several possible explanations as to its origins.

When the first English speakers began arriving in Florida in 1763, they found many Creeks living as yat'siminoli, or "free people," across the northern part of the Florida peninsula. ("Yat'siminoli" was a term used in the Mikisúkî, or Miccosukee, language, which still is spoken today.) The settlers may have simply ignored the Indians' separate tribal affiliations and called them all Seminoles, or Seminoles.

Others believe that the Seminole name comes from the Spanish word cimarron, meaning "wild men" or "unconquered." The Indians may have been given this name because they had escaped from slavery in the English-controlled colonies to the north.

With the end of the American Revolutionary War in 1784, English-speaking settlers began moving southward in ever greater numbers, buying or seizing land from the native inhabitants. By 1813, some of the Creek tribes in Alabama rose up against the white settlers and the Indian tribes that supported them. This conflict, known as the Creek War of 1813-14, proved disastrous to all of the tribes. U.S. troops led by Gen. Andrew Jackson crushed the uprising and forced a treaty on the Creeks that took more than 2 million acres of land from them. Several thousand Creek warriors and their families migrated south into Spanish Florida, where they and the Seminoles increased their resistance to white settlement.

In 1814, such conflicts escalated into the first of three Seminole wars. Over the next four years, Jackson illegally entered Spanish Florida numerous times to burn Seminole villages and kill resistance leaders.

With the end of the First Seminole War in 1818, many Indians moved further into Florida. By 1820, the year before Spanish Florida became a U.S. territory, there were at least 5,000 Seminoles, Creeks and Mikisúkî people living here. However, a series of federal treaties failed to protect their rights and, in 1835, war broke out again.

The Second Seminole War (1835-42) proved to be the longest, most costly, and the last of the U.S. wars of Indian removal fought east of the Mississippi River. It also would be the first guerilla-style war faced by U.S. troops. Led by the fierce warrior Osceola, the Seminoles were aided by runaway slaves, who received

The Symbol: Seminoles

Florida State would play two games in 1947 before students demanded the school acquire a symbol. While details conflict, most believe the account of a poll of the student body is accurate. The Florida Flambeau reported that Seminoles had won by 110 votes over Statesmen. The rest of the top contenders (in order) were Rebels, Tarpons, Fighting Warriors and Crackers.



In the 1950s, a pair of students dressed in Native American costumes and joined the cheerleaders on the field which eventually evolved into the majestic symbol of Osceola and Renegade that FSU now enjoys. Today, the Seminole Indian Tribe participates in many campus activities.

Florida State University is proud of its longstanding cooperative relationship with the Seminole Tribe of Florida. The Seminole people have suffered many hardships and injustices, but they have remained brave, dignified and proud. The Seminoles are unconquered. They symbolize what we hope will be the traits of all of our graduates, including our student-athletes.

protection from their allies in return for a portion of the agricultural staples that they grew. These so-called "Black Seminoles" also had a reputation as fierce fighters, and were equally determined to preserve their freedom.

The fighting ended in a stalemate in 1842, and an uneasy peace lasted for 14 years. In 1856, however, Seminole leader Billy Bowlegs and his followers were provoked by U.S. soldiers. They retaliated, and the ensuing series of skirmishes became known as the Third Seminole War (1856-58).

When U.S. troops once more withdrew — again with no treaty or victory — the Seminole Wars finally ended. All told, more than 3,000 Seminoles had been forcibly removed from Florida to the Western territories of Arkansas and Oklahoma. As few as 300 remained in Florida, and they took refuge within the dense swamps of the Everglades. However, their place in history was assured as the only American Indian tribe never to have signed a peace treaty with the U.S. government.

From the 1920s onward, as the development boom exploded in South Florida, the Seminoles lost more and more of their hunting lands to tourists and settlers. They became agricultural workers in the vegetable fields of South Florida, and also ran tourist attractions, wearing their colorful patchwork clothing, producing souvenirs and wrestling alligators.

On Aug. 21, 1957, the Seminole Tribe of Florida was established through a majority vote of Florida's Seminole Indians. This vote gave the Seminoles federal recognition as a self-governing tribe with a constitutional form of government. The Seminole Tribe of Florida now has almost 3,000 members living on five reservations across the peninsula at Hollywood, Big Cypress, Brighton, Immokalee and Tampa.

The Seminoles work hard to be economically independent. Tourism and gaming profits pay for infrastructure and schools on their reservations, while citrus groves, cattle agriculture, aircraft production, tobacco sales, land leases and aquaculture are other significant sources of revenue.

Having persevered through two centuries of adversity, the Seminole Indians of Florida have earned the right to call themselves "the unconquered people." Their indomitable spirit is one that Florida State University proudly seeks to emulate in all of its endeavors.