I. Purpose

Overview

FSU is requesting a recurring investment of $25 million dollars to continue the university’s unprecedented and entrepreneurial efforts to move into the Top 10 public universities in the nation. Florida is the nation’s third largest state and is recognized as having the top public higher education system in the country for five years in a row. FSU has demonstrated incredible return on investment of targeted state funding by becoming the fastest improving institution among the Top 50 publics. In the past six years, FSU has served the State by improving a full 24 spots, from the #43 to the #19 ranked public university in the nation and Florida’s second institution ranked in the Top 20. The more highly an institution is ranked, the more difficult it becomes to move up. Despite this factor, FSU is continuing its efforts to achieve the Top 10.

That FSU has accomplished its Top 20 ranking without a teaching hospital is a remarkable testimony to the uniqueness and ingenuity of the university and its faculty. Florida State has invested in a comprehensive strategy guided by the university strategic plan and the BOG Accountability Plan.

To continue its move to the Top 10, FSU will strategically invest in:

- Continued growth of our distinctive and productive research base with high-level faculty hiring, particularly in the STEM fields and in the new FSU
Health initiative, to improve our research productivity, teaching, healthcare delivery, and national reputation as a top Research 1 university

- Building upon our award-winning student success program by providing targeted advising, and curricular and co-curricular offerings to remain a model for innovative and effective academic programs and career preparation for Florida’s leaders of the future
- Improving our SUS-leading transfer student success, particularly for Florida College System AA transfers.
- Reducing the Student-to-Faculty ratio from 21.8-to-1 to 17-to-1 to advance innovative teaching, faculty/student interactions and broaden our researcher base at the university to expand our research portfolio
- Recruiting new and maintaining current undergraduate student, graduate student, faculty, and staff in the face of increased labor costs.

Florida State University is grateful for the continued support and investment of the Florida Legislature, particularly during these difficult times. We are actively working to implement the appropriation from the previous legislative session, including the State’s investment in the transformative FSU Health initiative, a welcomed investment in our regional economy, regional health care and a vehicle for advancing FSU research. However, these investments aren’t sufficient to attain Top 10-institution resourcing. Significant and ongoing additional support is still required to reach our long-term goal of Top 10.

Florida has embraced a model of maintaining the lowest tuition rates in the nation. In order to keep tuition rates low while also committing to a second Top 10 University in Florida, Legislative support is critical. One of the areas of critical need to rise in the ranking is to lower our student-to-faculty ratio. Currently, FSU ranks 178th in the nation in this important category. The Legislature has shown a commitment in this area, having invested in hundreds of jobs at the University of Florida over the past decade to get their rank to the top 75, over 100 spots better than FSU. To meet growing student population and improve our ratio, FSU will have to hire 100 faculty per year over the next four years. We will also need to find new resources to accommodate the BOG push to reduce specialized admissions, which will require additional faculty and infrastructure to grow programs that were previously limited-access or limited enrollment.

FSU is positioned to help the state of Florida rebound from the COVID-19 pandemic and continue Florida’s advances in higher education, research, and producing a talented, innovative workforce.

Investing in new research faculty to expand our research portfolio

With recent state investments substantially elevating the university and continuing to do so, Florida State still has far fewer dollars for faculty resources and research than the institutions that now separate FSU from a Top 10 ranking.
Our Top 10 plan hinges on the continuation of a bold faculty hiring initiative that is bringing the nation’s top talent to FSU. Our recent initiatives have resulted in the hiring of more than 240 outstanding new faculty members, who are teaching, conducting leading-edge research, and building the FSU and State of Florida reputation. Nonetheless, FSU remains short of its multi-year goal to add nearly 500 new faculty overall, which would move FSU’s student-to-faculty-ratio of 17-to-1.

Moving the needle on U.S. News & World Report rankings is rather straightforward. However, as a state-funded school, ranking improvement is also a direct reflection of the State’s investment, as many of the measures are a direct reflection of university resources. For example, 10% of an institution’s ranking is determined by its per-student spending, and another 20% is based on faculty resources. Almost one-quarter of the rankings are based on the reputation of FSU among our national colleagues. Thus, Florida State’s Top 10 funding request for the coming fiscal year is directed specifically at the investments that will help elevate the performance and national stature of the university and thereby the entire State of Florida.

Establishing the National Framework for Student Success

Florida State is already recognized as a national leader for improvements to its student retention and graduation rates, winning the top students success award in the nation in 2021 from the Association for Public and Land Grant Universities (APLU). Since 2005, student retention at FSU improved from 87.9% to 95%, which is among the top 15 public universities in the nation. The six-year graduation rate at FSU improved from 69.6% to 84%. The four-year graduation rate improved from 46.2% in 2002 to 74% in 2020. Thanks to the support of the legislature and our state’s leadership, for the next set of USN&WR rankings, Florida State is projected to place among the top in the country on these student success metrics.

Importantly, we erased gaps in graduation rates among our diverse student body—all of our student populations, regardless of family background, graduate at some of the highest rates in the nation. And graduating students in four years or less means we are graduating students with less debt and empowering them to launch their careers earlier and increase their lifetime earnings. And we can still do better.

We have an expectation that student success should be more than graduation and retention rates. We have established a national model with our Six Pillars for Student Success to create a more holistic and beneficial effect on the student experience. Those pillars are:

1. A success team behind every student
2. Learning communities
3. Enhanced support for teaching
4. Experiential and global learning
5. Leadership and personal development
6. College to career

The success team behind every student allows us to address inequities to assure that students from all backgrounds have an equal rate of graduation and equal experiences. To assure that support, we need to increase the number of advisors at FSU to get closer to the industry recommended student-to-advisor ratio of 300:1. Increasing the number of student advisors would also give new students a single advisor for the duration of their time at FSU, freeing up faculty to better guide and direct students on properly preparing for their careers. We also need to continue to provide students and advisors with data analytics needed to make informed and strategic academic decisions.

Florida State has deployed College Life Coaches (CLC) to provide “high-touch” academic support to at-risk students who demonstrate the greatest need. We have been enormously successful with the CLC program, and are committed to expanding it to serve more students who would benefit from this kind of support.

Even with these limitations, FSU has one of the nation’s highest four-year graduation rates, and we have relative parity in the graduation rates of our Pell students and across racial and ethnic populations. Our highly successful Take 15 (credit hours) initiative not only improves students’ times to degree, but also reduces their expenses and significantly improves their lifetime earnings.

For those students who face unique barriers or take a sub-optimal path to graduation, we created the Graduation Specialists Initiative. This initiative brings together a team of specialized staff members who guide and assist 1,500+ students with high credit hours to a clear and timely path to graduation, as well as students who have dropped out of FSU and need to re-enroll to graduate.

We have been making great strides in enhancing support for teaching and redesigning our curriculum, particularly in gateway courses with high incidents of D and F grades or withdrawals (DFW). Failure to pass a gateway course is one of the keys to delayed graduation. In Fall 2017, FSU launched its Center for the Advancement of Teaching to promote proven educational practices and assist faculty in adopting leading-edge educational methodologies. We want to ensure that our courses maximize the learning for all of our students, particularly those who are the first-generation in their families to attend college, and employ active, experiential approaches that prepare students with the skills they need to thrive in their careers. In fact, we were just designated one of the eleven top universities in the country for successfully preparing our large group of first-generation students and noted as a national model in this important work. Impacts from the COVID-19 pandemic have also expanded the need to present students with unique and effective learning environments. We must continue to expand faculty
professional development and the curricular interventions that improve the educational value of all of our courses for all our students.

**Transfer Student Success**

In Spring 2020, the Florida Legislature passed a bill to include transfer student graduation rates as a Performance Funding Metric for the State University System and in 2022 updated the metric to a three-year rate. The intent was to improve the graduation rates of AA degree transfers from the Florida College System. Florida State University has a considerably higher three-year graduation rate than any other SUS institution. At 80%, FSU’s three-year rate exceeds both Florida International University’s 71% and the University of Florida’s 69%, but we strive to do better. Twenty years ago, we started an enrollment management group that met once every two weeks to improve the student success for first-time-in-college freshmen. We are leveraging this group to deeply expand the support and engagement we provide to transfer students through additional advisors, transfer student support, and our Engage 100 project mentioned earlier. Financial aid remains an issue for these students, and it is difficult to have donors, especially in the current financial context, provide sufficient philanthropic support for need-based aid.

FSU also has been engaged in a workgroup on transfer student success for the past three years with our colleagues from a dozen universities in the Southeast. This effort, sponsored by the Association of Public and Land-Grant Universities (APLU), is identifying the data and interventions necessary to assure on-time graduation for transfer students. Through this partnership, we are learning new ways to improve our transfer student performance.

**Getting Students Great Jobs**

Our students are graduating into a changing world that expects them to have job-ready skills and experiences. We must focus on creating an access pipeline to internships, undergraduate research, and other career-building activities, especially for our lower socioeconomic students. Funding will be key to developing more experiential learning opportunities and expanding those opportunities to the full breadth of our student population.

In 2019, FSU became the largest and most diverse university in the nation to adopt an experiential learning graduation requirement. Experiential learning includes internships, undergraduate research, community and project-based learning, international study, and other high-impact practices that provide students with the knowledge and skills needed to easily transition from college to career. Additional funding will expand programming and financial support for students, particularly for students from lower-income backgrounds, so they can engage in more of these experiences. It will also expand the capacity of our
career advising and professional development programming so we can use data and technology to effectively guide and mentor students along their journey at FSU and beyond. FSU will also invest in expanding our employer, economic development, and corporate relations to foster partnerships with industries. These partnerships will provide students more experiential learning opportunities and facilitate employer input on our curriculum and programming. Aligning our educational offerings with the evolving needs of employers will help ensure that all our students graduate with the skills needed to thrive in their careers.

**Emphasis on Excellence**

Top 10 universities are renowned for recruiting top students, faculty, and staff. FSU needs to increase the critical mass of top leaders and influencers to climb the next rung of the rankings ladder. For the upcoming fall semester, FSU had almost 80,000 applications for 6,200 spots making it the most competitive admissions process in our history. However, as FSU moves up in the rankings and attracts more top-level students, we are also getting out-bid for these students by other universities with greater resources. To rise in the rankings, FSU will need to enroll more National Merit Scholars, Presidential Scholars (a program that lacks a recurring funding source), Honors, and other very top students, which together will help our state attract and retain the very best talent.

FSU’s plans of hiring new faculty means we are aspiring to hire a full range of outstanding faculty members: STEM-focused National Academy members, Faculty for FSU Health, senior faculty (full professors) of national acclaim, associate professors with extensive research experience, assistant professors that hold research promise, and other instructional faculty who will address course capacity constraints and provide smaller class sizes, especially in STEM disciplines where meeting student course demands continues to be a challenge. As we work toward our multi-year goal of 500 new faculty members, we are requesting funding in this LBR to hire an additional 102 faculty members as another step toward the goal.

Exceptional students in doctoral and graduate programs are also essential in supporting FSU’s movement in the national rankings and its instruction and research portfolio. These students and scholars are necessary components of a competitive Research I University, and they are a core part of our Top 10 plan. Moreover, producing more graduate and professional degrees serves Florida’s evolving economy and its needs for a highly skilled and trained workforce. **As one of the state’s preeminent universities, FSU is uniquely positioned to supply the state and nation with this high level of talent and training.**

Currently, about 80% of FSU’s graduate students are from Florida, and we plan to continue to attract and retain the top talent in Florida for graduate education instead of risking them leaving to go to other states.
We have had record enrollment of graduate students for the past two years, but we need to do a better job being competitive in the recruitment of the nation’s top graduate students and **keeping the top students in Florida**. FSU plans to invest in expanding our graduate student stipend support to help us move closer to market levels. Furthermore, to help accommodate the needs in undergraduate teaching, mentoring, and research, FSU will plan on investing to expand the number of essential graduate student assistantships.

The faculty hired through our national rankings enhancement funding will both help recruit and rely on exceptional students in doctoral programs. These students and scholars are key components of a competitive Research I University, and they are central to our Top 10 plan. The 102 additional faculty under this request would need funding for at least 80 additional graduate assistants to facilitate their research efforts. Assistantships help to attract top graduate assistants to complement our recent and future faculty hires to help elevate FSU to the level of our peers, to strengthen the scholarship of existing faculty members, to promote the research of new hires, to teach key undergraduate courses, and to mentor graduate and undergraduate students.

This expansion will allow Florida State to increase its graduate student enrollment and programs and bring FSU on par with its public Research I University peers. Currently, FSU is in the bottom third of this peer group on the proportion of the student population that are graduate students. Funding is critical to our expansion of our overall graduate student population, funding expanded faculty and additional graduate assistantships.

As a pillar of our strategic plan and institutional excellence, it is imperative that we grow and support a diverse population of students, faculty, and staff and provide them with an environment that helps everyone achieve their full potential.

In support of the Board of Governors strategic plan to increase the percentages of System’s students from lower-income, Pell Grant eligible backgrounds, we seek to invest in scholarships and support to recruit and retain Pell students. Although we have a considerably higher percentage of Pell students than most of our Top 20 peers, **we can accommodate even more if our financial aid packages were commensurate with our public Research I peers. Failure to increase these packages will result in losing talented Pell students to out-of-state universities.**

Tallahassee is not a large metropolitan area, so most of our Pell students must move to Tallahassee to enroll at FSU. That means their annual Cost of Attendance is roughly $5,500 more per student than those who are able to live at home. The result is that FSU must spend considerably more on need-based aid per student than universities in metropolitan areas. We have nation-leading programs like CARE and our Unconquered Scholars programs that support first
generation and lower socioeconomic students, but these programs currently serve only 20% of our Pell-eligible students. We must expand more avenues of highly targeted support to all our Pell students and continue to expand the pipelines and proactive support with our state college system partners.

The diversity of our faculty ranks remains lower than we want in spite of specialized incentives to recruit and retain these faculty. Higher education research robustly shows that students benefit when faculty from varied backgrounds and experiences mentor them. FSU has a long history of inclusion born from its days as a women’s college. The precursors to our CARE program began over 50 years ago. We have earned the Excellence in Education Diversity Award for several years and have been named National Diversity Champions. We are number four in the nation producing Black medical doctors, behind three HBCU Colleges of Medicine, and a leading producer of Black and Hispanic doctoral degrees in non-medical disciplines.

FSU also has a distinguished record as one of the leading producers of study abroad opportunities for students. Additionally, FSU recently was awarded the 2018 Platinum Level Institutional Award for Global Learning, Research & Engagement from the Association of Public and Land-Grant Universities. The previous year, FSU was one of four institutions awarded the Senator Paul Simon Award for Campus Internationalization.

Resource Needs

Primary among FSU’s needs is to increase the size and quality of the faculty and to retain its existing faculty, including building the foundation for FSU Health, which will transform research, medical education, and healthcare in North Florida. We have opportunities to hire nationally acclaimed faculty whose institutions can no longer adequately support their research. We have improved the climate for faculty at FSU and have improved our student-to-faculty ratio from 25:1 to 21.8:1. Yet we are still 178th in the latest U.S. News & World Report rankings of public universities on this measure. Florida State’s multi-year plan goal of a 17:1 ratio requires nearly 400 new faculty members. Expanding to this level is necessary to grow our graduate enrollment and research, and to place us among the top 100 public universities on this measure.

Our current ratio requires our faculty to do more with less and it affects our ability to reimagine the classroom experience and create small classes. Student-to-Faculty Ratio and class size are both U.S. News metrics. With the previous support of the Legislature, Governor, and Board of Governors, FSU has hired hundreds of new faculty members, but we are still short of the number needed to reach a student-faculty ratio of 17:1 ratio, which would require an additional 495 faculty members. In total, the dollars requested in FSU’s 2022-2023 LBR for Top 10 Plan would allow Florida State to hire an additional 102 faculty members.
These 102 additional faculty members would bring the university’s student-to-faculty ratio to 20.5:1, good enough to improve to 165th in the nation.

Achieving this short-term 20.5:1 ratio would still have FSU behind most public universities in the United States, including institutions such as:

- University of Louisiana - Monroe
- University of North Florida
- University of Texas – Tyler
- University of West Georgia
- Western Kentucky University

The requested funds will be used in a variety of ways annually, including:

- Hiring additional faculty
- Establishment of world-class centers of excellence through the recruitment of National Academy-caliber scientists and senior researchers
- Expanding student success efforts and advising
- Recruiting for excellence and diversity among students, faculty, and staff
- Providing funds necessary to improve scholarships and need-based aid
- Building the foundation of FSU Health, improving research, education, and healthcare for North Florida.

Specifically, these funds will be used for:

- National Academy Members $0.5M
- Full Professors $2.3M
- Associate Professors $1.8M
- Assistant Professors $4.0M
- Instructional Faculty $2.2M
- Advisors/Academic Coaches/Graduation & Transfer Student Specialists $0.8M
- Graduate Student Stipends $1.7M
- Undergraduate Student Success Programming $1.0M
- Scholarships $2.5M
- Financial Aid $4.4M

Total $11.6M + Benefits=$15.4M

$25M
II. Return on Investment

Increases in funding will provide strategic investments that benefit the State of Florida:

- Elevate Florida State University in its pursuit of Top 10 status among public universities as determined by *U.S. News & World Report*.

- Achieve higher national prominence as a leader in the fields of science, technology, engineering, and math to ensure that Florida State continues to be a model for the State of Florida and nation in student career readiness and placement.

- Realize substantial savings for Florida families through high student retention and increased four-year graduation rates.

- Provide affordable excellence across a broad spectrum of academic fields; add significantly to the university’s existing centers of excellence, including its nationally ranked science, arts, and business programs.

- Provide benefits associated with expanding the university’s research enterprise and research discoveries that will create jobs, opportunities for start-up companies, and by generating discoveries that may directly affect Floridians.

More importantly, state investments will allow Florida State to elevate its standing in most of the Florida Board of Governors’ metrics, enhance its contributions to the State of Florida, and enable Florida State University to achieve world-class distinction.

Key metrics that the *U.S. News & World Report* and *Top American Research Universities* include:

- Peer Ratings/National Reputation
- Student Retention and Graduation Rates (especially four-year graduation rates)
- Freshman Retention
- Student/Faculty Ratio
- Class Size
- Faculty Resources
- Total Research Expenditures
- Federal Research Expenditures
- National Academy Members
- Faculty Awards
- Doctorates Granted
- Average SAT
- Postdoctoral Fellows
- Alumni Giving Rate
- National Reputation
III. Personnel

- National Academy Members: $0.5M
- Full Professors: $2.3M
- Associate Professors: $1.8M
- Assistant Professors: $4.0M
- Instructional Faculty: $2.2M

Advisors/Academic Coaches/Graduation & Transfer Student Specialists: $0.8M

Total: $11.6M + Benefits=$15.4M

As outlined in Section I, the university plans to hire and retain additional academic advisors, academic coaches, and other student services staff to help bring student support levels closer to national standards and provide needed guidance for our student population.

Florida State will further enhance the quality of its research, instruction, and student learning through the hiring of additional faculty at various levels, with a particular focus on those in STEM and Health disciplines. The top priority will be to support departments and courses in which student success challenges remain most critical. In addition, any changes from the Board of Governors regarding removing specialized admissions from programs could have considerable future costs to increase instructional and support capacity in those programs, and resource allocations would need to be adjusted in response.

Additional faculty will advance the quality of the learning environment for students and extend the deployment of the latest evidence-based teaching approaches, particularly for students from underrepresented backgrounds and in STEM and Health pathway courses, such as mathematics, chemistry, biology, physics, and computer science. New faculty will also help to meet growing course demands and/or enrollment changes that have hindered the ability of academic departments to offer sufficient course seats in a given semester (e.g., biology, chemistry, public health, physics, economics, political science, nutrition and integrated physiology, human development, engineering, criminology, and others). Finally, additional faculty will amplify the university’s research productivity and create new research and mentorship opportunities for both graduate and undergraduate students.

IV. Facilities:

None
## State University System
### Education and General
#### 2023-2024 Legislative Budget Request
**Form I**

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### I. Purpose

**Overview**
Operations funding will bolster FSU’s plan to advance Florida’s economy and workforce, enable the university to reach the Top 10 and the American Association of Universities (AAU), prepare research infrastructure for FSU Health, and invest in critical ongoing needs.

**Improving Positioning for Membership in the AAU**

With continued legislative support, we will not only continue our march up the *U.S. News* rankings, but also will be increasingly ready to earn another important marker of excellence. Despite all the positive publicity around the State University System of Florida, the nation’s third largest state continues to have only one member of the Association of American Universities (AAU). The AAU describes themselves as follows: “AAU comprises 65 distinguished research universities across the United States that continually advance society through education, research and discovery. Our universities earn the majority of competitively awarded federal funding for academic research and are educating tomorrow’s visionary leaders and global citizens.” Historically, the AAU has favored institutions with large research hospitals, expansive engineering programs, and high R&D expenditures through their research enterprises. These institutions are considered the top research universities, and they use that status to collaborate with each other and to win external funding contracts. Membership in AAU also elevates an
institution’s national peer reputation, a core metric for *U.S. News & World Report* and other academic rankings, and something that is often difficult to improve quickly.

The historic composition of AAU membership did not favor an institution like FSU that has a distributed primary medicine program and an atypical, shared engineering college with FAMU (Florida A&M University). However, the AAU accepted three members in 2019 that broke their historic mold. Their website notes: "the association’s black box of membership criteria include a mix of "quantitative measures used to assess the breadth and quality of university programs of research and graduate education" and a "more qualitative set of judgments about an institution’s mission, characteristics, and trajectory." With recent legislative investments, especially in FSU Health and its transformative potential, FSU is now better positioned than ever to deliver the state of Florida its second institution in the AAU. FSU fits that new AAU mold with a strong academic trajectory, a growing research portfolio (now nearly $300M annually in research expenditures), a diverse population, and leadership in health and other issues affecting rural and underrepresented populations.

FSU has the benefit of being home to a diversity of highly recognized research organizations including: the National High Magnetic Field Laboratory, the Center for Ocean-Atmospheric Prediction Studies (COAPS), the Florida Center for Reading Research, the Learning Systems Institute, the Center for Advanced Power Systems, the Geophysical Fluid Dynamics Institute, the Institute of Politics, and the Institute for Justice Research & Development. These are some of 60 centers and institutes at FSU that cut across a broad spectrum of disciplines. This diversity of programs and expertise positions FSU to establish itself as a national leader in many multidisciplinary fields.

With financial support from the State of Florida, we have begun building our FSU Health initiative, which will transform the quality of healthcare in North Florida and advance research to improve the health outcomes of Floridians across our state. This investment will concurrently build on our collaboration with the University of Florida on the NIH-funded Clinical and Translational Science Award (CTSA); our Health Data Sciences Initiative; and state, local and Triumph Fund investments in both Tallahassee and the Florida Panhandle. Bringing the most advanced clinical research, healthcare, and medical education, FSU Health will propel the entire region, serving as a catalyst for economic development for North Florida. FSU has further expanded its reach in healthcare through a mutually beneficial partnership with the Mayo Clinic, increasing learning and research opportunities to improve patient care.

In support of FSU Health, we have also begun building our health data sciences initiative, investing in data sciences infrastructure to improve our case for more large National Institutes of Health (NIH) funded projects. To make meaningful
advances in our NIH funding support, we will need to engage an increasingly large number of faculty and partner researchers. Expanding the number of researchers will require extensive central support for secure and effective solutions and the capacity necessary to promote seamless onboarding.

Another project, entitled Big Bets, is working to increase external funding from non-governmental sources. Both projects have several pilot entries, but they will require significant investment for FSU to compete with other top universities – especially those in the AAU.

Investing in Operations and Research Infrastructure

In the FSU-Top 10 Legislative Budget Request, we identify efforts to build our reputation as a top research university by increasing our faculty ranks by 102. We showed our commitment to student success especially for diverse and lower-income populations and for transfer students. We also discussed our need to improve our recruitment of excellent undergraduate and graduate students, and faculty and staff. These bold investments will be necessary to move FSU into the Top 10 public universities in the nation.

This is an expensive endeavor, however, and it requires focused, data-driven investments in our operations and infrastructure to be fully realized. National Academy members, full professors, and associate professors with large research portfolios require startup packages including laboratory space and equipment, which in some disciplines may reach seven-figures. Invariably, FSU will need to retrofit aging laboratories with new machinery and technologies. Usually, these new faculty members are more expensive to employ during their first few years until they start attracting external research funding. However, the returns on these initial investments can be immense, as these faculty secure large grants and attract other high-performing faculty.

Each new faculty member in STEM or Health is expected to generate more than $150,000 in contracts and grants a year and be a central player in FSU securing new patents and creating new business spinoffs. Recent return-on-investment studies show that research activities contribute to a strong return-on-investment; for every dollar Florida invests in its state universities, there is a return of nearly $11.00.

FSU continues to build its research portfolio primarily with tenured and tenure-track faculty. Top AAU institutions supplement and grow their research bandwidth by recruiting specialized research faculty and research associates who effectively become force multipliers when paired with tenure-track faculty researchers. Their specialization allows them to dedicate their time exclusively to research, data, methodology, statistics, and/or laboratory/research management. For example, most researchers need highly specialized research
associates who can provide services like biostatistics support or management of tissue banks.

Health research also requires highly secure data environments that meet security and privacy requirements. These research faculty will also require support personnel necessary for the operational and administrative management of their laboratories, research technologies, and research activities. FSU Health and the Health Data Science Initiative (HDSI) will need the data science infrastructure necessary to earn larger grants, especially from the National Institutes of Health (NIH). Health research increasingly requires advanced analytics like biostatistics and data science to uncover meaningful discoveries and successful clinical interventions. FSU is currently unable to deliver the expertise needed to meet these needs, and we must build local expertise to improve the competitiveness of our federal and other external research grant proposals. The support personnel needed for these projects include individuals who can manage the projects and complexities in computing environments, data architecture, data carpentry, data governance, security, and A.I./Machine Learning/Cognitive Computing algorithms to name a few.

In addition to staffing, there will need to be considerable investments in FSU’s research technology infrastructure to double our research funding by establishing the capabilities required to attract research talent to FSU, to engage external research partners, and position FSU as a responsible research institution. Increasingly, grantor agencies want to invest in institutions who maintain a strong cybersecurity and data security posture. Federal cybersecurity and regulatory requirements required to conduct health data research through grants made available via the NIH, the Food and Drug Administration, the National Science Foundation, and the Department of Defense are increasing. Without such capabilities, FSU will be unable to successfully compete with AAU institutions.

To be successful, we must move from a distributed to a centralized model to ensure we have the scale and capacity to provide secure access to compute and data resources. On-campus bandwidth needs to be increased to take advantage of high-speed research and education networks - Florida Lambda Rail (FLR) and Internet2 - that allow collaboration with research teams in Florida and throughout the world. A centralized approach is necessary to not only ensure required security controls are in place, but to also realize benefits associated with shared support and economies of scale for internal and external data repositories, A.I./Machine Learning/High-Performance Computing resources, and advanced analysis and visualization capabilities (e.g., Omics, MRI, X-ray, ECG).

Investing in this approach will enable FSU to rebuild and enhance its research network, cybersecurity, computing, and data storage infrastructure, so that we are able to integrate research activities and technology, and streamline access for in-house researchers, external collaborators, and academic medical research
partners in a variety of disciplines (i.e., biomedical, behavioral health, public health, chemistry, biology, and engineering).

These investments in cybersecurity and research infrastructure will also enable new educational and workforce training opportunities. With the technology, we can train the next generation of cybersecurity experts, including those in our FSU Panama City Triumph-funded ASCENT project, as well as students across the university who will leverage the technology in their research and training.

Retaining faculty is a key strategic priority

Whereas new faculty can bring expertise in new research areas, an equally important investment is in retaining our excellent faculty, especially with rising costs and an extremely competitive national labor market. It is usually much less expensive to retain top quality faculty members than to hire new ones. Nonetheless, as FSU has increased its place in the rankings, our faculty are getting more offers to join other top universities. We need to counter that trend by maintaining competitive wages and providing salary and support funds as a basis for counteroffers. With the significant investments the university makes in getting new faculty members established at the university, it is particularly challenging to have them leave the university.

In addition to investing in wages, we are building faculty development and support programs. These programs assure that faculty have the resources to be successful and that they can join a network of colleagues who can mentor them to be great researchers and educators. One of these programs provides faculty with seed money to explore emergent research topics. The seed money allows them to partner with colleagues to demonstrate expertise on emerging topics that are ripe for earning grants. These funds are frequently used to encourage the interdisciplinary research that leads to new discoveries, product, patents, and startup companies. FSU provides some seed money for faculty researchers, but we will need more to elevate to a position among the top 10 universities.

Another key support for both existing and new faculty is post-doctoral scholars (post-docs) and graduate student research and teaching assistants. FSU has been able to grow its number of post-doctoral researchers and graduate assistants in the past few years. Moving graduate assistant stipends to market levels will allow the university to recruit and retain outstanding graduate student assistants. Furthermore, recent PhD graduates covet post-doctoral appointments in top research centers around the world. Post-doctoral researchers are an invaluable support structure for grant research as they bring external research experience from other institutions, and they are committed almost exclusively to research for the three years of their appointment. Although post-docs can be paid by grant proceeds, most grants are not large enough to support these researchers without additional institutional support.
Florida State continues to raise private funds to support new faculty members and infrastructure needs, as well as the development of state-of-the-art teaching and laboratory facilities. Alumni giving is also one of the *U.S. News ranking* metrics. In the most recent year, the FSU Foundation raised just under $100m in private donations. FSU also recently received a $100M donation from the Jim and Jan Moran Foundation for the Jim Moran College of Entrepreneurship. We will continue to pursue private funds to support our mission, but we need state dollars to provide the strategic investments we need to get into the Top 10.

The requested funds, which could be funded through recurring increases in existing funding programs or otherwise, will be used in a variety of ways annually, including:

- Providing the research infrastructure necessary to fully maximize investments in FSU Health in Tallahassee and in the Panhandle
- Startup funds for new faculty to establish their research centers or laboratories
- Purchase of modern laboratory equipment and technologies
- Development of secure and high-bandwidth infrastructure and expertise around data sciences and more specifically, health data sciences
- Employment of specialized research associates that will expand research capacity
- Employment of support staff, such as data engineers, project managers, systems administrators, compliance coordinators, application coordinators, data visualization experts, cybersecurity experts, data carpenters, laboratory managers and technicians, fiscal assistants, grants editors, grants managers, and research onboarding specialists to support new research ventures
- Employment of postdoctoral scientists who will work shoulder to shoulder with STEM faculty in their laboratories
- Seed funds to enable faculty to experiment with new research avenues in preparation for submitting grant proposals
- Compensation to assist in retaining and rewarding outstanding faculty members
- Funding rising research library, software, and database licenses costs
Specifically, funds will be invested in supporting and retaining research personnel and infrastructure that propel our next steps in our march toward AAU-Readiness, national excellence, and economic development:

- Faculty Retention/Market Adjustments $5.3M
- Specialized Research Faculty/Associates $3.5M
- Health Data Science Institute $3.5M
- Secure Shared Research Infrastructure $4.0M
- Start-up for New Faculty Research Labs $4.5M
- Research Operations Support Personnel $3.0M
- Post-doctoral Scholars $1.5M
- New Research Proposal Seed Money $4.0M
- Nationally Competitive Graduate Research Stipends $1.7M
- Laboratory Upgrades, Machinery, and Technology $4.0M

II. Return on Investment

This strategic investment will result in significant positives for both Florida State University and the State of Florida:

1. Retaining top faculty will further FSU’s goal of becoming AAU Ready by creating a stable environment where FSU will benefit from growing research portfolios of more senior faculty
2. Maintaining stability by keeping faculty from being lured to higher-paying institutions improves academic program continuity while providing the program stability needed to attract top researcher and research grants
3. Retaining top faculty will allow FSU to attract additional research associates, post-doctoral scholars, and top graduate students who often choose a college based on opportunities to engage with distinguished faculty
4. Supporting FSU Health will expand both clinical research with Tallahassee Memorial Healthcare and will provide a foundation for expanded and improved healthcare in North Florida and the Panhandle.
5. We will leverage these funds and our association with the NIH-funded Clinical and Translational Science Award (CTSA) with the University of Florida to further focus on comprehensive bio-behavioral care in underserved communities particularly in North Florida and the Panhandle.
6. Investments in a comprehensive approach to health, data science, and research infrastructure will allow FSU to increase our research expenditures to attain our goal of $500M annually, advance the quality of life and quality of care for Floridians, and further support economic growth in our state.

7. Creating a research infrastructure that can be used to lure and empower new faculty and retain existing faculty while growing research capacity.

8. Heighten the university’s reputation as a STEM leader in Florida and the nation, enhancing Florida State’s standing and the standing of the state of Florida.

9. Further FSU’s national stature in research and creative endeavors through the attraction and retention of faculty who are at highly productive and widely regarded points in their careers.

10. Establish a model for research cybersecurity, research onboarding, and research continuity.

Continued state investments in FSU will also raise the university’s standing in virtually every Board of Governors metric used in performance awards and preeminence determinations and those used to evaluate AAU eligibility, including:

- National Rank and Reputation
- Total Research Expenditures
- Federal Research Grants
- Research Citations
- National Academy Members
- Faculty Awards
- Doctoral Degrees Granted
- Postdoctoral Fellows
- Student Retention and Graduation Rates
- Freshman Retention
- Student/Faculty Ratio
- Class Size
- Faculty Resources
- Average SAT
- Alumni Giving Rates
- Student Post Graduation Outcomes

### III. Personnel

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<thead>
<tr>
<th>Specialized Research Faculty/Associates</th>
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<td>Health Data Science Institute</td>
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<tr>
<td>Research Operations Support Personnel</td>
<td>$3.0M</td>
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<tr>
<td>Post-doctoral Scholars (STEM and Health)</td>
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</table>
Graduate Research Stipends

Pending BOT Approval

$1.7M

Faculty Retention/Market Adjustments

$5.3M

As outlined in section I, FSU will continue to invest in faculty retention efforts designed to address the challenge of retaining highly regarded faculty. These faculty rely on a skilled team of research associates, post-doctoral scholars and graduate students working in a modern and secure physical research environment and through competitive salaries for them and these research teams. For purposes of retention and recruitment, as well as the standards and metrics that will move FSU into the Top 10 among public universities and on par with AAU institutions, Florida State’s faculty salaries must be in line with national norms to dissuade faculty from seeking positions at other institutions. This is critical for fending off attempts by other universities, particularly private institutions with large endowments, from luring our top faculty away. Funding will allow FSU to move closer to market-level salaries for faculty and facilitate counteroffers to productive faculty who have received offers from other institutions.

IV. Facilities

Infrastructure improvements will not require the construction of new facilities.
## Legislative Budget Request
### Education and General
#### Position and Fiscal Summary
#### Operating Budget Form II

**University:** Florida State University  
**Issue Title:** FSU Operational Support

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<th>NON-RECURRING</th>
<th>RECURRING</th>
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<tr>
<td>Other (A&amp;P/USPS)</td>
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<tr>
<td><strong>Total</strong></td>
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</table>

| **Salaries and Benefits** | $9,000,000 | $0 | $9,000,000 |
| **Other Personal Services** | $1,500,000 | $0 | $1,500,000 |
| **Expenses** | $7,000,000 | $0 | $7,000,000 |
| **Operating Capital Outlay** | $10,500,000 | $0 | $10,500,000 |
| **Electronic Data Processing** | $0 | $0 | $0 |
| **Graduate Research Stipends** | $1,700,000 | $0 | $1,700,000 |
| **Special Category (Specific)** | $0 | $0 | $0 |
| **Faculty Retention/Market Adjustments** | $5,300,000 | $0 | $5,300,000 |

**Total All Categories** | $35,000,000 | $0 | $35,000,000 |
State University System
2022-2023 Linking Industry to Nursing Education (LINE) Fund Proposal Form*

| University: Florida State University |
| Healthcare Partner: Tallahassee Memorial Healthcare HCA Florida Capital Hospital |

Date Proposal Approved by University Board of Trustees: Pending Approval at August Meeting
Amount Requested: $744,000

Jing Wang, PhD, MPH, RN, FAAN
Dean, FSU College of Nursing
jingwang@nursing.fsu.edu
850-644-6844

Please check the boxes below as appropriate:

- Healthcare partner making contribution is located in and licensed to operate in Florida? Yes
- Healthcare partner making contribution is a health care provider as defined in Section 768.38(2), Florida Statutes? Yes
- Nursing programs met or exceeded a first time NCLEX passage rate of 70% for the prior year based on the 2022 Accountability Plan? Yes
- The funds will be used for an eligible purpose per Section 1009.896, Florida Statutes? Yes

All boxes must be checked in order to be eligible to participate.

Background

The LINE Fund is intended to incentivize collaboration between nursing education programs and health care partners and to meet local, regional, and state workforce demand by recruiting faculty and clinical preceptors, increasing the capacity of high-quality nursing education programs, and increasing the number of nursing education program graduates who are prepared to enter the workforce. Subject to available funds,

*This form is subject to change pending the adoption of Regulation 8.008 – Nursing Education.
for every dollar contributed to an institution by a health care partner, the fund shall provide a dollar-for-dollar match to the participating institution for approved proposals.

**Funds may be used for student scholarships, recruitment of additional faculty, equipment, and simulation centers to advance high-quality nursing education programs throughout the state. Funds may not be used for the construction of new buildings.** To participate, an institution must submit a timely and complete proposal to the Board of Governors for consideration.

**Proposals must be submitted with a total of no more than three pages of narrative for the following sections.** Proposals with more than three pages of narrative will be rejected.

**Proposal Details**

I. **Use of Funds -** Describe in detail and with specificity how the institution plans to use the funds, including how the funds will be utilized to increase student enrollment and program completion.

Florida State University (FSU) Colleges of Nursing (CON) has collaborated with Tallahassee Memorial Healthcare ($259,000) and HCA Florida Capital Hospital ($485,000) to provide dedicated clinical faculty to develop an innovative education unit leveraging an academic practice model with dedicated clinical faculty and clinical placements for FSU at each healthcare system. In addition, each health care partner will provide student scholarships to those who express interest in being employed by the respective healthcare partner, should the students meet the graduation and licensure requirement. Specifically, we will use the funds to hire new faculty to accommodate increases in student enrollment, to increase faculty professional development, and additional support to relieve the administrative and clinical coordination burden thereby increasing retention of experienced faculty. Funds will also be used for scholarships to attract more students into nursing and a simulation center to increase the simulation experiences for a larger student population.

II. **Onboarding & Retention of Graduates -** Describe in detail and with specificity how the health care partner will onboard and retain graduates.

We plan to collaborate with Tallahassee Memorial Healthcare and HCA Florida Capital Hospital to develop a education unit model that has dedicated clinical faculty for each healthcare system. We will assign students in units where nurses and dedicated clinical faculty are all trained together and provide a three-way evaluation to ensure constant learning and evaluation of student learning to ensure high satisfaction of student learning experience within each healthcare partner institution, which will ultimately lead to retention of graduates within those healthcare systems. The onboarding and retention plan is cooperatively developed with healthcare partners with a seamless transition.
plan for graduates to develop familiarity with the healthcare system throughout their learning journey. This will significantly reduce the onboarding time for these graduates who as they will have dedicated clinical experience within these individual healthcare systems through their enrollment in the program, as well as high satisfaction and high quality and safety of care within those dedicated healthcare systems with students, nurses, and clinical faculty all familiar with the academic and practice system, with high trust and partnership spirit. Compared to the traditional model of random adjunct faculty recruited by the college to assign students to different hospitals on a semesterly basis, this model enables dedication from both academic and healthcare institutions to show strong partnership and stability of clinical faculty, and onboarding of graduates starts with the beginning of the clinical learning experience in the CON.

III. Program Expansion - Describe in detail and with specificity how the funds will expand the institution’s nursing education programs to meet local, regional, or state workforce demands. If applicable, include advanced education nursing programs and how the funds will increase the number of faculty and clinical preceptors and planned efforts to utilize the clinical placement process established in Section 14.36, Florida Statutes.

Specifically, we will use the funds to hire new faculty and increase faculty support, as well as increase scholarships to attract more students to choose nursing as a major. The funds will also be used to acquire additional equipment in the simulation center to allow the simulated practice of nursing to accommodate the enrollment of more students. The lack of dedicated clinical placements and sufficient faculty have limited our program heretofore. Additional funding will enable us to increase enrollment in the Fall, Spring, and Summer semesters; allow rolling enrollment for our BSN program; and by creating additional openings for students with pre-nursing or other degrees who want to enter the nursing major. These funds will increase our ability to place more students within our collaborating healthcare partners’ institutions; and we will be able to increase enrollment targets for each enrollment cycle with expanded admission efforts. Faculty support will also include administrative support for planned efforts to coordinate and streamline the clinical placement process established in Section 14.36, Florida Statutes, to relieve faculty burden and increase partnership and coordination between partnering healthcare systems. This program expansion in our undergraduate program will lead to high quality nursing graduates from the FSU College of Nursing contributing to the state workforce demands and addressing the nursing shortage in the state of Florida. The FSU College of Nursing has consistently demonstrated success with a over 90% NCLEX passing rate that is well above the national average. Expansion of our nursing education program will provide an increased number of high-quality nursing graduates and these partnerships will result in retention of them in the region.

*This form is subject to change pending the adoption of Regulation 8.008 – Nursing Education.