



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

MEETING AGENDA

Thursday, August 27, 2026

1:15 p.m. – 2:15 p.m.

FSU Westcott Building
Conference Room 201
222 South Copeland St.
Tallahassee, FL 32306

The agenda will be followed in subsequent order and items may be heard earlier than the scheduled time.

- I. Call to Order and Welcome**
Trustee Vivian de las Cuevas-Diaz, Chair
- I. Approval of Minutes**
February 24, 2026, Meeting Minutes
June 18, 2026, Meeting Minutes
- II. Informational Items and Updates**
Dr. James Clark, Provost, and Executive Vice President for Academic Affairs
- III. Action Items for Consideration of Recommendation to the Board of Trustees**
Dr. James Clark, Provost and Executive Vice President for Academic Affairs
 - a) **Action Item I: Request for Approval: 2027-2028 Academic Calendar**
 - b) **Action Item II: Request for Approval: 120 Credit Hour Exception Revisions**
 - c) **Action Item III: Request for Approval: 2025-2026 Textbook and Instructional Materials Affordability Report**
 - d) **Action Item IV: Request for Approval: 2027-2028 Legislative Budget Request**
- IV. Open Forum for Trustees**
Trustee Vivian de las Cuevas-Diaz, Chair
- V. Adjournment**
Trustee Vivian de las Cuevas-Diaz, Chair



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES
Academic Affairs Committee

MEETING MINUTES

February 24, 2026



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

MEETING MINUTES (DRAFT)

Tuesday, February 24, 2026

1:30 p.m. – 2:45 p.m.

Westcott Building, Room 201

Attended (committee): Trustee Vivian de las Cuevas-Diaz (Committee Chair and FSU Board of Trustees Vice Chair), Trustee Roxanne Hughes, Trustee Justin Roth, and Trustee Kathryn Ballard

Absent (committee): None

Staff: Provost Jim Clark

Others in attendance: President Richard McCullough, Chief of Staff Marissa Langston, General Counsel Carolyn Egan, and other Academic Affairs Staff

I. Call to Order and Welcome

Trustee Vivian de las Cuevas-Diaz, Chair

Trustee Vivian de las Cuevas-Diaz (Committee Chair) called the meeting to order at 1:30 p.m.

Chief of Staff to the Provost Leslie Reithmiller conducted roll call and confirmed quorum.

II. Approval of Minutes

October 30, 2025, Meeting Minutes

Trustee Roth moved to approve the committee meeting minutes from October 30, 2025, Trustee Hughes seconded the motion, and the minutes were approved unanimously by all present at the meeting.

III. Informational Items and Updates

A. Visitors Center Update

Associate Vice President for Academic Affairs for Budget and Finance Paul Harlacher presented a progress update on the new FSU Visitors Center. Moore Auditorium has been selected as the future location of the Visitors Center, and a professional design firm has been selected. The preliminary timeline for this project includes stakeholder meetings commencing in Spring 2026, and a potential construction phase beginning in summer 2027.

B. Social Media Policy

Vice President for Faculty Development and Advancement Jeanette Taylor presented an update on the development of a social media policy for FSU employees. Over the Fall 2025 semester, a Social Media Policy Advisory Committee comprised of 21 faculty members and co-chaired by VP Taylor and Trustee Roxanne Hughes, met and developed recommendations for consideration by Provost Clark. Their recommendations included clarifying existing policy language, developing a standalone policy on social media, and making the policy more accessible to employees. The committee also recommended the creation of a companion document that will emphasize best practices.

IV. Action Items for Consideration of Recommendation to the Board of Trustees

A. Action Item I: Request for Approval: Tenure Upon Appointment

Vice President Jeanette Taylor presented the list of newly hired faculty members that were recommended for tenure at the start of their appointment to FSU. The list included six (6) scholars, five of whom were hired from other universities, and one who was hired from Mayo Clinic. All 6 of the faculty members joined FSU as Associate or Full professors and have met FSU's rigorous standards for tenure and successfully passed reference and background checks.

Trustee Hughes moved to approve the roster of Tenure Upon Appointment candidates, Trustee Ballard seconded the motion, and the motion was unanimously approved by all present at the meeting.

B. Action Item II: Request for Approval: Tenure Report

Vice President Jeanette Taylor presented information about the promotion and tenure process at FSU, including its strategic importance to talent recruitment, retention, and the university's research enterprise, as well as tenure pathway requirements, evaluation, and metrics. The 2025-26 Tenure Report included the President's recommendation of forty (40) candidates for tenure, effective Fall 2026. All recommended tenure candidates met FSU's rigorous expectations for performance in teaching, research/creative activity, and service. One candidate withdrew themselves from the evaluation process, and two candidates were not recommended for tenure.

Trustee Hughes moved to approve the recommended candidates for tenure, Trustee Ballard seconded the motion, and the motion was unanimously approved by all present at the meeting.

C. Action Item III: Request for Approval: Proposal to Implement B.S. in Civics and Liberty Studies

Associate Vice President Amy Guerrette presented the proposal to implement the Bachelor of Science in Civics and Liberty Studies in the College of Social Sciences and Public Policy. The proposed degree will be implemented in Fall 2026. This degree will be in CIP Code 30.5101.

Trustee Roth moved to approve the proposal to implement the proposed BS in Civics and Liberty Studies, Trustee Ballard seconded the motion, and the motion was unanimously approved by all present at the meeting.

D. Action Item IV: Request for Approval: Proposal to Implement M.S. in Hospitality Management

Amy Guerrette presented the proposal to implement the Master of Science in Hospitality Management in the Deadman College of Hospitality. The proposed degree will be implemented in Fall 2027. This degree will be in CIP Code 52.0901.

Trustee Ballard moved to approve the proposal to implement the proposed MS in Hospitality Management, Trustee Hughes seconded the motion, and the motion was unanimously approved by all present at the meeting.

E. Action Item V: Request for Approval: Proposal to Implement Ph.D. in Hospitality Management

Amy Guerrette presented the proposal to implement the Ph.D. in Hospitality Management in the Dedman College of Hospitality. The proposed degree will be implemented in Fall 2027. This degree will be in CIP Code 52.0901.

Trustee Ballard moved to approve the proposal to implement the proposed Ph.D. in Hospitality Management, Trustee Hughes seconded the motion, and the motion was unanimously approved by all present at the meeting.

F. Action Item VI: Request for Approval: Proposal to Implement Ph.D. in Entrepreneurship

Amy Guerrette presented the proposal to implement the Ph.D. in Entrepreneurship in the Jim Moran College of Entrepreneurship. The proposed degree will be implemented in Fall 2026. The degree will be in CIP Code 52.0701.

Trustee Hughes moved to approve the proposal to implement the proposed Ph.D. in Entrepreneurship, Trustee Ballard seconded the motion, and the motion was unanimously approved by all present at the meeting.

G. Action Item VII: Request for Approval: Proposal to Terminate B.S. in STEM Teaching

Amy Guerrette presented the proposal to terminate the Bachelor of Science in STEM Teaching due to continued low student demand. Much of the degree content will be offered in the newly created FSU-Teach STEM Teaching undergraduate certificate program.

Trustee Ballard moved to approve the proposal to terminate the BS in STEM Teaching, Trustee Roth seconded the motion, and the motion was unanimously approved by all present at the meeting.

H. Action Item VIII: Request for Approval: Amended FSU Regulation 5.098

Amy Guerrette presented the proposal to amend FSU Regulation 5.098. The proposed amendments will bring FSU Regulation 5.098 into compliance with Board of Governors Regulation 8.003 and will require faculty to post course syllabi at least 45 days prior to the first day of classes for each term.

Trustee Roth moved to approve the proposed amendments to FSU Regulation 5.098, Trustee Ballard seconded the motion, and the motion was approved by a majority vote - 3 yea's (Ballard, Cuevas-Diaz, Roth) and 1 nay (Hughes).

V. Open Forum for Trustees

Trustee Vivian de las Cuevas-Diaz, Chair

Trustee Roth expressed interest in learning more about the university's strategic academic planning considerations as shifts occur in the professional landscape due to the increasing prevalence of artificial intelligence.

VI. Adjournment

Trustee Vivian de las Cuevas-Diaz, Chair

Trustee Hughes moved to adjourn the meeting, Trustee Roth seconded the motion, the meeting was adjourned at 2:25 p.m.



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES
Academic Affairs Committee

MEETING MINUTES

June 18, 2026



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

MEETING MINUTES (DRAFT)

June 18, 2026

10:20 a.m. – 10:43 a.m.

Zoom

Attended: Trustee Kathryn Ballard (Acting Committee Chair), Trustee Roxanne Hughes

Absent: Trustee Vivian de las Cuevas-Diaz (Board of Trustees Vice Chair and Committee Chair), Trustee Justin Roth

Staff: Provost Jim Clark

Others in attendance: Trustee Jorge Gonzalez, Trustee Jim Henderson, Trustee Peter Jones, Trustee Brian Murphy, Trustee Ian Seibert, Trustee Tim Weisheyer, President Richard McCullough, General Counsel Carolyn Egan, Academic Affairs Staff, and other FSU administrators and staff.

I. Call to Order and Welcome

Trustee Kathryn Ballard, Acting Chair

As the previous committee meetings concluded early, Trustee Kathryn Ballard (Acting Committee Chair) called the meeting to order at 10:20 a.m. Deputy Chief of Staff Heather Mayo conducted roll call. A quorum was not present, so General Counsel Egan advised that action items voted on would go forward to the full Board with the recommendation of the individual Trustees and not with the full committee's approval.

II. Approval of Minutes¹

February 24, 2026, Meeting Minutes

The committee members present reviewed the minutes from the February 24, 2026, meeting and concurred. As a quorum of the committee was not present, the minutes will be submitted to the next committee meeting agenda for formal approval.

¹ The minutes section was moved after the Informational Items and Updates.

III. Informational Items and Updates

Dr. James Clark, Provost, and Executive Vice President for Academic Affairs

a) Anticipated New Academic Degree Programs for 2026-2027

Associate Vice President for Faculty Development and Advancement provided a brief summary of 2026-27 anticipated new degree programs.

b) MBA Task Force Update

Senior Vice Provost and Chief Strategy Officer Rick Burnette provided a brief update on relevant metrics used to determine MBA program rankings.

IV. Action Items for Consideration of Recommendation to the Board of Trustees

Dr. James Clark, Provost and Executive Vice President for Academic Affairs

a) Action Item I: Request for Approval: 2027-2028 Institutional General Education Course Offerings

Associate Vice President for Faculty Development and Advancement Amy Guerette presented the 2027-2028 institutional general education course offerings for submission to the Florida Board of Governors. Of the total 162 course offerings, 153 courses were from the prior academic year, 3 courses had been updated, and 6 courses were new general education offerings.

Trustee Hughes moved to approve the 2027-2028 Institutional General Education Course Offerings, Trustee Ballard seconded the motion, and the item was approved for recommendation by the Trustees to the full Board.

b) Action Item II: Request for Approval: Specialized Admissions Reaffirmation for Limited Resources Degree Programs

Associate Vice President for Faculty Development and Advancement Amy Guerette presented the specialized admissions reaffirmation for limited resources degree programs for submission to the Florida Board of Governors.

Trustee Hughes moved to approve the Specialized Admissions Reaffirmation for Limited Resources Degree Programs, Trustee Ballard seconded the motion, and the item was approved for recommendation by the Trustees to the full Board.

c) Action Item III: Request for Approval: Proposal to Implement M.S. in Marriage and Family Therapy

Associate Vice President for Faculty Development and Advancement Amy Guerette presented the proposal to implement the M.S. degree in Marriage and Family Therapy.

Trustee Hughes moved to approve the proposal to implement the M.S. degree in Marriage and Family Therapy, Trustee Ballard seconded the motion, and the item was approved for recommendation by the Trustees to the full Board.

d) Action Item IV: Request for Approval: Proposal to Implement Ed.S. in Marriage and Family Therapy

Associate Vice President for Faculty Development and Advancement Amy Guerette presented the proposal to implement the Ed.S. degree in Marriage and Family Therapy.

Trustee Hughes moved to approve the proposal to implement the Ed.S. degree in Marriage and Family Therapy, Trustee Ballard seconded the motion, and the item was approved for recommendation by the Trustees to the full Board.

e) Action Item V: Request for Approval: Proposal to Repeal Regulation FSU-5.003 University Undergraduate Admission Committee Procedures

Associate Vice President for Enrollment Management John Barnhill presented the proposal to repeal Regulation FSU-5.003 University Undergraduate Admission Committee Procedures in anticipation of approval of new Regulation FSU-5.001 University Admissions, which provides general admission requirements consistent with federal and state law, and Florida Board of Governors regulations.

Trustee Hughes moved to approve the proposal to repeal Regulation FSU-5.003 University Undergraduate Admission Committee Procedures, Trustee Ballard seconded the motion, and the item was approved for recommendation by the Trustees to the full Board.

f) Action Item VI: Request for Approval: Proposal to Repeal Regulation FSU 5.008 Graduate and Post-Baccalaureate Professional Programs

Associate Vice President for Enrollment Management John Barnhill presented the proposal to repeal Regulation FSU-5.008 Graduate and Post-Baccalaureate Professional Programs in anticipation of approval of new Regulation FSU-5.001 University Admissions, which provides general admission requirements consistent with federal and state law, and Florida Board of Governors regulations.

Trustee Hughes moved to approve the proposal to repeal Regulation FSU-5.008 Graduate and Post-Baccalaureate Professional Programs, Trustee Ballard seconded the motion, and the item was approved for recommendation by the Trustees to the full Board.

g) Action Item VII: Request for Approval: Regulation 5.001 University Admissions

Associate Vice President for Enrollment Management John Barnhill presented the request to approve new Regulation FSU-5.001 University Admissions, which provides general admission requirements consistent with federal and state law, and Florida Board of Governors regulations; addresses undergraduate, graduate, post-baccalaureate degrees, and international student admissions; and mandatory misconduct disclosures.

Trustee Hughes moved to approve the request to approve new Regulation FSU-5.001 University Admissions, Trustee Ballard seconded the motion, and the item was approved for recommendation by the Trustees to the full Board.

h) Action Item VIII: Request for Approval: Tenure Upon Appointment

Vice President for Faculty Development and Advancement Jeanette Taylor presented the list of faculty members that were recommended for tenure at the start of their appointment to FSU. All 6 of the recommended faculty members have met FSU's rigorous standards for tenure and successfully passed reference and background checks.

Trustee Hughes moved to approve the roster of Tenure Upon Appointment candidates, Trustee Ballard seconded the motion, and the item was approved for recommendation by the Trustees to the full Board.

i) Action Item IX: Request for Approval: Promotion and Tenure

Vice President Jeanette Taylor presented information about the promotion and tenure process at FSU. For this action item, the President was recommending one candidate for promotion and tenure, effective Fall 2026. The recommended tenure candidate met FSU's rigorous expectations for performance in teaching, research/creative activity, and service.

Trustee Hughes moved to approve the recommended candidate for tenure, Trustee Ballard seconded the motion, and the item was approved for recommendation by the Trustees to the full Board.

j) Action Item X: Request for Approval: Amendment to FSU's 2026 Accountability Plan

Associate Vice Provost, Chief Data and Analytics Officer, and Institutional Data Administrator James Hunt presented the request to amend FSU's 2026 Accountability Plan. The Board of Trustees approved FSU's 2026 Accountability Plan on April 13, 2026, which included projections for nonresident undergraduate enrollment. Since that time, the Florida Legislature enacted HB 5601E, which links institutional accountability for nonresident enrollment to the projections contained in each university's Accountability Plan. As a result, the proposed revisions to its nonresident enrollment projections will ensure they reflect current enrollment expectations and provide an appropriate basis for future accountability.

Trustee Hughes moved to approve the amendment to FSU's 2026 Accountability Plan, Trustee Ballard seconded the motion, and the item was approved for recommendation by the Trustees to the full Board.

V. Open Forum for Trustees

Trustee Kathryn Ballard, Acting Chair

There was no additional discussion by committee members.

VI. Adjournment

Trustee Kathryn Ballard, Acting Chair

Trustee Hughes moved to adjourn the meeting, Trustee Ballard seconded the motion, and the meeting adjourned at 10:43 a.m.



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM

I



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM I

August 27, 2026

SUBJECT: 2027 – 2028 Academic Calendar

PROPOSED COMMITTEE ACTION

Request to approve the 2027 – 2028 Academic Calendar

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governors Regulation 8.001: University Calendars

BACKGROUND INFORMATION

Board of Governors Regulation 8.001 requires each university to adopt an academic calendar. Each calendar must include the appropriate number of days of classroom instruction, the common entry periods, pre-established dates for issuing certificates, diplomas or degrees, and a summer program.

The University Calendar Committee met and approved a 2027-2028 academic calendar that meets these requirements and aligns with the academic calendars of both Florida A&M University and Tallahassee State College.

ADDITIONAL COMMITTEE CONSIDERATIONS

Per BOG Regulation 8.001, an official copy of the annual calendar adopted by each institution shall be filed with the Board of Governors on an annual basis in a manner prescribed by the Chancellor.

Supporting Documentation Included: Florida State University, Academic Calendar 2027-2028

Submitted by: Office of Faculty Development and Advancement

Florida State University

2027-2028 Academic Calendar

Fall 2027

Event	Date	Day	Notes
Beginning Date	August 23	Monday	
College of Law Beginning Date	August 23	Monday	
FAMU Beginning Date	August 23	Monday	<i>College of Engineering alignment</i>
Labor Day Holiday	September 6	Monday	
Veterans Day Holiday	November 11	Thursday	
Thanksgiving Holiday	November 24 - 26	Wed-Friday	<i>University closed Wednesday, November 24 as part of Thanksgiving</i>
Ending Date	December 10	Friday	
College of Law Ending Date	December 10	Friday	
FAMU Ending Date	December 10	Friday	<i>College of Engineering alignment</i>
Medicine (MD)	<i>See Medicine calendar for each specific Med cohort</i>		

Spring 2028

Event	Date	Day	Notes
Beginning Date	January 10	Monday	
College of Law Beginning Date	January 10	Monday	
FAMU Beginning Date	January 10	Monday	<i>College of Engineering alignment</i>
Martin Luther King, Jr. Holiday	January 17	Monday	
Spring Break	March 13 - 17	Monday - Friday	<i>Alignment with Leon County Schools</i>
Ending Date	May 5	Friday	
College of Law Ending Date	May 5	Friday	

Spring 2028, continued

FAMU Ending Date	May 5	Friday	<i>College of Engineering alignment</i>
Medicine (MD)	<i>See Medicine calendar for each specific Med cohort</i>		

Summer 2028

Event	Date	Day	Notes
Beginning Date	May 15	Monday	
College of Law Beginning Date	May 15	Monday	<i>May adjust if Law faculty appointment dates change</i>
FAMU Beginning Date	May 15	Monday	<i>College of Engineering alignment</i>
Memorial Day Holiday	May 29	Monday	
July 4 th Holiday	July 4	Tuesday	
Ending Date	August 4	Friday	
College of Law Ending Date	August 4	Friday	<i>May adjust if Law faculty appointment dates change</i>
FAMU Ending Date	August 4	Friday	<i>College of Engineering alignment</i>
Medicine (MD)	<i>See Medicine calendar for each specific Med cohort</i>		

Summer Sessions

Event	C/ 12 week	A/ 6 week 1	B/ week 2	F/ 8 week	Law 8 week
Beginning Date	May 15	May 15	June 26	May 15	May 15
Memorial Day Holiday	May 29	May 29	--	May 29	<i>May 29</i>
July 4 th Holiday	July 4	--	July 4	--	July 4
Ending Date	August 4	June 23	August 4	July 2	July 7



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM

II



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM II

August 27, 2026

SUBJECT: BOG 120 Credit Hour Exception Revisions

PROPOSED COMMITTEE ACTION

Request to approve the removal of the Music Performance bachelor's degree program from the 120 credit hour exception list.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governors Regulation 8.014: Bachelors' Degree Exceptions to 120 Credit Hours Requirement

BACKGROUND INFORMATION

Board of Governors Regulation 8.014 requires university board of trustees and BOG approval for bachelor's degree programs that exceed 120 credit hours to degree. The regulation delegates authority to the University Board of Trustees to approve a reduction of credit hours for degree programs approved by the Board of Governors to exceed 120 credit hours.

Florida State University currently offers 11 bachelors' degree programs with approval to exceed 120 credit hours. Over the past two years, the university has been reviewing current bachelors' degrees with an exception to the 120 credit hour requirement as part of our commitment to student affordability. This revision would reduce FSU approved exceptions to 10 bachelors' degree programs in engineering and the arts.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required for this requested board action.

Supporting Documentation Included: n/a

Submitted by: Office of Faculty Development and Advancement



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM

III



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM III

August 27, 2026

SUBJECT: 2025-2026 Textbook and Instructional Materials Affordability Report

PROPOSED COMMITTEE ACTION

Request for Approval

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Section 1004.085, Florida Statutes, and Board of Governors Regulation 8.003

BACKGROUND INFORMATION

State law requires each university to submit an annual report to the Chancellor of the State University System on textbook and instructional materials affordability. Using a template and instructions provided by the Florida Board of Governors, the Provost's Office compiled and analyzed this information. Per BOG Guidance: Section 1004.085, Florida Statutes, establishes requirements regarding the textbook and instructional materials adoption process at public colleges and institutions in Florida. The law requires each institution's board of trustees in the State University System to submit an annual report by September 30 of each year to the Chancellor of the State University System.

Each institution's report is required to address five components: (1) The selection process for textbooks and instructional materials for general education courses identified with high enrollments; (2) specific initiatives of each institution designed to reduce the costs of textbooks and instructional materials; (3) institution policies implemented for the posting of textbooks and instructional materials information for students; (4) the number of courses and course sections that did not meet the textbook and instructional materials posting deadline in the previous academic year; and (5) attestation that all required materials have been reviewed each semester.

ADDITIONAL COMMITTEE CONSIDERATIONS

Consistent with state law, upon review and approval, the report will be submitted to the Chancellor of the State University System.

Supporting Documentation Included: Textbook & Instructional Materials Affordability Report FSU 2026

Submitted by: James M. Hunt, Ph.D., Associate Vice Provost and Chief Data & Analytics Officer

Textbook and Instructional Materials Affordability Annual Report

Instructions

1. Complete each tab/worksheet as designed. The template reflects the interpretation of the reporting requirements by Board staff.
Do not edit the content of the template. Expand the response space as needed.
2. **Submit the report in Excel.** The signatures may be submitted in PDF format. Statutory due date is September 29, 2026.
3. If there are questions, contact Ryan Ford, Policy Associate, at Ryan.Ford@flbog.edu
4. Include the university contact name and email for the staff who completed the report below:
5. Please note some cells are auto-calculated and do not require you to enter a figure. These cells are green.

University Contact Name and Email: James M. Hunt, Ph.D., jhunt@fsu.edu

**Textbook and Instructional Materials Affordability Annual Report
Fall 2025 and Spring 2026**

University Submitting Report:

Florida State University

Date Approved by the University Board of Trustees:

August 28, 2026

Signature of Chair, University Board of Trustees:

Signature of President:

Textbook and Instructional Materials Affordability Annual Report

Attestations — Faculty/Instructor Review of Required Course Materials

Per Regulation 8.003(1)(a), each university board of trustees shall adopt a regulation that outlines a process for textbook and instructional materials approval and adoption and establishes textbooks and instructional materials affordability policies to minimize the cost of required or recommended textbooks and instructional materials for students while maintaining the quality of education and academic freedom. The regulation shall provide that the faculty or instructor must review all required course materials for each course they teach each semester. If the university is using an adjunct or temporary instructor for a course and has selected the materials for the course, the individual responsible for selecting the materials for that course must complete the attestation. Additionally, per Board of Governors Regulation 8.003(6), all faculty or instructors must attest that they will review all required materials for each course they teach each semester before the materials are presented or assigned to students. Materials include but are not limited to textbooks, test and assignment questions, assigned and supplemental readings, and any other instructional material the faculty member plans to assign to students to read and review in the course. Faculty or instructors must attest that the materials are appropriate for the course and submit the attestation in accordance with university policy.

Method for Collecting Attestations

Florida State University has used two enterprise systems to collect the faculty and instructor attestations required by Board of Governors Regulation 8.003. During the initial implementation, attestations were collected through the EvaluationKIT platform administered by the Office of Digital Learning. Instructors received a notification in Canvas directing them to complete an attestation for each course they taught. The notification could initially be deferred once; however, instructors who had not completed the attestation were subsequently prevented from accessing their Canvas course sites until the required attestation was submitted. EvaluationKIT also provided centralized administrative reporting that enabled the university to monitor completion rates, identify outstanding attestations, and document institutional compliance.

As the university implemented Simple Syllabus as its enterprise syllabus management system, the attestation process was incorporated directly into the syllabus creation and publication workflow. Beginning with Summer 2026, instructors complete the required attestation as part of preparing their syllabus. A syllabus cannot be submitted or published until the instructor has affirmed the required attestation that all course materials have been reviewed and are appropriate for the course. Like EvaluationKIT, Simple Syllabus provides centralized reporting that enables the university to monitor completion and maintain documentation demonstrating compliance with Board of Governors Regulation 8.003.

University Certification of Attestation Compliance

The university has adopted a regulation and implemented a process requiring all faculty and instructors to attest that they have reviewed all required course materials each semester, in accordance with Board of Governors Regulation 8.003, and that the university will provide updates to the Chancellor upon request on compliance with this section.

- | | |
|--|--|
| ☒ | Yes, the university is in compliance with the attestation requirement |
| ☐ | No, the university is not in compliance with the attestation requirement |

Textbook and Instructional Materials Selection Process

Report the textbook and instructional materials selection process used for general education courses with high enrollment. Include the course prefix(es) and number(s), the course title(s), and the total number of courses ($n=$). In column "F," use the drop-down arrow in each cell to select the appropriate selection process. The methodology for determining high enrollment courses is as follows: *Order courses (course prefix/number) by headcount enrollment, excluding honors courses. The top 10% of courses are determined as high enrollment.*

General Education Courses with High Enrollment		Total Number of Course Sections ($n=$)	Selection Process	If "other," describe
Course Prefix & Number	Course Title			
ENC2135	RESEARCH GENRE AND CONTEXT	229	Combination of the Above	
CHM1045	GEN CHEMISTRY I	82	Department Committee	
MAC2233	APPLIED CALCULUS	40	Department Committee	
CHM1046	GEN CHEMISTRY II	50	Department Committee	
STA2023	FUND BUS STATISTICS	39	Combination of the Above	
MAC1105	COLLEGE ALGEBRA	67	Department Committee	
CHM1045L	GEN CHEMISTRY I LAB	71	Department Committee	
ECO2023	PRIN OF MICROECONOMICS	13	Combination of the Above	
ARH2000	ART ARCH AND ARTISTIC VISION	17	Department Committee	
PHI2010	INTRO TO PHILOSOPHY	17	Individual Faculty	
ECO2013	PRIN OF MACROECON	12	Combination of the Above	
MAC1114	ANALYTIC TRIGONOMETRY	33	Department Committee	
EVR1001	INTRO TO ENVIRONMENTAL SCI	8	Department Committee	

Course Sections with No Cost for Textbooks/Instructional Materials

Report the total number of course section(s) offered including exceptions and the total number of course sections that did not require or recommend the purchase of a textbook(s)/ instructional materials and/or utilized open educational resources. These may include general education courses, upper level courses, and courses for directed independent study, internships, thesis/dissertation, etc. Include any courses canceled within 45 days of the first day of class in the total number of course sections.

Fall 2025	
Total Number of Course Sections Offered (Including Exceptions)	12510
Total Number of Course Sections Offered with No Cost Materials	8840
Percent of Course Sections with No Cost Materials (Auto-Calculated)	71%

Spring 2026	
Total Number of Course Sections Offered (Including Exceptions)	12262
Total Number of Course Sections Offered with No Cost Materials	8723
Percent of Course Sections with No Cost Materials (Auto-Calculated)	71%

Board Action Plan - Low Cost Course Materials

Report the total number of course section(s) offered including exceptions and the total number of course sections that required or recommended textbook(s)/instructional materials for \$20 or less per credit hour (e.g., \$60 or less for a three-credit-hour course), which meets the State University System of Florida Action Plan for the Pricing of Textbooks and other Instructional Materials. Include any courses canceled within 45 days of the first day of class in the total number of course sections.

Fall 2025	
Total Number of Course Sections Offered (Including Exceptions)	12510
Total Number of Course Sections Offered with the Cost of Materials at \$20 or less per credit hour	767
Percent of Course Sections Offered with the Cost of Materials at \$20 or less per credit hour (Auto-Calculated)	6%

Spring 2026	
Total Number of Course Sections Offered (Including Exceptions)	12262
Total Number of Course Sections Offered with the Cost of Materials at \$20 or less per credit hour	776
Percent of Course Sections Offered with the Cost of Materials at \$20 or less per credit hour (Auto-Calculated)	6%

Textbook & Instructional Materials Affordability Initiatives

Describe specific initiatives of the institution designed to reduce the costs of textbooks and instructional materials.

University Libraries operates an eTextbooks Program in which library-licensed materials may serve as course adopted textbooks. Instructors and students can search by course code, instructor, or book title to determine if required course materials identified by instructors are available online at no cost through the Libraries. This program is promoted directly to instructors with available eBooks each semester. Since its implementation, the Libraries identified 2,192 available eTextbooks in 2021, 2,839 titles in 2022, 3,866 titles in 2023, 2,552 titles in 2024, 2,688 titles in 2025, and 1,318 titles available so far in 2026 (year-to-date). The University Libraries estimate that the cost savings exceed five million dollars for FSU students.

Further, the University Libraries have a course reserve program in which materials available through the course reserve program are searchable by course, instructor, and title through the library catalog. Each academic department is assigned a subject librarian who communicates with faculty about library services, including course reserves. The library website contains information about the Course Reserve program for faculty and students, while students also hear from the instructor about Course Reserves. For the 2025-2026 academic year, the Course Reserve Program at the Libraries includes physical reserves and eReserves for 228 courses, 142 of which are permanent Reserves.

FSU Libraries actively supports the adoption, creation, and dissemination of Open Educational Resources (OER) as a core strategy for reducing course material costs. The Libraries provide consultations to faculty interested in identifying, adapting, or authoring OER for their courses, and to raise awareness of OER as a viable, no-cost alternative to commercial textbooks. To further incentivize adoption, the Libraries are restarting the Alternative Textbook Grants program, which provides faculty with support to transition courses away from commercial materials toward OER and other low- or no-cost alternatives. Additionally, the Libraries have been exploring opportunities to integrate artificial intelligence into the creation and adoption of OER, specifically leveraging newly adopted institutional AI tools and technologies to support faculty in developing and customizing open course materials more efficiently.

Further, FSU Libraries and the Public Interest Research Group (PIRG) work together on developing initiatives to collaboratively increase access to course materials for students. PIRG is a student partner advocating for textbook affordability. They assist with outreach, tabling for accessible course materials, and more. FSU Libraries partners with PIRG and SGA to organize the Textbook Donation Drive at the end of Fall and Spring semesters. The drive helps build a permanent Course Reserve collection and donates materials to Undergraduate Studies. Over the past two years, the drive has expanded to include University Housing as a partner with donation drop boxes in campus locations.

Textbook & Instructional Materials Affordability Initiatives

Has the *opt-in* provision been implemented by your institution for the purchase of student materials? If yes, describe the impact this has had on student savings, if any.

The University implemented the Follett Access Opt-In Program in Fall 2018 and administered the program through Fall 2020. The program allowed students to “opt in” to purchase materials at a reduced cost from the University Bookstore (Follett). These materials were digitally delivered to students providing advantages in both material accessibility and affordability for participating students. According to the University Bookstore, sixty-five courses participated in the opt-in program with a participation rate of 67%. Since the program’s inception, the University Bookstore estimates that students saved nearly \$1.4 million as a result of the Follett Access Opt-In Program.

If the *opt-in* provision has been implemented, is this option determined by individual faculty deciding if the course/section participates, with students able to opt-out for each participating course if they wish to purchase course materials independently? Or, are all courses in a program, college, or the university participating with a flat fee per credit hour or term added to a student’s account alongside tuition and fees, where students can opt-out requiring them to obtain all course materials independently?

The Opt-in provision is no longer implemented on the FSU campus. The university has no courses in a program, college, or university with a flat fee per credit hour or term added to a student’s account.

Textbook & Instructional Materials Affordability Initiatives

Has the *opt-out* provision been implemented by your institution for the purchase of student materials? If yes, describe the impact this has had on student savings, if any.

In Spring 2021, the university implemented the opt-out provision for the purchase of student materials for select courses (referred to as the "Follett Access Program"). The program is a partnership between Student Business Services and the University Bookstore to enhance student success by delivering required course materials to students on or before the first day of classes at the lowest cost available. To identify participating courses, the University Bookstore collaborates with instructors.

Students enrolled in a participating course are automatically enrolled in the Follett Access Program when registering for the course. Both Student Business Services and the University Bookstore provide information to students about accessing course materials through the Follett Access Program as well as instructors to opt-out of the program and relevant deadlines. Additionally, incoming students and their family members are presented with information on how the Follett Access Program works during new student orientation, which is required prior to matriculation. Course materials obtained through the Follett Access Program are charged automatically to student accounts through charges on the student's myFSU account. If a student drops a course participating in the program, the charges are automatically removed.

In Fall 2024, 308 courses participated in the opt-out program, with a participation rate of 94.4%, resulting in student savings of \$4,810,546 when compared to national physical textbook prices. In Spring 2025, 310 courses participated, with a 94.3% participation rate and student savings totaling \$4,324,613. In Summer 2025, 72 courses participated, reaching a 95.1% participation rate and generating \$1,341,666 in student savings. In Fall 2025, 375 courses took part in the Access Program, with a participation rate of 94.4% and in the Spring 2026, 366 courses took part in the Access Program, with a participation rate of 93.7%. Since the launch of the Follett Access Program, the University Bookstore estimates that students have saved over \$37 million when compared to the national physical price of course materials.

University Policies for the Posting of Textbooks and Instructional Materials & Compliance with the Posting Deadline

Describe policies implemented to ensure the posting of textbooks and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class. Are the policies effective in meeting the reporting requirement? If not, what measures will be taken by the university to increase faculty and staff compliance for meeting the reporting requirement?

The Office of the Provost requests that textbook and instructional material information be made available to students through the university's Student Information System by the first date of course registration (e.g., mid-March for Summer and Fall semesters and October for Spring semester), well ahead of the requirement of 45 days prior to the start of the semester. The Provost's Office establishes the deadlines for instructors of record or their designees to assign required and recommended textbooks and instructional material and input identifying information into the Student Information System. Textbook compliance information is posted on the Provost's website and also sent to colleges. Compliance is monitored by the Provost's Office and academic personnel provide regular reports to the Provost to ensure compliance. The Provost's Office also sends follow up emails and status updates regularly to the colleges. Students access the Student Information System through an online web portal using its course look-up feature to make decisions about courses, considering textbook costs, months in advance of the start of the term, and are encouraged to do so by academic personnel and advisors.

Describe policies implemented to ensure the posting of the syllabus for each course and course section (with the exception of a course syllabus for individualized courses, such as directed individual studies, internships, thesis, dissertation defense, and performance) 45 days before the first day of class. Are the policies effective in meeting the posting requirement? If not, what measures will be taken by the university to meet the posting requirement?

The University updated FSU Regulation 5.098: Affordability and Transparency Requirements for Course Syllabi, Textbooks, and Instructional Materials in February 2026. This regulation requires the posting of course section syllabi 45 days in advance of the first day of classes per BOG Regulation 8.003. A university-wide course syllabus template was created to ensure the inclusion of all required course information.

FSU procured Simple Syllabus, an online syllabus management platform, in December 2025 for the posting of all course section syllabi in accordance with BOG and FSU Regulation. Faculty trainings and resources have been provided by the Office of Faculty Development and Advancement and the Office of Digital Learning and Academic Technology. During the Spring 2026 semester, required course section syllabi were posted in Simple Syllabus.

The FSU Syllabus Library for Summer 2026 and Fall 2026 semesters was available for students 45 days prior to the beginning of the semester. This library includes course section syllabi, with the exception of individualized courses, such as directed individual studies, internships, thesis, dissertation defense, and performance. A schedule of important dates and deadlines is posted for colleges, departments, and faculty on the Office of Faculty Development and Advancement website.

University Policies for the Posting of Textbooks and Instructional Materials & Compliance with the Posting Deadline

Published List of Required and Recommended Textbooks and Instructional Materials

Use the drop-down options to confirm the published list of required and recommended textbooks and instructional materials for all courses and course sections includes the following information. *Note: Individualized courses, such as directed individual studies, internships, thesis, dissertation defense, and performance, are exempt from this requirement.

Information Required	Affirm Information is Included
International Standard Book Number (ISBN) or Other Identifying Information	Included
Title	Included
All Authors Listed	Included
Publishers	Included
Edition Number	Included
Copyright Date	Included
Published Date	Included
Searchable by Course Subject, Course Number, Course Title, Name of Instructor, Title of Material, and Author(s) of Material	Included
Material Information is Easily Downloadable by Current and Prospective Students	Included

Link to Published List of Required and Recommended Textbooks and Instructional Materials

Provide an active link to the webpage housing the information listed under "Published List of Required and Recommended Textbooks and Instructional Materials."

<https://registrar.fsu.edu/scheduling/textbooks>

Published Course Syllabi

Use the drop-down for options to confirm that the syllabus for each course and course section is published and includes the required information. *Note: Individualized courses, such as directed individual studies, internships, thesis, dissertation defense, and performance, are exempt from this requirement.

Course Syllabi	Affirmation
The syllabus for each course and course section that is not exempt from the requirement is published on the university website	Included

Information Required	Affirm Information is Included
Course Curriculum	Included
Goals, Objectives, and Student Expectations of the Course	Included
Required and Recommended Textbooks and Instructional Materials	Included
How student performance is measured	Included

Link to Published List of Course Syllabi for All Courses and Course Sections

Provide an active link(s) to the webpage(s) housing the information under "Published Course Syllabi."

All Except Engineering: <https://fsu.simplesyllabus.com/en-US/syllabus-library>

FAMU-FSU Joint College of Engineering: <https://famufsu-eng.simplesyllabus.com/en-US/syllabus-library>

Exceptions

Per Board of Governors Regulation 8.003(1)(h), Textbook and Instructional Materials Affordability, any request for an exception to the compliance deadline shall be submitted in writing to the designated university official and shall provide a reasonable justification for an exception. A course or section added after the notification deadline is exempt from this notification requirement. Include any courses canceled within 45 days of the first day of class in the total number of course sections.

Fall 2025					Spring 2026				
Total # of Course Sections (Not Including Exceptions)	# of Course Sections Identified As Exceptions	Total # Of Course Sections Including Exceptions (Column A + Column B) (Auto-Calculated)	% Of Total Course Sections That Were Identified As Exceptions (Auto-Calculated)	Reasons For Exceptions	Total # Of Course Sections (Not Including Exceptions)	# Of Course Sections Identified As Exceptions	Total # Of Course Sections Including Exceptions (Column G + Column H) (Auto-Calculated)	% Of Total Course Sections That Were Identified As Exceptions (Auto-Calculated)	Reasons For Exceptions
8044	167	8211	2%	Course sections added after the 45-day posting deadline in order to meet student demand. In addition, all individualized instruction sections are counted as exceptions.	7480	97	7577	1%	Course sections added after the 45-day posting deadline in order to meet student demand. In addition, all individualized instruction sections are counted as exceptions.

University Requirements for Posting of Textbooks and Instructional Materials & Compliance with the Posting Deadline

Use the tables below to report the total number of course sections offered at the 45-day posting deadline, the number of course sections that met the posting requirement, the number of course sections that changed materials after the posting deadline, and the number of course sections that did not meet the posting requirement. Include any courses canceled within 45 days of the first day of class in the total number of course sections.

Fall 2025						Spring 2026					
Total Course Sections at the 45-Day Posting Deadline (Not Including Exceptions)	# Of Course Sections Meeting Requirement (Not Including Course Sections That Changed Adopted Materials After The Deadline)	% Of Course Sections Meeting Requirement (Auto-Calculated)	# Of Course Sections That Changed Adopted Course Materials After The Required Posting Deadline	# Of Course Sections Not Meeting Requirement (Including Course Sections That Changed Adopted Materials After The Deadline)	% Of Course Sections Not Meeting Requirement (Auto-Calculated)	Total Course Sections at the 45-Day Posting Deadline (Not Including Exceptions)	# Of Course Sections Meeting Requirement (Not Including Course Sections That Changed Adopted Materials After The Deadline)	% Of Course Sections Meeting Requirement (Auto-Calculated)	# Of Course Sections That Changed Adopted Course Materials After The Required Posting Deadline	# Of Course Sections Not Meeting Requirement (Including Course Sections That Changed Adopted Materials After The Deadline)	% Of Course Sections Not Meeting Requirement (Auto-Calculated)
8,044	7,692	96%	72	352	4.38%	7,480	7,309	97.71%	55	171	2.29%

****Note:** Per Board Regulation 8.003 (1) (h), a course or course section added after the posting requirement is considered an exception and should be reported on the "Exceptions" tab. A request for any other exception to the compliance deadline shall be submitted in writing to the designated university official and shall provide a reasonable justification for an exception. A course or section added after the notification deadline is exempt from this notification requirement.



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES
Academic Affairs Committee

ACTION ITEM

IV



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM IV

August 27, 2026

SUBJECT: 2027-2028 Legislative Budget Request

PROPOSED COMMITTEE ACTION

Request for Approval

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Board of Governors Regulation 9.007(9), State University Operating Budgets and Requests

BACKGROUND INFORMATION

The 2027-2028 Legislative Budget Request for the State University System outlines sections for purpose, return on investment, personnel plans, and facilities expansion related to education and general funding requests for Florida State University.

Forms I and II for *Engineering Florida's Defense Future: Building the Workforce, Research, and Innovation Capacity for National Security* received approval from the FAMU Board of Trustees on June 11, 2026, and from the FAMU-FSU College of Engineering Joint Management Council on July 8, 2026.

ADDITIONAL COMMITTEE CONSIDERATIONS

Not applicable

Supporting Documentation Included: State University System, Education and General, 2027-2028 Legislative Budget Request, Forms I and II for:

1. *Protecting Florida's Global Leadership in Magnet Science, Critical Minerals, Quantum Innovation, and Energy Security*
2. *Advancing Florida's Workforce, Research Competitiveness, and Student Success through Florida State University*
3. *Florida Behavioral Health Center of Excellence*
4. *Advancing Florida's Healthcare Workforce, Research Capacity, and Access to Care through Continued Investment in FSU Health*
5. *Translational Hub for Healthy Aging, Healthspan Research, and Digital Health*
6. *Engineering Florida's Defense Future: Building the Workforce, Research, and Innovation Capacity for National Security*

Submitted by: Dr. Jim Clark, Provost and Executive Vice President for Academic Affairs



State University System
Education and General
2027-2028 Legislative Budget Request
Form I

University(s):	Florida State University
Request Title:	Protecting Florida's Global Leadership in Magnet Science, Critical Minerals, Quantum Innovation, and Energy Security
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$14,500,000
Non-Recurring Funds Requested:	\$56,000,000
Total Funds Requested:	\$70,500,000
Please check the request type below:	
Shared Services/System-Wide Request	☐
Unique Request	☒

I. Purpose:

The National High Magnetic Field Laboratory (MagLab) is one of Florida's most consequential research and economic assets. As the largest and highest-powered magnet laboratory in the world—and Florida's only national laboratory—it anchors advanced manufacturing, energy innovation, biomedical discovery, quantum science, and critical minerals research that directly benefit the State of Florida. Headquartered at Florida State University through a longstanding partnership among the National Science Foundation, the State of Florida, Florida State University, the University of Florida, and Los Alamos National Laboratory, the MagLab brings global talent, federal investment, and private-sector opportunity into Florida while advancing technologies essential to economic competitiveness, public health, and national security.

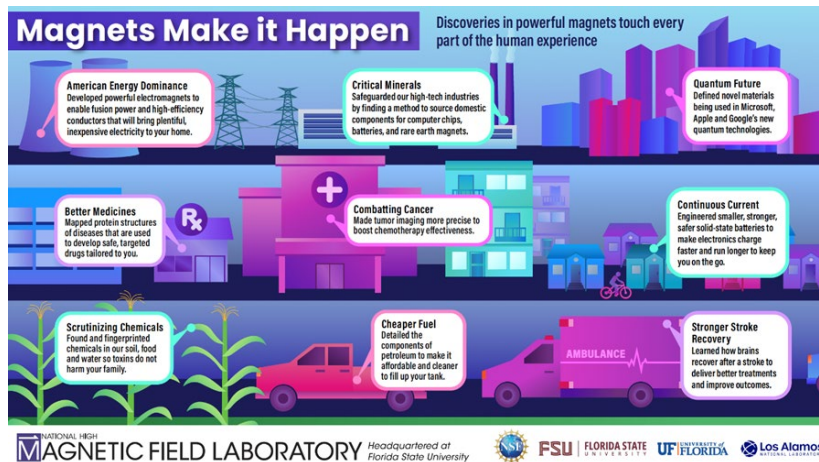


This request is a strategic state investment to preserve and expand a high-value Florida enterprise at a moment of intensifying national and international competition. The MagLab hosts more than 1,800 researchers annually, supports more than 400 peer-reviewed publications each year, and remains a premier destination for discoveries that translate into new products, new companies, and high-wage jobs. Recent public reporting underscores both the opportunity and the urgency: the MagLab is the foundation of a growing “Magnetic Capital” strategy for Tallahassee and Florida, and its federal support must be matched by continued state commitment to modernization, workforce development, and industry engagement. By acting now, Florida can protect an irreplaceable asset, strengthen its leverage for future federal and private investment, and secure long-term economic returns for Floridians.

Why are High-Field Magnets Important?

High-field magnets are enabling technologies that drive discoveries with direct public value. The MagLab’s unique capabilities are essential to breakthroughs in quantum computing, fusion energy, advanced electronics, rare earth materials, health, environmental science, and national defense. State investment in these capabilities helps ensure that the benefits of those breakthroughs, including jobs, companies, supply-chain resilience, and scientific leadership are accrued in Florida. Key innovation areas include:

- **Quantum Foundations** – Advancing the exploration of novel semiconductors, superconductors, crystals, and atomically thin materials to enhance operational efficiencies and enable quantum computing, advanced manufacturing, and ultimately propel the American economy and defense portfolio.
- **Energy Delivery** – Transforming existing energy systems through high-efficiency petroleum refining, expanded use of biofuels, and the development of more resilient batteries and fuel cell technologies to fundamentally improve how we store and distribute energy.
- **Future Power** – Pioneering new domestic energy sources such as fusion technology and pairing it with advanced conductors that will revolutionize how we power our communities. These innovations are critical as AI and other emerging technologies drive increasing electricity demand. Resilient and reliable power sources make the United States independent and safe.
- **Medical Advances** – Investigating the molecular structures that form the basis of human biology and the things that threaten it, paving the way for earlier detection and improved treatments for cancer, Alzheimer’s disease, autoimmune diseases, and other illnesses.



Economic Impact for Florida and the Nation

The MagLab delivers measurable economic returns to Florida and serves as a powerful catalyst for statewide innovation, talent attraction, and industry growth¹:

- **Strong return on state investment** - For every \$1 invested, the MagLab generates \$6.44 in economic activity in Florida.
- The MagLab serves as a **launchpad for high-technology business growth**, commercialization, and entrepreneurship in Florida. Its proximity and technical capabilities help private-sector partners innovate, expand production, and invest locally. Danfoss Turbocor's expansion adjacent to the MagLab is a visible example of how this asset strengthens Florida's advanced manufacturing base.
- **Industry attraction and statewide visibility** – Tallahassee's hosting of the 2025 Motor, Drive Systems and Magnetics Conference, with participation from more than 400 companies worldwide, demonstrated the MagLab's power to attract global industry attention, investment, and collaboration to Florida.
- Annual visiting researchers **contribute more than \$6.8 million to Florida's economy** through travel, lodging, and local spending.
- Overall, the **MagLab generates more than \$325 million annually and supports 2,680 jobs across Florida's economy.**
- The MagLab directly **employs more than 500 Floridians** in high-skill, high-wage scientific, engineering, technical, and operational positions.
- Since its award to Florida State University, the MagLab has attracted **hundreds of millions of dollars in external research funding**, leveraging state support to bring federal and other sponsored investment into Florida.



- Over the next 20 years, the MagLab is **projected to generate \$14 billion in economic output nationally**, with Florida positioned to capture a substantial share of the associated jobs, partnerships, and investment.

¹ **Source:** 2019 Economic Impact Analysis

The requested investment will protect and expand Florida's return from the MagLab in the following priority areas:

Retaining Global Leadership and Securing Federal Leverage for Florida

Headquartered at FSU, the MagLab is a world-leading research facility and a major competitive advantage for Florida. That position is not guaranteed. Foreign competitors (particularly China) are investing aggressively in stronger magnet systems and the technologies they enable. If Florida does not modernize this facility, the state risks losing scientific leadership, associated federal investment, and future high-value industry partnerships tied to quantum technologies, advanced materials, energy systems, and national defense.

State support was decisive when the MagLab was awarded to Florida in 1990, and it remains decisive today. Aging infrastructure and specialized instrumentation now create real risk to the lab's future competitiveness and to Florida's ability to sustain the federal-state model that has made the MagLab so successful. Modernization will help protect continued NSF support, preserve Florida's long-term strategic advantage, and ensure the state remains the home of this globally recognized asset.

Spurring New Technologies for Industry

Modernizing the MagLab is essential to convert scientific discovery into economic value for Florida. The next phase of investment will strengthen the state's position in industries with substantial growth potential and public importance, while building the skilled workforce and research capabilities needed to support those sectors. Priority opportunities include:

- **Fusion – Limitless Power, Unlimited Opportunities**
The MagLab's world expertise in high-field magnet technology is needed for successful fusion reactors and the creation of limitless energy. Fusion has seen private equity investment exceeding \$7 billion dollars in more than 50 fusion start-up companies demonstrating a shift in confidence toward viability. Further investments in magnet fabrication and cryogenic facilities at the MagLab will contribute to the rapid realization of fusion energy, giving Florida a foothold in this exciting energy sector's future.



- Rare Earth Materials – A Necessary Resource for National Competitiveness
The MagLab is home to Florida's *Center for Rare Earths, Critical Minerals, and Industrial Byproducts*, created with legislative support to evaluate and advance Florida's potential role in a domestic critical minerals supply chain. Rare earth materials are essential to consumer electronics, electric vehicles, batteries, wind energy, aerospace applications, and defense systems. Because global supply remains heavily concentrated overseas, Florida has a timely opportunity to help strengthen domestic production, processing, and innovation. This request includes specialized equipment needed to accelerate methods for isolating rare earth minerals from Florida-relevant sources, positioning the state to capture future federal support, private investment, and strategic manufacturing opportunities.
- BioTech and Medical Innovation
Magnet research puts Florida at the forefront of emerging and revolutionary advances in life sciences and medicine. The MagLab develops instruments and techniques that reveal the structure and behavior of complex proteins, pathogens and biological processes, findings that will promote human health and illuminate mechanisms underlying cancer, stroke, neurodegenerative diseases, migraines, and emerging threats. With the world's most powerful MRI – a 21-tesla instrument far more powerful than a traditional 1.5 tesla hospital MRI – scientists can study live pre-clinical models with exceptional clarity and resolution, generating information central to combatting diseases. The lab's expertise in designing and building this ultra-high field MRI and its corresponding instrumentation is leading to partnerships with the health-sector industry seeking to design more powerful MRI machines, probes and other unique biomedical tools.
- Quantum Science and Engineering
Quantum science and engineering is the understanding of materials at the most fundamental levels in nature. Information flowing from these discoveries is needed to leverage different materials' unique behaviors into new and exciting advancements. Quantum phenomena were central to the development of transistors and lasers and will be key to new technologies like quantum computers capable of solving problems with speed, precision, and accuracy unknown to today's conventional machines.

As a key part of Florida State University's research portfolio, the MagLab is central to Florida's opportunity to lead in quantum science and engineering. High-field magnets allow researchers to understand quantum behaviors, develop new materials and devices, and train the scientists and engineers who will build the next generation of advanced technologies. Combined with Florida State's broader investments in quantum



science and the State University System's emerging momentum in this area, the MagLab gives Florida a credible platform to compete for talent, research funding, and commercialization opportunities in a field expected to shape future computing, communications, security, and manufacturing. Modern specialized electrical infrastructure is essential to sustain that advantage.

Homegrown Talent, High Tech Jobs

The MagLab is a workforce engine for Florida. It supports the development of scientists, engineers, technicians, and skilled trades professionals in magnet technology, cryogenics, advanced instrumentation, materials science, and related fields. Investment in educational programming and technical workforce development will expand pathways for Florida students to enter high-demand, high-wage careers and remain in the state after graduation. The MagLab also strengthens STEM awareness earlier in the pipeline through robust outreach, including an annual open house that engages more than 10,000 visitors as well as year-round tours and education programs.

A Sense of Place, a Point of Pride

Florida is one of the nation's largest and fastest-growing states, and the MagLab is a singular statewide asset that reinforces Florida's identity as a place where discovery, industry, and talent can thrive. It brings researchers, companies, and collaborators from around the world to Florida and signals that the state is serious about competing in advanced science and technology. Investments in data security, collaboration space, and modern research environments will make the MagLab even more effective as a platform for statewide economic development and innovation.





What it will take to Modernize the MagLab

The requested funds will preserve this exceptional Florida asset, strengthen its competitiveness for external funding, and position it to generate greater economic and strategic value for the state through modernization, workforce expansion, and industry engagement:

Recurring Expenses	
Infrastructure renewal investments to protect world-dominance, attract future federal funding and advance fusion and critical materials research	\$6 M
Staff to head new projects and initiatives with industry partners	\$2 M
Investment to build skilled, technical workforce	\$1 M
Hiring top Scientific staff who develop new experimental techniques to study quantum phenomena	\$2.5 M
Hiring engineers and technical staff to operate the next generation of magnet systems	\$2 M
Data security and AI tools to protect and maximize critical data	\$1 M
Recurring Total:	\$14.5 M
Non-Recurring	
Investment to maintain world-record magnet systems	\$8 M
Instrument updates to Cryogenic Systems to support research partnerships with fusion and MRI companies	\$5 M
Construction of a new Magnet Fabrication building to house new industry initiatives in magnet technology	\$25 M
Upgrade electrical systems to advance energy research and cutting-edge conductor development	\$2 M
Specialized equipment to further development of Florida's rare earth supply chain	\$5 M
Development of enhanced office and research spaces to make more efficient use of existing space and provide room to grow new fields of study -- attract and retain world-class talent, collaboration space to engage with industry and other stakeholders	\$11 M
Non-Recurring Total	\$56 M
Grand Total	\$70.5 M



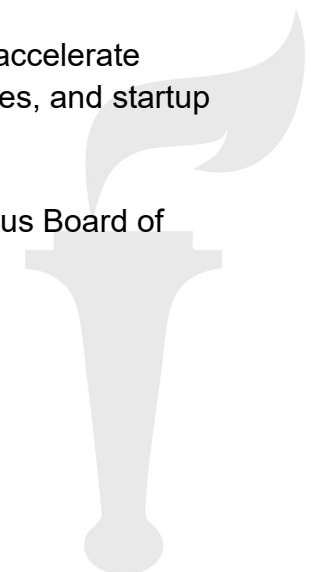
II. Return on Investment:

The MagLab already delivers a strong measurable return to the State of Florida, generating \$6.44 in economic activity for every \$1 invested. The additional investments requested here will protect that return and expand it through higher-wage employment, stronger industry partnerships, greater federal leverage, and deeper alignment with the state's long-term economic and workforce priorities.

- **Florida-based Jobs:** This request supports the growth of high-skill, high-wage jobs in science, engineering, advanced manufacturing, cryogenics, and specialized trades, while also creating indirect economic activity in supplier and service sectors.
- **Global Leadership with Statewide Benefits:** Sustaining the world leader in high magnetic field research in Florida protects a strategic asset that attracts talent, federal support, and industry attention to the state.
- **Economic Development:** A modernized MagLab will strengthen Florida's position as a destination for advanced technology companies, corporate R&D, and public-private partnerships in energy, materials, health, and quantum-related sectors.
- **Build Florida's Future Workforce:** The request expands Florida's capacity to train students, postdoctoral scholars, engineers, and technicians for emerging industries and helps retain top talent in the state.
- **University Excellence and Talent Retention:** World-class facilities help Florida recruit and retain premier faculty, researchers, and students, strengthening the state's higher education and research profile.
- **Federal and Private Leverage:** State investment positions the MagLab to secure additional federal grants and expand public-private partnerships in quantum science, energy, health, and related sectors.
- **Innovation and Intellectual Property:** These investments will accelerate commercialization and increase opportunities for patents, licenses, and startup activity tied to discoveries made in Florida.

Continued state investment in the MagLab will also strengthen numerous Board of Governors performance and excellence indicators, 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
- Student/Faculty Ratio
- Faculty Resources
- Average SAT
- Student Post Graduation Outcomes

III. Personnel: Personnel are required to translate this investment into measurable outcomes for Florida. The request supports staff who will expand industry engagement, accelerate commercialization, and advance strategic research initiatives in areas such as quantum technology, rare earth materials, biotechnology, and magnet science. It also provides for engineers, technical specialists, and scientific personnel needed to operate and maintain next-generation magnet systems and related infrastructure. Collectively, these positions will help the MagLab secure new partnerships, attract external funding, expand workforce development, and preserve Florida's leadership in this highly competitive field.

IV. Facilities

Construction of a new Magnet Fabrication building to expand Florida's capacity for advanced magnet development, support industry collaboration, and create room for emerging research and workforce initiatives.

Facility Project Title	Fiscal Year	Amount Requested	Priority Number
Construction of a new Magnet Fabrication building to expand Florida's capacity for next-generation magnet development, accommodate industry-facing initiatives, and create additional space for research growth and talent recruitment		\$25,000,000	



2027-2028 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II

University: Florida State University

Issue Title: Protecting Florida's Global Leadership in Magnet Science, Critical Minerals, Quantum Innovation, and Energy Security

	Recurring	Non-Recurring	Total
Positions			
Faculty	35.00	0.00	35.00
Other (A&P/USPS)	25.00	0.00	25.00
Total	60.00	0.00	60.00
Salaries and Benefits	\$8,350,000.00	\$0.00	\$8,350,000.00
Other Personal Services	\$0.00	\$0.00	\$0.00
Expenses	\$6,150,000.00	\$0.00	\$6,150,000.00
Operating Capital Outlay	\$0.00	\$3,000,000.00	\$3,000,000.00
Electronic Data Processing	\$0.00	\$0.00	\$0.00
Financial Aid - Graduate Research Stipends	\$0.00	\$0.00	\$0.00
Special Category: Facilities	\$0.00	\$53,000,000.00	\$53,000,000.00
Grand Total	\$14,500,000.00	\$56,000,000.00	\$70,500,000.00



State University System
Education and General
2027-2028 Legislative Budget Request
Form I

University(s):	
Request Title:	Advancing Florida's Workforce, Research Competitiveness, and Student Success through Florida State University
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$65,000,000
Non-Recurring Funds Requested:	\$0.00
Total Funds Requested:	\$65,000,000
Please check the request type below:	
Shared Services/System-Wide Request	☐
Unique Request	☒

I. Purpose:

Florida's State University System has led the nation for nine consecutive years because it pairs accountability with strategic investment. Florida State University has been a major contributor to that success as one of the nation's fastest-rising public universities and as one of Florida's designated preeminent research institutions. This request will help the State of Florida build on that momentum by expanding the talent pipeline, accelerating research aligned with national and federal priorities, and strengthening the university's capacity to educate and graduate more high-achieving students on time and at lower cost.



With recurring state investment, FSU will strengthen Florida's economic competitiveness and deliver measurable value to students, families, employers, and taxpayers by advancing the following priorities:

- **Expand Florida's research capacity in high-value fields** by recruiting nationally prominent faculty, especially in STEM and health-related disciplines that attract federal funding, generate discoveries, and support long-term economic growth.
- **Sustain national leadership in student success** through targeted advising, academic support, innovative programming, and career preparation that help more students graduate on time and enter Florida's workforce ready to contribute.
- **Increase success for transfer students from the Florida College System** by strengthening proven supports that help AA transfer students complete high-value bachelor's degrees efficiently and affordably.
- **Improve educational quality and faculty engagement** by reducing the student-to-faculty ratio from 17:1 to 13:1, enabling more individualized instruction, stronger mentoring, and greater undergraduate participation in research and innovation.
- **Recruit and retain top talent for Florida** by remaining competitive for outstanding undergraduate and graduate students, faculty, and staff whose work directly supports Florida's educational attainment, research enterprise, and economic vitality.

Investing in New Research Faculty

State investment in faculty excellence has produced measurable gains for Florida. Recent support has helped FSU recruit high-performing scholars, increase national visibility, and expand research productivity. To remain competitive with peer institutions and to continue moving Florida upward in national rankings, FSU must make additional strategic faculty investments. These investments are especially important because FSU has historically achieved exceptional results without the clinical research scale available to institutions anchored by large academic medical systems.

To expand research output, improve instruction, and strengthen Florida's talent pipeline, FSU is requesting funding in this LBR to hire 140 additional faculty members, with emphasis on positions that increase federal research competitiveness, student opportunity, and statewide economic impact.



- **STEM National Academy Members** whose presence raises Florida's national profile, attracts major grants, and expands capacity in disciplines critical to the state's future.
- A **Presidential Scholar** initiative to recruit rising national leaders whose scholarship will translate into future federal awards, patents, start-up activity, and workforce preparation.
- **Senior, mid-career, and emerging faculty researchers** who can expand teaching capacity, mentor graduate students, and build durable research strength in areas of strategic importance to Florida.

By the numbers: Each new faculty member in STEM or health-related fields is projected to generate more than \$250,000 annually in contracts and grant expenditures, while contributing to patents, start-up formation, and innovation that can benefit Florida's economy and communities.

Retaining Top Faculty and Staff

FSU's faculty and staff are central to the university's ability to educate students, secure research funding, and serve the State of Florida. In an increasingly competitive national market, high-performing employees are routinely recruited by other states and institutions. When Florida loses this talent, it also risks losing grant activity, intellectual capital, student support capacity, and the economic benefits that follow. Continued legislative support for retention increases and competitive counteroffers will help keep proven talent in Florida and protect prior state investments.

Recruiting the Top Students

FSU remains one of the nation's most sought-after universities, receiving nearly 100,000 applications for approximately 6,000 first-year seats. This demand gives Florida a powerful opportunity: retain more of its highest-achieving students in-state and educate them at a public institution that delivers both excellence and value. To do so, FSU must continue strengthening scholarships and financial aid so that top students choose to stay in Florida rather than leave for out-of-state competitors.

Legislative support is needed to strengthen competitive aid packages, improve access for high-achieving students from across Florida, and ensure that talented students from Pell-eligible families can enroll, persist, and graduate with strong career outcomes.

Exceptional doctoral and graduate students are essential to a high-performing research university and to the production of advanced talent in fields important to Florida's economy. These students help drive instruction, research productivity, innovation, and workforce development. Expanding graduate support is therefore both an academic priority and an economic development strategy for the state.



Why it matters: Producing more graduate and professional degrees helps meet Florida's demand for highly skilled talent, supports industry growth, and strengthens the state's long-term competitiveness.

As one of Florida's preeminent universities, FSU is uniquely positioned to develop this level of talent at scale. Nearly 70% of FSU's graduate students are from Florida, underscoring the university's role in educating and retaining advanced talent for the state. This request will allow FSU to add more than 80 graduate assistantships that support undergraduate instruction, expand research activity, and prepare future faculty, scientists, and professionals to serve Florida.

Establishing the National Framework for Student Success

FSU is a nationally recognized leader in student success and has demonstrated that strategic investment can produce strong outcomes at scale. These gains matter to Florida because they improve degree completion, reduce time-to-degree, lower student borrowing, and place more graduates into the workforce sooner. Highlights include:

- Freshman retention has risen from 87.9% in 2005 to a record 97%, placing FSU among the top universities in the nation.
- The six-year graduation rate has climbed to 86%, reflecting sustained progress in student persistence and completion.
- The four-year graduation rate has reached a record 78%, ranking FSU in the Top 10 nationally among public universities and helping students enter the workforce earlier.
- The transfer-student graduation rate continues to lead the State University System, demonstrating strong outcomes for students who begin in the Florida College System.

Because of this track record, FSU has become a model for student success within Florida and nationally. Continued strategic investment will help scale what works, preserve hard-won gains, and ensure that more Florida students complete high-value degrees on time.

FSU is among the nation's best at helping students from all backgrounds graduate at high rates, including first-generation and Pell-eligible students. This request will build on that record through additional advisors and student support staff, targeted engagement programs, stronger career development opportunities, and scholarship support that improves access and completion for Florida students.

Why it matters: Helping students graduate in four years or less reduces educational costs, lowers debt burden on Florida families, and moves graduates into the workforce and tax base more quickly.



Resource Needs

The requested recurring funds will support the following annual investments, each designed to strengthen outcomes that benefit the State of Florida:

STEM and Health National Academy Members	\$4.5M
Top Research Faculty Members	\$21.1M
Student Support Staff	\$1.3M
<u>Total \$26.9M + Benefits=\$36.3M</u>	
Retaining Top Faculty and Staff	\$15M
More Competitive Graduate Student Stipends	\$2.7M
Undergraduate Student Success Programming	\$1.0M
Scholarships	\$10.0M
Total	\$65M

II. Return on Investment:

This investment will generate direct and long-term returns for the State of Florida by improving student outcomes, increasing research competitiveness, strengthening the workforce, and retaining talent in-state. It will also reinforce performance and accountability outcomes that matter to the Legislature and the Board of Governors.

- Increase the number of highly educated graduates entering Florida's workforce in strategic and high-demand fields.
- Lower the cost of degree completion for students and families by improving retention, transfer success, and four-year graduation rates.
- Expand Florida's ability to compete for federal research dollars, particularly in STEM and health-related disciplines tied to national priorities.
- Support innovation, commercialization, and start-up activity by growing research talent and discovery capacity.
- Strengthen Florida's national standing in higher education by advancing measurable outcomes tied to performance, accountability, and preeminence.

The request also directly supports the State University System's performance and accountability framework by improving outcomes aligned with Board of Governors priorities, including the following:

- Peer Ratings/National Reputation
- Student Retention and Graduation Rates (especially four-year graduation rates)
- Student/Faculty Ratio
- Faculty Resources
- Total Research Expenditures



- Federal Research Expenditures
- National Academy Members
- Faculty Awards
- Doctorates Granted
- Average SAT
- Postdoctoral Fellows
- National Reputation

III. Personnel:

STEM and Health National Academy Member Faculty	\$4.5M
Top Research Faculty Members	\$21.1M
Student Support Staff	<u>\$1.3M</u>

Total \$26.9M + Benefits = \$36.3M

IV. Facilities

N/A





2027-2028 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II

University: Florida State University

Issue Title: Advancing Florida's Workforce, Research Competitiveness, and Student Success through Florida State University

	Recurring	Non-Recurring	Total
Positions			
Faculty	140.00	0.00	140.00
	20.00	0.00	20.00
Total	160.00	0.00	160.00
Salaries and Benefits	\$51,300,000.00	\$0.00	\$51,300,000.00
Other Personal Services	\$2,700,000.00	\$0.00	\$2,700,000.00
Expenses	\$0.00	\$0.00	\$0.00
Operating Capital Outlay	\$0.00	\$0.00	\$0.00
Electronic Data Processing	\$0.00	\$0.00	\$0.00
Financial Aid	\$10,000,000.00	\$0.00	\$10,000,000.00
Student Success Programming	\$1,000,000.00	\$0.00	\$1,000,000.00
	\$0.00	\$0.00	\$0.00
	\$0.00	\$0.00	\$0.00
	\$0.00	\$0.00	\$0.00
Grand Total	\$65,000,000.00	\$0.00	\$65,000,000.00



State University System
Education and General
2027-2028 Legislative Budget Request
Form I

University(s):	Florida State University
Request Title:	Florida Behavioral Health Center of Excellence
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$22,500,000
Non-Recurring Funds Requested:	\$10,000,000
Total Funds Requested:	\$32,500,000
Please check the request type below:	
Shared Services/System-Wide Request	☐
Unique Request	☒

I. Purpose:

Florida State University (FSU) seeks legislative support to establish the Florida Behavioral Health Center of Excellence, a statewide strategy to strengthen access to behavioral health care, improve health outcomes, expand workforce capacity, and reduce the long-term public costs of untreated mental illness and substance use disorders. Rather than adding another isolated program, the Center will organize existing strengths across FSU, partner universities, health systems, and state agencies into a coordinated model for evidence-based care, workforce training, telehealth, and applied research. The result will be a more efficient and scalable system that delivers measurable benefit to the State of Florida. This would be especially true for children, families, pregnant and postpartum women, older adults, and residents of rural and underserved communities.



Why is a Behavioral Health Center of Excellence Needed in Florida?

Florida's behavioral health challenge is no longer simply a clinical issue; it is a statewide access, workforce, and economic issue. Demand for services is growing, provider shortages remain acute, more lives are lost to suicide, and access is especially limited in rural and underserved communities. Recent statewide reporting has underscored the need for stronger workforce planning, telehealth-enabled access, and data-driven clinical care and policy tools to close these gaps. A statewide Center of Excellence would give Florida the infrastructure to link care delivery, workforce development, data, and innovation into one coordinated strategy rather than relying on fragmented regional solutions. The Center of Excellence model is a proven one that has led to dramatic advances in cancer and diabetes.

The Center of Excellence model is persuasive because it gives Florida a better return than a series of disconnected investments. It concentrates advanced expertise where it can be built efficiently, then extends that expertise statewide through telehealth, clinical consultation, shared protocols, referral coordination, and workforce training. That structure improves access without requiring every community to build every specialty service on its own. It also gives the state a practical mechanism for measuring performance, targeting resources, and scaling what works.

The Value Proposition

The value proposition is straightforward: when behavioral health needs go untreated, Florida pays for it elsewhere—in hospitals, criminal justice, schools, public safety systems, lost productivity, and preventable long-term health and social costs. This proposal is designed to reduce those downstream burdens by improving earlier access to effective care, strengthening recovery supports, and building a statewide delivery and training infrastructure that can produce lasting gains in both outcomes and efficiency.

Florida's provider shortage makes a purely local response insufficient. Some communities do not have enough specialty capacity to meet current need, and many providers lack the support systems required to sustain evidence-based care at scale. The Center addresses this problem by creating a statewide learning and service network that strengthens local capacity through consultation, training, referral coordination, telehealth, and rapid dissemination of best practices. In other words, it helps Florida get more value from every provider it already has while building the pipeline for those it still needs.

This proposal is built on a simple premise: Florida will make faster progress by multiplying the impact of scarce expertise than by waiting for workforce shortages to solve themselves. By combining specialty consultation, digital tools, telehealth, training, and shared data infrastructure, the Center will extend the reach of existing assets and make future state investments more productive.



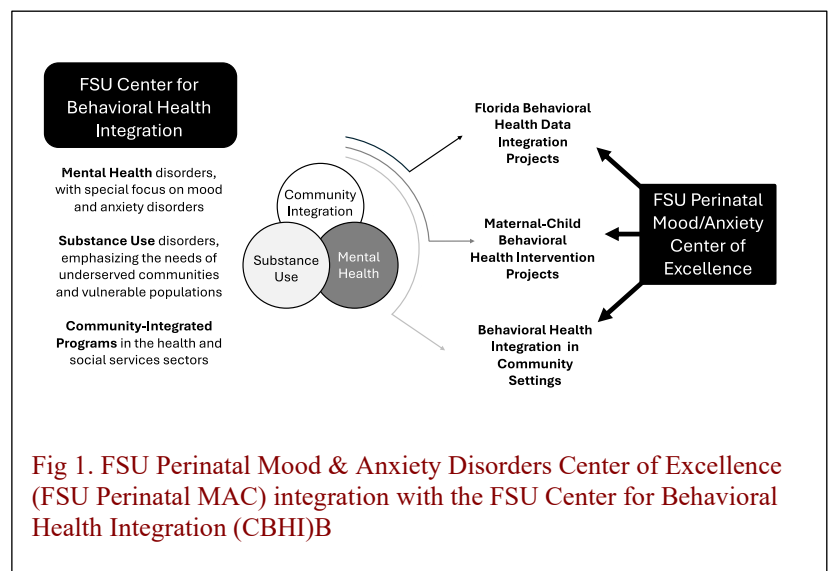
Florida already has strong behavioral health assets, but they are not yet organized for maximum statewide impact. The proposed Center will connect these assets into a coordinated network so that expertise, protocols, and innovations developed in one region can improve care in another. That is how Florida can move from isolated excellence to statewide benefit.

FSU is positioned to lead this effort because it combines behavioral health expertise, a statewide medical education footprint, experience serving rural and underserved populations, and the institutional capacity to build partnerships across universities, agencies, and providers. The Florida Behavioral Health Data Repository operates under FSU's leadership, so the Center can move quickly from concept to implementation and deliver a statewide model that is practical, scalable, accountable, and data informed.

Building on FSU's Unique Strengths and Expertise

There are at least two primary existing infrastructures at FSU within which the activities of the Center will be integrated. The first of these will be the FSU College of Medicine Center for Behavioral Health Integration (**CBHI**). Since 2016, the CBHI has been a regional and national leader in research, clinical, and policy programming and education/training related to behavioral health. The goals of the CBHI are to significantly improve the outcomes associated with under-addressed behavioral health disorders—specifically, mental health and substance use disorders—in Florida and nationally. The CBHI approaches its work in the spirit of collaboration with community partners and with professionals across disciplines, emphasizing and promoting best practices through excellence in clinical practice and educational programs including clinician training. The clinical and research activities at the CBHI have increasingly focused on data integration and analytics. The CBHI is already staffed with experts in mental health, health system practice and policy, health economics, community-partnered research, and training in best-practice mental health and behavioral health models for service delivery to pediatric and adult populations.

The Behavioral Health Center of Excellence will grow out of the FSU Mood and Anxiety Center of Excellence (**MAC**). Behavioral health provides the framework for understanding and addressing mood and anxiety disorders, and effective treatment often involves a combination of behavioral therapies, medication, and lifestyle adjustments. This pattern of treatment is





also applicable to substance abuse, mental illness, pain management and a host of other conditions where improvement results from a comprehensive treatment model that often engages family members and health and help providers in many roles. As mentioned before, many or most people suffering from these disorders do not receive clinical treatment.

The FSU MAC is a member of the National Network of Depression Centers (**NNDC**), an organization that was established in 2008 to mobilize collaborative expertise to counteract the public health crisis of depression, bipolar illnesses, and other mood disorders. The NNDC is a nonprofit network of 32 leading academic medical centers dedicated to improving the lives of those affected by depression and related mood disorders. Our Center's affiliation with the NNDC as a member site brings with it instant recognition of our concentrated expertise in the treatment of mood disorders, as well as unique opportunities for collaborative work in the clinical space, research, and advocacy.

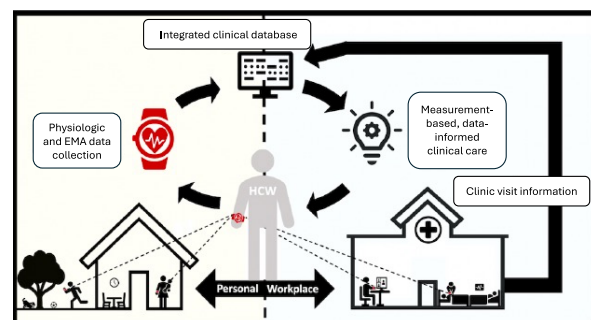
Clinical Care

The clinical mission and procedures at the Behavioral Health CoE/FSU MAC will reflect not only the core values of the CoM and the Department of Behavioral Sciences and Social Medicine, but also principles based on CoE criteria. These criteria include frictionless access, coordinated navigation, rigorous evidence-based protocols balanced by expertly personalized care, multidisciplinary clinical decision support, continuous process improvement, and alignment of procedures and processes with key attitudes and behaviors. The FSU MAC will exist to serve our communities--locally, regionally, and nationally delivering superior clinical quality, safety, service, discovery, and education to improve the lives of patients with mood, anxiety and substance use disorders.

Research

The research mission of the FSU Perinatal MAC will be integrated with its clinical mission. Where these ideas intersect, the broad vision is to develop a scalable digital health network that will leverage the regional campuses of the CoM and FSU's expertise in digital engagement with rural and resource-limited populations, and with populations that are unlikely to follow recommended health and care protocols. Creation of a digitally enabled ecosystem focused on behavioral health disorders will enhance both the breadth and quality of care for Floridians, effectively helping to close the gap on identifying and treating previously untreated behavioral health disorders. To scale these solutions, FSU

Fig. 2. Telehealth- and digitally enabled clinical ecosystem





will work with state agencies, local care networks, philanthropic entities, and through coordination of resources from centers and institutes at other universities in Florida.

Telehealth- and digitally-enabled clinical ecosystem for symptom tracking

- As shown in **Figure 2**, this is where the clinical mission meets the research mission in creating clinical services and a research ecosystem enriched by the ability to collect high-quality, high-dimensional physiological and ecological momentary assessment (EMA) data, aided by wearables and smart devices. If successful, this type of ecosystem will be innovative, attractive to funding agencies, and useful for generating pilot data, in addition to potentially enhancing the care of Center patients. Specific examples are as follows:
 - To enhance measurement-based, evidence-based care, periodic assessments of mood and anxiety symptoms, quality of life, and suicide risk are needed. Digitally-enabled EMAs leverage the ubiquity of smart devices that are increasingly used among nearly all demographic groups to capture data from rating scales. It also enables the capture of digital proxies of neurovegetative symptoms (activity/step counts, sleep durations, etc.) in near-real-time.
 - The use of evidence-based pregnancy- and postpartum-specific apps for mood and anxiety will be included within core clinical protocols for symptom tracking, after appropriate vetting.

Florida Behavioral Health Data Repository

Florida State University and the Northwest Regional Data Center were awarded funding under the 2025 Tristin Murphy Act to create a behavioral health data repository that would leverage data from several state agencies to identify patterns of care for patients with mental health and substance abuse disorders. These data will help researchers find efficiencies, identify gaps and duplications, and patterns of data that researcher will use to improve the level of care across the state.

Partner Institutions

FSU proposes to partner with key departments of psychiatry and psychology at the University of Florida (Gainesville and Jacksonville locations), University of South Florida, University of Central Florida, Florida Atlantic University, Florida International University, and the University of West Florida. Within the proposed network, the various clinicians, programs, and services at FSU and our partner universities will function as individual nodes, with the HQ at FSU functioning as the central node.

Education and Training

The educational mission of the Center is central to its value for Florida. The Center will strengthen the state's behavioral health workforce pipeline by expanding high-quality training, supervision, continuing education, and certificate programs in evidence-based care. These efforts will prepare future physicians, psychologists, nurses, social workers, counselors, and allied professionals to serve Floridians more effectively in community,



clinical, and rural settings. Over time, the Center's education and training programs will help Florida increase workforce capacity, improve retention, standardize quality, and disseminate best practices more quickly across regions and care settings.

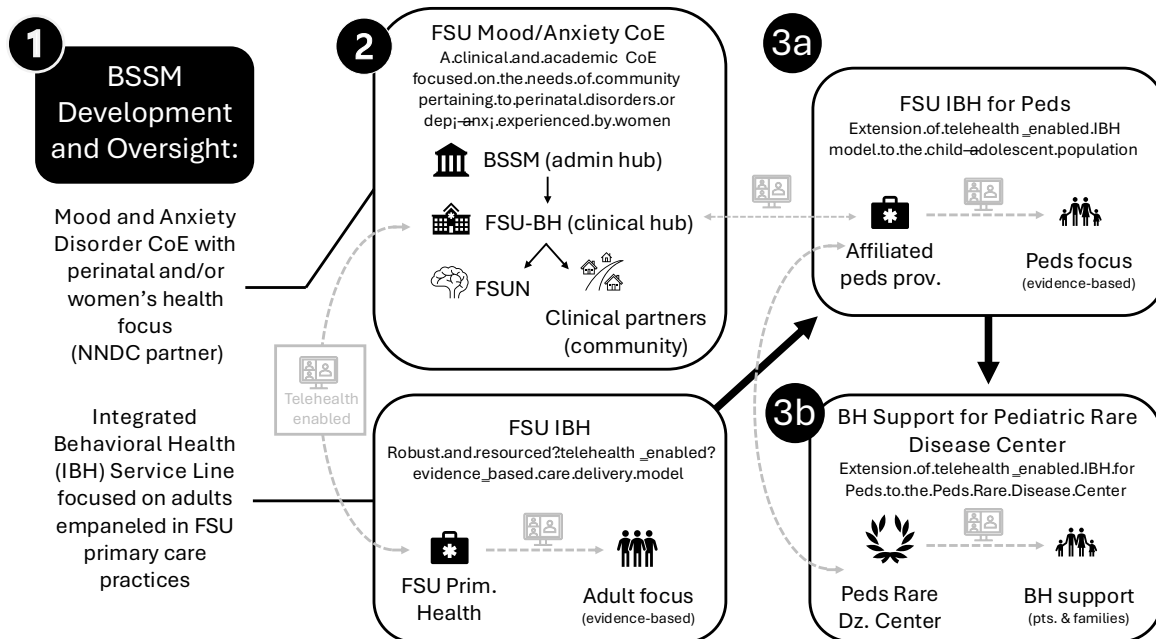
- Residency and Clinical trainee activities (pre- and post-doctoral) include:
 - Growth of psychiatric residency programs
 - Clinical preceptorship of FSU CoM M3's and M4's for core and elective clinical rotations;
 - Clinical preceptorship of M3's and M4's from institutions outside of FSU CoM for core and elective clinical rotations;
 - Clinical preceptorship of physician assistant and advance practice nursing trainees, via formal collaborative relationships;
 - Clinical preceptorship for accredited internship, residency, and postdoctoral fellowship programs; and
 - Support of new clinical training programs
- Research trainees/T32
 - Robust research training in perinatal mood and anxiety disorders, either nested within existing clinical training programs (e.g., research tracks, etc.) or as part of existing research programs; and
 - New funded research training programs as an aspirational goal (e.g., via the T32 and similar mechanisms).
- Physician and clinician training through Continuing Medical Education (CME) and certificate programs in mood and anxiety disorders
 - CME programs, both streaming (enduring materials) and live, with professional-grade planning, programming, production, and marketing as a substantial source of revenue for the Center; and
 - Certificate programs in perinatal mental health, with professional-grade planning, programming, production, and marketing as another substantial source of revenue for the Center.





Special Focus on Maternal-Child Health

A special focus on maternal-child health will allow the Center to address one of the most consequential points of intervention for Florida families. By aligning expertise across FSU Health, Nursing, pediatric and child-focused programs, and behavioral health units, the Center can help improve screening, referral, treatment, and follow-up for mothers, infants, children, and adolescents. This integrated approach supports healthier families, better developmental outcomes, and reduced long-term public costs associated with untreated behavioral health conditions.



Three Phase Implementation

Phase I

- Develop a scalable clinical, research and training clinic model and processes
- Strengthen community partnerships for referral stream and outreach
- Linkage with NNDC and development of a patient registry
- Devise, collect analyze outcomes
- Coalesce other FL universities

Phase II

- Expansion of specialty care practice
- Primary care and community health integration of Center services
- Expand / enhance regional recognition and outreach

Phase III

- Fully developed specialty center of excellence
- Full fiscal sustainability model
- Full primary care integration
- Dedicated FSU physical location with satellite sites



The Center will also convene and support clinical behavioral health service providers and researchers across FSU Campus including:

Center for Prevention and Early Intervention Policy
Florida Institute for Child Welfare
Florida Florida Behavioral Health Data Repository (founded in 2025)

College of Medicine

Institute for Pediatric Rare Disease
ICON Health (Institute for Collaboration on Nutrition)
Center for Rural Health Research and Policy
Center for Translational Behavioral Science
FSU Neuromodulation
FSU Behavioral Health
Autism Institute
Center for Child Stress and Health

College of Nursing

Institute on Digital Health and Innovation

College of Social Work

Stoops Center for Communities, Families, and Children
Institute for Family Violence Studies
Institute for Trauma & Resilience Studies

College of Education, Health & Human Sciences

Family Institute
Human Development & Family Science
Education Psychology & Learning Systems
Center for Couples & Family Therapy
Assessment, Learning Evaluation, and Counseling Center
Integrated Medical Practice – Medical Family Therapy

College of Communication & Information

Speech and Hearing Clinic
Communication Sciences & Disorders

College of Arts & Sciences

Psychology Clinic, Department of Psychology
Children's Learning Clinic
Anxiety & Behavioral Health Clinic

College of Music

Department of Music Therapy





College of Fine Arts

Department of Art Therapy

Summary of Investments

The requested funds will be used in the following ways:

Recurring Expenses

Facilities and Infrastructure for the Center	\$6.0M
Physician Scientists/Clinical Researchers	\$4.0M
Specialized Research Faculty and Associates	\$1.5M
Clinical Research Operations Support Personnel	\$1.0M
Linked University Behavioral Health Data System Development	\$9.0M
Distributed Technology for use across Central & Remote Hubs	\$1.0M
Sub Total	\$22.5M

Non-Recurring Expenses

Facilities and Infrastructure for the Center of Excellence	\$2.5M
Behavioral Health Data & Infrastructure CoE	\$2.0M
Start-up for New Faculty Research Labs	\$2.0M
Landscape Analysis and Training Development	\$2.0M
Clinical Laboratory Upgrades, Machinery, & Technology	\$1.5M
Sub Total	\$10.0M

Total	\$32.5M
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II. Return on Investment:

This investment will help Florida address one of its most costly and persistent health challenges with a coordinated strategy that improves access, strengthens the workforce, and reduces avoidable downstream costs.

1. It will give Florida a single statewide platform for improving behavioral health care quality, access, and accountability.
2. It will expand access to specialty expertise in rural and underserved communities without requiring every community to build every service independently.
3. It will strengthen Florida's behavioral health workforce by improving training, continuing education, and practice support across disciplines.
4. It will help state leaders make better policy and funding decisions through stronger data, measurement, and evaluation capacity.
5. It will improve outcomes for high-need populations, including mothers, children, older adults, and individuals with co-occurring conditions.



6. It will attract external grants, research activity, and innovation that bring additional talent and resources into Florida.
7. It will support telehealth and digital models that make scarce expertise more available and state investments more efficient.
8. It will reduce costs that otherwise shift to hospitals, schools, employers, law enforcement, and families when behavioral health needs go untreated.
9. It will create a durable statewide partnership model that aligns universities, providers, and public agencies around shared goals and measurable results.
10. Most importantly, it will help Florida move from fragmented response to coordinated statewide progress on behavioral health.

This investment also advances key priorities of the Board of Governors by strengthening research, reputation, faculty excellence, student success, and post-graduation outcomes while delivering clear public value to the State of Florida.

- 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
- Student/Faculty Ratio
- Faculty Resources
- Average SAT
- Student Post Graduation Outcomes

III. Personnel:

Physician Scientists/Clinical Researchers/Research Faculty/Data Scientists: \$5.5M
Clinical and Data Science Research Operations Support Personnel: \$1.0M

IV. Facilities

N/A





2027-2028 Legislative Budget Request Education and General Position and Fiscal Summary Operating Budget Form II

University: Florida State University

Issue Title: Florida Behavioral Health Center of Excellence

	Recurring	Non-Recurring	Total
Positions			
Faculty	28.00	0.00	28.00
Other (A&P/USPS)	13.00	0.00	13.00
Total	41.00	0.00	41.00
Salaries and Benefits	\$5,500,000.00	\$0.00	\$5,500,000.00
Other Personal Services	\$1,000,000.00	\$1,000,000.00	\$2,000,000.00
Expenses	\$4,500,000.00	\$2,000,000.00	\$6,500,000.00
Operating Capital Outlay	\$6,000,000.00	\$5,000,000.00	\$11,000,000.00
Electronic Data Processing	\$3,000,000.00	\$1,000,000.00	\$4,000,000.00
Financial Aid	\$0.00	\$0.00	\$0.00
Special Category: Distributed Technology	\$2,500,000.00	\$1,000,000.00	\$3,500,000.00
Grand Total	\$22,500,000.00	\$10,000,000.00	\$32,500,000.00



State University System
Education and General
2027-2028 Legislative Budget Request
Form I

University(s):	
Request Title:	Advancing Florida's Health Care Workforce, Research Capacity, and Access to Care Through Continued Investment in FSU Health
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$33,500,000
Non-Recurring Funds Requested:	\$16,500,000
Total Funds Requested:	\$50,000,000
Please check the request type below:	
Shared Services/System-Wide Request	☐
Unique Request	☒

I. Purpose:

Florida State University requests continued investment to expand FSU Health as a strategic state asset that strengthens Florida's health care workforce, improves access to high-quality care in underserved regions, grows federally funded research, and delivers long-term economic and public health benefits for the State of Florida.

Investing in FSU Health

FSU Health is a long-term, statewide investment in Florida's ability to meet rising demand for physicians, researchers, and advanced health services. It is designed to improve care in North Florida and Northwest Florida regions, where many communities continue to face limited access to providers. This will also expand the research, training,



and innovation capacity needed to serve Floridians for decades to come. As Florida State University advances the academic health center in Tallahassee and the FSU Health hospital in Panama City Beach, the university is also developing the next phase of faculty, physician-scientist, and clinical-research recruitment needed to ensure these assets generate measurable returns for the state in workforce production, patient access, and research competitiveness.

FSU has expanded its reach through strategic partnerships with nationally recognized organizations such as Mayo Clinic in Florida and the Andrews Research & Education Foundation in Northwest Florida. These collaborations accelerate innovation, expand advanced medical training, and create additional pathways for Florida students, residents, fellows, and researchers to remain in the state and contribute to Florida's health care economy. Continued investment will allow Florida to leverage these partnerships more fully for patient care, workforce development, technology translation, and commercialization.

The FSU College of Medicine has long focused on primary care and rural health. These are areas of direct importance to Florida communities. Through continued investment in FSU Health, the university will expand that mission to produce more talent in high-need fields including healthy aging, behavioral health, genomics, personalized medicine, and autism. This work is especially important as Florida faces persistent provider shortages and growing demand from an expanding and aging population. State support will help FSU recruit and retain the highly specialized faculty and physician-scientists required to educate the next generation of health professionals and deliver care and discovery where Florida needs it most.

FSU is also building the FSU Health Connections platform, including a health data sciences initiative that will strengthen the university's capacity to compete for larger federal awards and multi-institutional research partnerships. This infrastructure is essential to attracting external funding, translating discovery into improved patient care, and keeping more research dollars, talent, and innovation activity in Florida. With stronger in-state data science and research support capacity, Florida can reduce reliance on out-of-state partners for critical expertise and capture a greater share of grant expenditures, intellectual property development, and high-skill job creation.

Investing in Operations and Research Infrastructure

To compete successfully for top faculty, federal awards, and strategic partnerships, FSU must invest in specialized laboratory space, modern equipment, and the renewal of aging research facilities. These are foundational investments that enable the recruitment of high-performing faculty whose work attracts external grants, trains graduate students and clinician-scientists, and supports the development of new therapies, technologies, patents, and start-up activity. For the State of Florida, these



investments help build a durable innovation pipeline that strengthens both public health and economic growth.



Modern health research depends on secure data environments, advanced analytics, and the ability to work responsibly with electronic health information. FSU Health and the Health Data Science Initiative require robust computing, data governance, cybersecurity, and analytical capacity to meet federal standards and compete for major awards. Building these capabilities in Florida will enhance the state's research competitiveness, support compliance with increasingly rigorous federal requirements, and create the specialized workforce needed to manage research operations, data architecture, biostatistics, artificial intelligence, and machine learning in health-related fields.

In addition to personnel, FSU must make targeted investments in research technology infrastructure that will allow Florida institutions to compete more effectively for support from the National Institutes of Health, the Food and Drug Administration, the National Science Foundation, and the Department of Defense. Funding agencies increasingly expect strong cybersecurity, data stewardship, and operational maturity. Without these capabilities, Florida risks losing high-value grants and partnerships to peer states. With them, the state can expand research capacity, attract top talent, and accelerate discoveries that improve care for Floridians while generating lasting economic return.

Retaining Faculty is a Key Strategic Priority

Recruiting new talent is essential, but retaining proven faculty is equally important to protecting the state's investment. In an intensely competitive national market, Florida must be able to retain outstanding faculty whose teaching, clinical service, and research productivity directly support student success, grant growth, and institutional excellence. In many cases, retaining high-performing faculty is more cost-effective than replacing



them and prevents disruption to programs that serve students, patients, and research sponsors.

As FSU's national profile continues to rise, its faculty are increasingly recruited by competing institutions. State support for market adjustments and retention resources will help Florida preserve the expertise it has already developed, protect prior public investments in start-up packages and research infrastructure, and sustain momentum in areas that matter to the state's future. Retention is not simply a personnel matter; it is a strategy for preserving capacity, continuity, and return on investment.

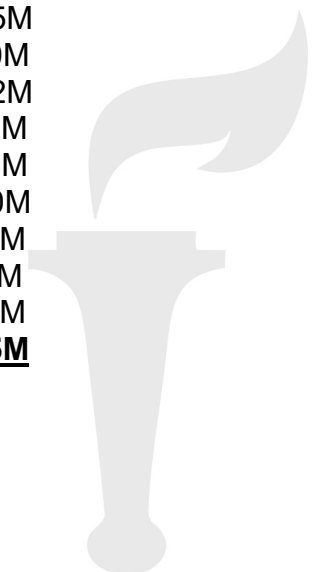
FSU is also building faculty development and support programs that help researchers launch high-impact work and compete successfully for external funding. Seed funding enables faculty to pursue promising interdisciplinary ideas, generate early evidence, and position Florida for larger federal grants, new patents, start-up companies, and industry partnerships. Expanding these supports will help the university convert emerging opportunities into measurable statewide benefit and elevate Florida's standing among the nation's leading research states.

Post-doctoral scholars and graduate research assistants are also critical to the state's research and workforce pipeline. Competitive graduate stipends will help Florida attract and retain outstanding students, while post-doctoral appointments strengthen grant activity, expand mentoring capacity, and help train the next generation of researchers and clinicians. These investments contribute directly to workforce development, research productivity, and the state's long-term ability to grow high-demand talent in science, medicine, and health-related fields.

The requested funds will be used in the following ways:

Recurring Expenses

Physician Scientists/Clinical Researchers	\$6.5M
Specialized Research Faculty and Associates	\$5.5M
Clinical Research Operations Support Personnel	\$3.0M
Faculty Retention/Market Adjustments	\$2.2M
Post-doctoral Scholars	\$2.5M
Nationally Competitive Graduate Research Stipends	\$1.8M
Secure Shared Research Infrastructure	\$5.0M
Start-up for New Faculty Research Labs	\$1.5M
Develop a Shared Public Health Research Data Hub	\$3.0M
Laboratory Upgrades, Machinery, and Technology	\$2.5M
Sub Total	\$33.5M





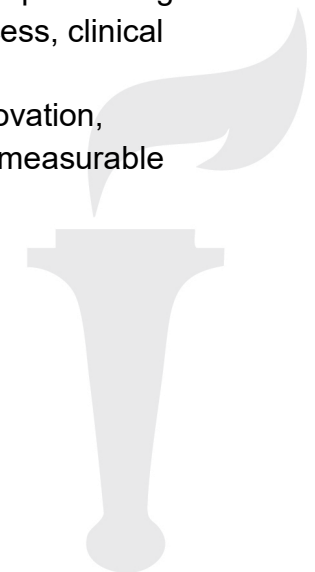
Non-Recurring Expenses

Start-up for New Faculty Research Labs	\$6.0M
Develop a Shared Public Health Research Data Hub	\$3.0M
Laboratory Upgrades, Machinery, and Technology	\$7.5M
Sub Total	\$16.5M
Total	\$50.0M

II. Return on Investment:

This request offers a strong return on investment for the State of Florida by expanding health care capacity, strengthening the workforce pipeline, increasing externally funded research, and generating long-term economic and community benefit:

1. Expands access to care in North Florida and the Panhandle by strengthening the clinical, research, and training capacity needed to serve regions where provider shortages remain a significant challenge.
2. Builds a stronger in-state workforce pipeline by educating, training, and retaining physicians, researchers, post-doctoral scholars, and graduate talent in high-need disciplines important to Florida's future.
3. Improves care for Floridians by expanding capacity in priority areas such as primary care, rural health, behavioral health, healthy aging, genomics, and personalized medicine.
4. Increases Florida's ability to attract and retain federal research dollars by building the secure data, laboratory, and operational infrastructure required for major grants and high-value partnerships.
5. Keeps more research expenditures, commercialization activity, and innovation-related jobs in Florida by reducing dependence on out-of-state partners for specialized expertise and infrastructure.
6. Protects the state's prior investments by helping FSU retain high-performing faculty and research leaders whose work supports student success, clinical excellence, and sustained grant growth.
7. Strengthens Florida's position as a national leader in health innovation, translational research, and talent development while producing measurable public benefits for communities across the state.





In addition to these statewide benefits, continued investment will advance key Board of Governors performance and preeminence measures by strengthening research capacity, faculty quality, student outcomes, and institutional competitiveness, 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
- Faculty Resources
- Average SAT
- Student Post Graduation Outcomes

III. Personnel:

Physician Scientists/Clinical Researchers	\$6.5M
Specialized Research Faculty/Associates	\$5.5M
Research Operations Support Personnel	\$3.0M
Post-doctoral Scholars (STEM and Health)	\$2.5M
Graduate Research Stipends	\$1.8M
Faculty Retention/Market Adjustments	\$2.2M

IV. Facilities

N/A





**2027-2028 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II**

University: Florida State University

Issue Title: Advancing Florida's Health Care Workforce, Research Capacity,
and Access to Care Through Continued Investment in FSU Health

	Recurring	Non-Recurring	Total
Positions			
Faculty	40.00	0.00	40.00
Other (A&P/USPS)	55.00	0.00	55.00
Total	95.00	0.00	95.00
Salaries and Benefits	\$15,000,000.00	\$0.00	\$15,000,000.00
Other Personal Services	\$2,500,000.00	\$0.00	\$2,500,000.00
Expenses	\$12,000,000.00	\$1,500,000.00	\$13,500,000.00
Operating Capital Outlay	\$0.00	\$15,000,000.00	\$15,000,000.00
Electronic Data Processing	\$0.00	\$0.00	\$0.00
Financial Aid - Graduate Research Stipends	\$1,800,000.00	\$0.00	\$1,800,000.00
Special Category: Faculty Retention/Market Adjustments	\$2,200,000.00	\$0.00	\$2,200,000.00
Grand Total	\$33,500,000.00	\$16,500,000.00	\$50,000,000.00



**State University System
Education and General
2027-2028 Legislative Budget Request
Form I**

University(s):	
Request Title:	Translation Hub for Healthy Aging, Healthspan Research, and Digital Health
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$25,200,000
Non-Recurring Funds Requested:	\$18,500,000
Total Funds Requested:	\$43,700,000
Please check the request type below:	
Shared Services/System-Wide Request	☐
Unique Request	☒

I. Purpose:

Florida State University (FSU) requests legislative investment to establish a statewide Translation Hub for Healthy Aging, Healthspan Research, and Digital Health that will help Florida meet one of its most pressing long-term challenges: supporting a rapidly growing older adult population with better health outcomes, lower avoidable costs, and stronger access to care. The Hub will convert research into deployable solutions for Florida's communities, providers, caregivers, and policymakers by aligning FSU's NIH-funded digital health capabilities, public health expertise, and statewide data resources to accelerate innovation, improve service delivery, and inform evidence-based policy.

Aging in Florida

Florida is one of the nation's fastest-aging states, and the demands associated with longevity, chronic disease, dementia, caregiving, and aging-in-place are growing across urban, suburban, and rural communities alike. State planning documents underscore



that Florida must prepare now for a larger older adult population, while national and state data continue to show substantial pressure from Alzheimer's disease and related dementias, caregiver burden, and uneven access to long-term supports and direct-care capacity. For Florida, this is not simply a health issue, it is a workforce issue, a family stability issue, a public finance issue, and a quality-of-life issue. A focused state investment now will help Florida build the research, data, and delivery infrastructure needed to improve outcomes for older adults while reducing downstream strain on families, providers, and public systems.

At present, healthy aging research, digital health development, and translational implementation in Florida remain distributed across institutions and sectors, limiting the speed with which promising ideas become usable solutions. A centralized statewide hub will close that gap by coordinating expertise, data, and applied research; reducing duplication; identifying service and knowledge gaps; and accelerating the movement of effective practices into healthcare, community programs, and public policy. In short, this request will help Florida move from isolated activity to statewide impact.

Building on FSU's Investments and Expertise to Cultivate Research that Translates into Effective Public Health and Digital Health Solutions

The proposed Hub will align Florida's aging-related needs with a coordinated engine for research, policy translation, and digital health deployment. Anchored by a centralized data environment and a multidisciplinary network of clinical, population health, and policy experts, the Hub will generate actionable insights that support better healthcare delivery, stronger public policy, and more efficient use of state resources. Located at FSU but designed for statewide benefit, the Hub will strengthen collaboration among universities, healthcare providers, community organizations, industry partners, and public agencies to accelerate solutions that improve healthy aging outcomes across Florida.

FSU has already begun building the foundation for this work. With support from the Office of the Provost and the Office of the Vice President for Research, FSU launched its Aging Initiative in fiscal year 2025 and began developing a Translational Data Platform to provide accessible, policy-relevant information on aging issues in Florida. FSU is also creating a university-wide aging website to showcase expertise across more than 80 researchers and has initiated aging profiles for Florida's legislative and congressional districts so decision-makers can access current, place-based information on the needs of older adults in the communities they represent. Legislative investment will allow Florida to scale this early momentum into a durable statewide asset.

FSU is well positioned to lead this initiative because it combines research excellence, statewide partnerships, digital health capability, and proximity to state government in a way few institutions can match. The university's strength in translational research is reinforced by national recognition, significant federal funding, and support from leaders



in the aging field, including the Gerontological Society of America. With legislative support, FSU can leverage this foundation to create a statewide resource that helps universities, providers, agencies, and communities more quickly identify, test, and scale solutions that improve the daily lives of older Floridians and strengthen Florida's position as a national leader in healthy aging innovation.

The Hub will convene partners from research, healthcare, state agencies, nonprofit organizations, and the private sector to produce data-informed practices that improve quality of life, support caregivers, and strengthen service delivery. It will provide the infrastructure needed to collect, manage, interpret, and securely share aging-related data; test and refine digital health tools; and translate findings into practical interventions and policy guidance. This coordinated model will help Florida move proven innovations into use more quickly and at greater scale.

What is a Translational Hub and Why is it Valuable?

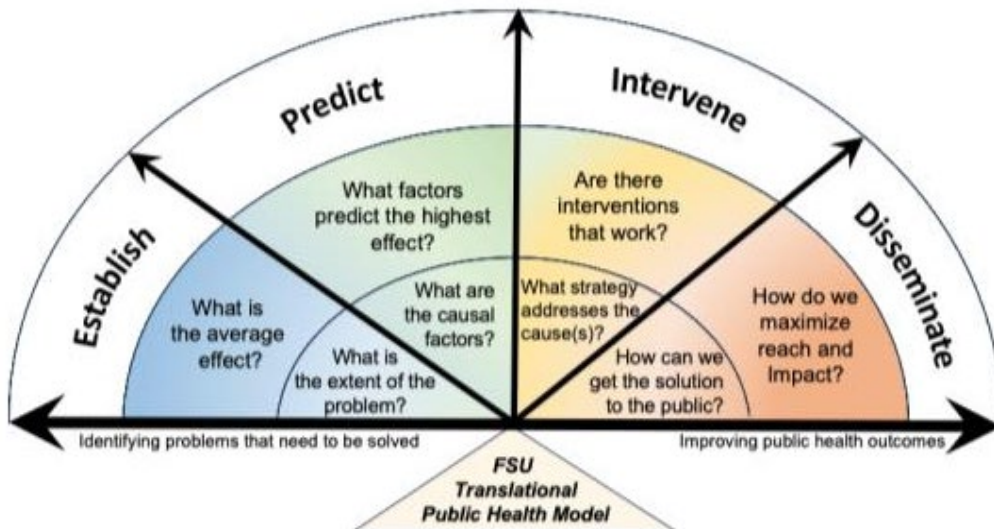
A translational hub is a problem-solving environment designed to move promising research out of the laboratory and into real-world use. It brings together experts across disciplines to define urgent problems, test evidence-based solutions, evaluate outcomes, and rapidly share what works with healthcare providers, community organizations, industry partners, and policymakers. For Florida, this model is valuable because it shortens the time between discovery and implementation, increases the return on public research investment, and creates a practical mechanism for addressing statewide challenges in healthy aging, caregiving, and digital health.

FSU's translational public health model is designed to identify the drivers of major public health problems, predict where intervention can produce the greatest benefit, implement evidence-based responses, and disseminate successful practices at scale. Applied to healthy aging, this model will help Florida better understand the factors shaping outcomes for older adults, target interventions earlier, and move effective approaches into healthcare systems, community settings, and public policy. The Hub will also incorporate continuous feedback from state leaders, practitioners, and external partners so that its research agenda remains aligned with Florida's priorities.





Figure 1: FSU's Public Health Model for Translation and Impact



Leveraging FSU's translational public health research model so Florida will become the national leader in healthy aging and digital health solutions will require the following investments:

1. Create a center for excellence in Healthy Aging and Digital Health

FSU proposes to establish a center of excellence that will serve as Florida's focal point for healthy aging and digital health innovation. The center will use FSU's translational public health framework to develop, test, and advance solutions that support healthy aging across the lifespan, strengthen aging-in-place strategies, and improve the delivery of evidence-based care. It will also serve as a statewide resource for clinical and policy translation by connecting research findings to practical interventions, workforce development, and public decision-making.

This investment will elevate Florida's visibility in one of the most consequential fields in modern healthcare while also producing direct benefits for residents and communities. By bringing researchers, providers, businesses, and community stakeholders into a common statewide effort, the Hub will expand Florida's capacity to generate high-value research, attract competitive funding, strengthen public-private collaboration, and deliver innovations that improve outcomes for older adults and their families.



This new Hub will help FSU lead the State of Florida by cultivating strategic concentrations of public health expertise in:

- Digital health clinical interventions for healthy aging
- Home health interventions that support disease management and healthy aging-in-place across the adult lifespan
- Prevention designed to bolster health resiliency at all ages
- Health informatics that can be leveraged to make early diagnoses and identify optimal treatments for delaying health decline
- Behavioral health interventions that support successful adherence to clinical treatments

Figure 2: FSU's Strategy for Securing and Catalyzing Research Talent



Implementation will occur in three overlapping phases designed to deliver early value while building long-term statewide capacity:

1. **Phase 1** will build on FSU's foundational investments by providing resources to make strategic investments in health data sciences, translational health science infrastructure, and a landscape analysis to identify key partnerships (e.g., agencies, NGOs, universities) in anticipation of becoming an official SUS Statewide Center.
2. **Phase 2** will target strategic hiring of new faculty with expertise in healthy aging and longevity science, university-wide training programs focused on public health data analysis, visualization, and engagement of community members and partners.
3. **Phase 3** will launch a yearly conference that brings together expertise statewide, target additional faculty hires, develop a university-wide interdisciplinary public



health doctoral program, a university-wide pre-doctoral and post-doctoral training program, and new summer healthy aging internships in coordination with university partnerships (e.g., Mayo Clinic) to enhance the College of Law's elder law clinic and the College of Medicine's geriatrics training program.

2. Create statewide informatics and data science infrastructure to support interdisciplinary public health research

A durable healthy aging and digital health strategy requires secure, high-capacity data infrastructure capable of supporting advanced research, privacy compliance, and multi-institutional collaboration. FSU's Northwest Regional Data Center (NWRDC), which already supports critical state data operations, provides a strong platform for building a statewide aging and digital health data repository. With the requested investment, Florida can create the data architecture, governance capacity, and analytical support needed to integrate diverse health and behavioral data sources, generate timely insights, and support research that improves care models, informs state policy, and enhances accountability for results.

Targeted investments in research technology, cybersecurity, and specialized personnel are essential if Florida is to compete successfully for major federal awards and retain high-value research activity within the state. Federal sponsors increasingly require strong compliance, secure computing environments, and advanced data capabilities before making large health-related awards. By building these capabilities at FSU for statewide use and partnership, Florida will improve its ability to attract external funding, reduce dependence on out-of-state expertise, and keep more research talent, grant activity, and economic benefit here at home.

3. Create training programs and information networks for caregivers and health services providers around healthy aging

Translating research into measurable statewide benefit will require coordinated training and information networks for clinicians, caregivers, service providers, and community partners. FSU will build interdisciplinary learning ecosystems that help move evidence-based practices into everyday use, strengthen continuity of care, and expand capacity in communities serving older adults. These efforts will support earlier intervention, reduce avoidable reliance on costly acute care, improve caregiver and provider readiness, and help Florida's workforce respond more effectively to the needs of an aging population.



Why FSU?

FSU is uniquely positioned to serve as Florida's implementation partner for this initiative because it combines top-tier research capacity, statewide service orientation, digital health expertise, and direct experience working with public-sector and community partners. As a Carnegie Research 1 university with recognized strengths in social and behavioral sciences, public policy, medicine, nursing, and data science, FSU can connect discovery to deployment in ways that directly benefit Floridians. Its distributed College of Medicine model, expanding FSU Health enterprise, and Institute on Digital Health and Innovation create a strong platform for improving outcomes in both rural and urban communities across the state.

FSU also brings a proven record of translating research into practice and the institutional breadth needed to make this a true statewide effort. The university can build on the Legislature's recent investments in FSU Health by integrating expertise from multiple colleges, research centers, and applied partnerships into a coordinated model focused on healthy aging, care delivery, policy translation, and workforce development. This makes FSU not only a strong host institution, but also a strategic vehicle for extending the value of state investment across the broader State University System and throughout Florida's communities.

- FSU Health
- College of Medicine
- College of Nursing
- College of Social Science and Public Policy
- College of Education, Health, and Human Sciences
- College of Social Work
- College of Communication and Information
- College of Arts and Sciences
- College of Business
- College of Law
- FSU-Mayo Clinic
- FSU Health Data Sciences Initiative
- Northwest Regional Data Center
- Learning Systems Institute
- Music and Art Therapy





Summary of Investments

The requested funds will be used in the following ways:

Recurring Expenses

Facilities and Infrastructure for the Hub/Center	\$1.0M
Physician Scientists/Clinical Researchers	\$7.0M
Specialized Research Faculty and Associates	\$3.5M
Clinical Research Operations Support Personnel	\$3.0M
Faculty Retention/Market Adjustments	\$1.7M
Post-doctoral Research Scholars	\$2.5M
Nationally Competitive Graduate Research Stipends	\$1.5M
Start-up for New Faculty Research Labs	\$1.5M
Development of a Shared Aging Health Research Data Hub	\$2.0M
Laboratory Upgrades, Machinery, and Technology	\$1.5M
Sub Total	\$25.2M

Non-Recurring Expenses

Facilities and Infrastructure for the Hub/Center	\$3.5M
Public Health Data & Infrastructure for Aging Research Data Hub	\$2.0M
Start-up for New Faculty Research Labs	\$6.0M
Landscape Analysis and Training Development	\$4.0M
Laboratory Upgrades, Machinery, and Technology	\$3.0M
Sub Total	\$18.5M

Total	\$43.7M
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II. Return on Investment:

This investment will generate meaningful returns for the State of Florida by improving health outcomes, strengthening the workforce, attracting external funding, and building statewide capacity in a high-need policy area:

1. It will create a statewide healthy aging and digital health hub that accelerates the translation of research into practical solutions for Florida's residents, providers, and communities.
2. It will strengthen care models that improve continuity of care, support aging in place, and reduce preventable strain on hospitals, families, and long-term care systems.
3. It will identify gaps in services, expertise, and infrastructure across Florida and provide data-informed guidance for future state action and resource allocation.



4. It will establish a secure statewide data and information environment that supports collaboration among universities, state agencies, healthcare providers, and community partners.
5. It will increase Florida's competitiveness for major federal and private research awards, bringing more external dollars into the state and amplifying the Legislature's initial investment.
6. It will help retain and recruit top faculty, clinicians, data scientists, and research staff whose work expands Florida's innovation economy and strengthens the State University System.
7. It will reduce Florida's reliance on out-of-state expertise by building in-state capacity in data science, digital health, translational research, and applied public health implementation.
8. It will support workforce development for clinicians, caregivers, researchers, and students preparing to address the needs of a growing older adult population.
9. It will position Florida as a national leader in healthy aging, longevity science, and digital health innovation—fields that will shape future healthcare delivery and economic competitiveness.
10. It will produce long-term public value by helping Florida improve quality of life for older adults while generating better information for policymakers and stronger returns on public investment.

In addition to its direct statewide benefits, this investment will strengthen key Board of Governors performance and excellence measures, 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
- Student/Faculty Ratio
- Faculty Resources
- Average SAT
- Student Post Graduation Outcomes





III. Personnel:

Physician Scientists/Clinical Researchers/Research Faculty/Data Scientists \$10.5M
Clinical and Data Science Research Operations Support Personnel \$3.0M

IV. Facilities

N/A





Appendix A

College of Medicine and FSU Health

- Emphasis on primary care medicine
- A Department of Geriatrics that provides integrated geriatric training into the curriculum for all medical school students
- Increased investment in the Center for Translational and Behavioral Science that translates behavior into public health impact
- Expertise in Alzheimer's Disease and Related Dementias and Neurosciences
- Health Management, Policy, and Information program

College of Nursing

- The Institute on Digital Health and Innovation has secured over \$100M in current federal grants for study of care compliance and digital health with a focus on underserved and rural populations
- Cutting edge research on wearables for continuity of care and health feedback
- Expertise in in-home care for remote and place bound populations
- Experience in development of training programs and best practices for home care, nursing homes, and memory care

College of Social Science and Public Policy

- Home to two aging research centers - the Claude Pepper Center and the Pepper Institute on Aging and Public Policy with expertise in the social, political, and economic impacts on health
- Home to the Center for Demography and Population Health, with expertise in population health science since 1967
- The Center for Economic Forecasting and Analysis with long-term partnerships with the state, predicting economic outcomes for state investments
- Public Health and Public Administration Departments with a long history of partnering with state government in Florida
- Administrative expertise in managing public health initiatives and health policy evaluation and development

College of Education, Health, and Human Sciences

- Expertise on research evaluating wearable technologies
- A commitment to research on the health effects of physical lifestyle, physiology, nutrition, and food sciences





- Expertise on the lifecycle of human development and counseling on the dynamics associated with longevity and trauma in families
- Home to an Instructional Systems program that specializes in delivering learning programs that could promote healthy choices

College of Social Work

- Clinical Social Worker provide expertise in best practices for home health care and identifying social services for at need populations
- Applied research expertise in coordination of resources with community partners
- Development of training programs on continuity of care, particularly among rural and disaffected communities

College of Communication and Information

- Managing and creating information and data networks
- Active leadership in FSU's Health Data Sciences Initiative through its efforts in health informatics and working with Electronic Health Records (EHR)
- Leadership in practical applications of AI and Machine Learning

College of Arts and Sciences

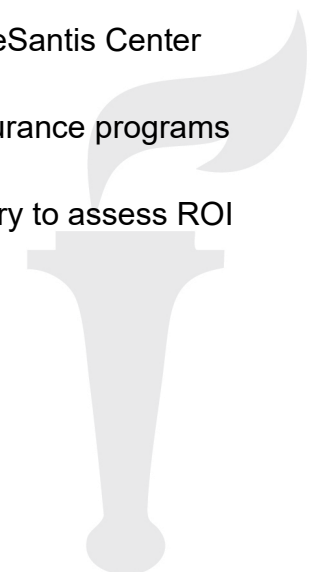
- Multidisciplinary expertise in scientific computing and advanced computational analysis including AI and Machine Learning
- Neurosciences expertise in Biology and Psychology for assessing the cognitive effects of aging on health and behavior
- Created the Institute for Successful Longevity which supports researchers who evaluate factors that influence quality and length of life, and factors that promote active engagement in life

College of Business

- The Business of Healthcare Leadership Academy in the Carl DeSantis Center creates public-private partnerships in healthcare administration
- FSU has one of the nation's leading Risk Management and Insurance programs in the nation, addressing the affordability of long-term care
- Business Analytics and Information Systems expertise necessary to assess ROI on various healthcare models

College of Law

- Home of the multidisciplinary Claude Pepper Elder Law Clinic
- Specialization in Florida Poverty Law for Seniors





FSU – Mayo Clinic Collaboration – Focused on interdisciplinary innovation to target health technology translation from clinical research to bedside care

Music Therapy – Leading program supporting hospice and older adults

Art Therapy – Accredited by The Commission on Accreditation of Allied Health and Education Programs

Learning Systems Institute – International leader in educational systems and development of training programs

Osher Lifelong Learning Institute – Educational programming for seniors

Northwest Regional Data Center (NWRDC) – manages databases for almost all state agencies and is a key to creating a secure data environment for institutional and agency data affecting successful aging

Health Data Sciences Initiative (HDSI) – has developed methodologies to manage and join data from many Electronic Health Record systems in a HIPAA compliant environment

The Turnbull (Conference) Center – The center has the capacity to support in-person and high-quality hybrid engagements among stakeholders from across the state and nation, and its proximity to the Capitol will help promote transparency and collaboration





State University System
Education and General
2027-2028 Legislative Budget Request
Form I

University(s):	
Request Title:	Engineering Florida's Defense Future: Building the Workforce, Research, and Innovation Capacity for National Security
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$13.6 Million
Non-Recurring Funds Requested:	\$ 0
Total Funds Requested:	\$13.6 Million
Please check the request type below:	
Shared Services/System-Wide Request	☐
Unique Request	☒

I. Purpose:

Strategic Purpose

The FAMU–FSU College of Engineering requests recurring state investment to expand a nationally recognized defense engineering capability that Florida already possesses and the nation increasingly needs. For decades, the College and its affiliated research centers have served as trusted partners to the U.S. Navy, Air Force, Army, Missile Defense Agency, NASA, and defense industry, providing research, development, testing, evaluation, and workforce development in areas critical to national security.

As the nation's only college of engineering jointly operated by two public research universities, a top-ranked public HBCU (Florida A&M) and a Carnegie R1 institution (Florida State), the College occupies a unique position in Florida's higher education and innovation ecosystem. State investments in the College have consistently leveraged



substantial federal and industry support, producing defense-relevant technologies, highly skilled engineering graduates, patents, startup companies, and high-wage jobs for Florida.

The opportunity is significant. Defense activities contribute approximately **\$102.6 billion annually to Florida's economy and support nearly 866,000 jobs statewide**. At the same time, the technologies driving future defense systems—including artificial intelligence, quantum technologies, advanced materials, hypersonics, resilient energy systems, advanced manufacturing, and cyber-physical security—require an engineering workforce that is growing faster than current educational pipelines can supply. Strategic state investment will allow Florida to expand an existing capability with a proven track record of federal partnership and economic impact rather than create a new capability from scratch.

Established National Security Capabilities

The College's defense and national security portfolio is anchored by a network of research centers and facilities with decades of experience supporting national security missions. Located within Tallahassee's Innovation Park, the College is surrounded by nationally recognized engineering and applied science assets including the National High Magnetic Field Laboratory (MagLab), the Center for Advanced Power Systems (CAPS), the Florida Center for Advanced Aero-Propulsion (FCAAP), the High-Performance Materials Institute (HPMI), the Applied Superconductivity Center (ASC), the Resilient Infrastructure and Disaster Response (RIDER) Center, and the Interdisciplinary Research and Commercialization Building (IRCB). Collectively, these facilities comprise more than **560,000 square feet of specialized research, testing, manufacturing, and technology-development infrastructure**, creating one of the largest university-affiliated engineering research ecosystems in the southeastern United States supporting federal agencies, defense contractors, and industry partners.

The scale and impact of this enterprise are demonstrated by its outcomes. Annual research expenditures reached **\$87.6 million in FY2025**, representing growth of nearly **178 percent since FY2021**, while research expenditures exceeded **\$565,000 per tenure-track faculty member, which is the highest in the state**. In FY2025 alone, College faculty generated **28 invention disclosures**, filed **81 utility patent applications**, and received **24 U.S. patents**. Undergraduate enrollment has grown **27.2 percent** over the past five years and Ph.D. enrollment has increased **37 percent** since 2021, expanding Florida's pipeline of highly skilled engineers and researchers. These outcomes demonstrate the College's ability to convert state investment into federal research funding, technology commercialization, intellectual property, and workforce development at scale.

The College's national standing in defense research was reinforced in January 2026, when it was selected as one of only sixteen universities awarded a position on the



Missile Defense Agency's **Scalable Homeland Innovative Enterprise Layered Defense (SHIELD)** contract — a vehicle with a \$151 B ceiling and the principal contracting mechanism supporting the national **Golden Dome for America** homeland missile-defense initiative. This selection gives the College, and Florida, a direct role in shaping the next generation of layered homeland defense and positions the state's research enterprise to compete for a significant share of this national investment.

The strength and proven success of this research enterprise led to the creation of the **Institute for Strategic Partnerships, Innovation, Research, and Education (InSPIRE)** in Panama City. In 2024, Triumph Gulf Coast approved up to **\$98.4 million** to establish InSPIRE as a major new research, workforce-development, advanced manufacturing, and hypersonics capability serving Northwest Florida and the nation's defense sector. Located adjacent to Eglin Air Force Base, Tyndall Air Force Base, and Naval Surface Warfare Center Panama City, InSPIRE extends the College's established model of research excellence, technology transition, and workforce development into one of the nation's most strategically important defense regions. Planned capabilities include a Mach 10+ wind tunnel, advanced manufacturing and materials facilities, and industry-engaged workforce programs that will further strengthen Florida's position as a national leader in aerospace, defense, and advanced technology innovation.

The College already possesses government-trusted capabilities across nearly all of the Department of Defense's highest-priority technology areas, including artificial intelligence, quantum technologies, directed energy enablers, hypersonics, resilient energy systems, advanced materials, cyber-physical security, and advanced manufacturing. In particular, the College's growing strengths in artificial intelligence and quantum science align directly with the technologies increasingly viewed as foundational to future military capability and national competitiveness. Unlike commercial contractors, the College serves as an independent and objective engineering partner capable of innovating, evaluating, validating, integrating, and de-risking technologies on behalf of government sponsors.

Problem Statement

Defense is one of Florida's largest industries, and its growth is now constrained by the state's own engineering pipeline. According to the Florida Defense Support Task Force's 2024 Defense Industry Economic Impact Analysis, defense spending generated **\$102.6 billion in total economic impact and supported 865,937 jobs in 2022 - roughly 7.3% of Florida's gross state product**, with more than \$65 billion injected directly into the state economy, a 21% increase over 2020. Florida ranks fourth in the nation in defense spending and hosts more than 20 military installations and an estimated 73,000 defense contractors.

That economic engine cannot keep growing without engineers Florida is not currently producing in sufficient numbers. The state's defense and aerospace employers,



concentrated on the Space Coast, in Orlando's defense-and-simulation corridor, and around the Panhandle's naval and air installations, report that engineering graduates are absorbed almost immediately and still fall short of demand, forcing companies to recruit out of state or stand up satellite offices elsewhere to fill specialized roles in systems engineering, power systems, cybersecurity, and advanced manufacturing. When high-value defense programs decide where to locate, in-state talent availability is a deciding factor.

The gap is measurable, and it is widening. Florida ranks **31st among the 50 states and D.C. in science-and-engineering bachelor's degree production**, graduating just 23.2 S&E bachelor's per 1,000 residents aged 18–24 versus a national rate of 25.8 (NSF, 2023). Worse for the defense pipeline, engineering bachelor's degree production across the Florida State University System **began declining in 2022–23**. The supply is shrinking precisely as demand accelerates. On the demand side, Florida's long-term labor projections (Projections Central, 2022–2032) show double-digit growth in exactly the defense-relevant disciplines this request targets: industrial engineering +23%, mechanical engineering +21%, with comparable growth in aerospace, electrical, and systems engineering, each generating hundreds of annual openings from growth and replacement. A growing industry drawing on a contracting pipeline is, by definition, a structural shortfall the state must close.

The FAMU–FSU College of Engineering is uniquely positioned to help address this challenge. The College has built one of the nation's most distinctive defense-oriented engineering ecosystems with nationally recognized research centers, trusted federal and national lab partnerships, a rapidly growing research enterprise and student base.

Despite this progress, the College faces several interconnected challenges that limit its ability to meet Florida's growing workforce and national security needs:

- **Insufficient Production of Defense-Critical Engineering Talent.** The FAMU–FSU College of Engineering currently graduates approximately 500 engineering bachelor's students, 170 master's students, and 45 doctoral students annually, yet demand from Florida employers significantly exceeds this output. While the College maintains a 97% job placement rate and approximately 85% of graduates remain in Florida, current faculty and infrastructure capacity limit its ability to expand degree production in high-demand fields such as artificial intelligence, quantum technologies, power systems, cyber-physical security, autonomy, advanced manufacturing, and hypersonics.
- **Faculty Capacity and Competitiveness.** The College's growth in enrollment, research activity, and industry engagement has significantly outpaced growth in faculty capacity. With approximately 116 tenure-track faculty members, the College operates below the average faculty size of Florida's public engineering colleges (161 faculty) and far below the average of the nation's top 50 public engineering colleges (299 faculty).



This gap limits the College's ability to increase degree production, expand graduate education, pursue emerging federal opportunities, and meet workforce demand in defense-critical disciplines.

- **Research Infrastructure and Technical Support.** Modern defense research and workforce preparation depend on specialized capabilities such as hardware-in-the-loop testing, real-time digital engineering and modeling-and-simulation environments, advanced manufacturing facilities, hypersonics test infrastructure, artificial intelligence computing resources, and quantum research laboratories. Demand from federal agencies, industry partners, and researchers is growing faster than the College's ability to expand and sustain this infrastructure, limiting both workforce development and research growth.
- **Competition for Talent and Federal Investment.** States across the country are investing aggressively in artificial intelligence, quantum technologies, advanced manufacturing, and national security research. Without strategic investment, Florida risks losing faculty talent, federal research opportunities, and defense-related economic activity to competing states at precisely the moment when federal investment and industry demand are accelerating.

The challenge for the College is not capability; it is scale — the ability to produce more engineers, expand graduate education, attract additional federal research funding, and meet the rapidly growing workforce and technology needs of Florida's defense and aerospace sectors. The purpose of this LBR is to provide the faculty, infrastructure, student support, and technical resources necessary to scale these proven capabilities to meet state and national demand.

Proposed Investment

The requested \$13.6 million recurring appropriation builds the three capacities on which Florida's defense future depends - **workforce, research, and innovation** - by expanding an existing, nationally recognized capability rather than creating a new one. It grows the faculty who produce defense-ready engineers and federal research alike, modernizes the infrastructure that makes that research government-trusted, and sustains the talent and partnerships that convert both into Florida jobs and technologies. The expansion would be implemented over a multi-year period, in step with workforce demand and federal research opportunities. Each component maps to a specific, trackable output:

Faculty and research capacity (\$9.16M): *This is the engine of all three capacities of workforce, research and innovation.* The funding supports a phased, multi-year expansion of faculty expertise and professional research personnel in high-demand fields including artificial intelligence, quantum science and engineering, cyber-physical



security, autonomy, hypersonics, advanced manufacturing, and resilient energy systems.

Research equipment (\$3.07M): Expands and sustains the specialized infrastructure required for modern defense research and workforce preparation, including hardware-in-the-loop testing, real-time digital engineering and modeling-and-simulation environments, advanced manufacturing capabilities, artificial intelligence computing resources, quantum research laboratories, and associated technical support.

Student Success and Workforce Development (\$1.0M): Provides targeted scholarships, graduate support, and student-success initiatives to increase the number of security-clearable, defense-relevant engineering graduates, with particular emphasis on expanding graduate education and more than doubling Florida A&M University Ph.D. production.

Faculty and Staff Retention (\$276K): Supports retention of key faculty, principal investigators, and technical personnel who maintain critical federal partnerships, sponsored research programs, and nationally recognized technical capabilities.

Operations, Compliance, and Partnerships (\$100K): Supports accreditation, research compliance, workforce partnerships, and engagement with federal agencies, military installations, national laboratories, and industry partners.

II. Return on Investment:

The College already converts state appropriations into a large federal and defense research enterprise, and this appropriation accelerates that multiplier. Within five years, the initiative is projected to improve specific, tractable, indicators across the three pillars - **workforce**, **research** and **innovation**. For each, the current outcome and five-year expected outcome are stated below:

- **PILLAR I: Workforce:**

Increase annual bachelor's degree production from approximately 500 to more than 900 graduates. This growth is driven by a combination of expanded faculty capacity, increased student retention and graduation rates, and the creation of new academic pathways that do not exist today. The College recently established a Department of Materials Science and Engineering (2024) and M.S. and Ph.D. programs in Aerospace Engineering, but neither field currently offers a bachelor's degree; creating B.S. programs in these departments opens entirely new undergraduate pathways where none exist today, adding capacity rather than competing for existing seats. This is reinforced by new M.S. and Ph.D. programs in Computer Engineering, now being prepared for approval by the Board of Governors (BOG), which will draw additional undergraduate students into that major. Growth is further accelerated by innovative,



defense-aligned undergraduate offerings mapped to national security priorities — including directed-energy and power systems, hypersonics and high-speed systems, artificial intelligence and quantum science and engineering, and cyber-physical security — which make the College markedly more attractive to prospective students and channel them toward the disciplines Florida's defense sector most needs. Underpinning all of these, expanded faculty capacity removes the constraint that currently limits how many of the College's growing applicant pool it can teach and graduate, while improved retention and graduation rates convert more enrolled students into degrees.

Increase annual master's and doctoral degree production from approximately 215 to more than 400 graduates. New M.S. and Ph.D. programs in Aerospace Engineering, Materials Science and Engineering, and planned in Computer Engineering, together with new graduate certificates in AI, cybersecurity and quantum science and engineering, will create graduate capacity that does not exist today. Because graduate education is funded largely by research, the projected growth in externally funded research directly supports a proportional increase in graduate assistantships and doctoral positions — the same investment that expands the research enterprise expands the graduate student body it sustains.

Expand graduate enrollment from approximately 533 to more than 1,000 students, while more than doubling Florida A&M University Ph.D. enrollment and degree production. This deepens Florida's advanced-research and security-clearable workforce pipeline in fields critical to the state's defense, aerospace, energy, and advanced-manufacturing sectors.

- **PILLAR II: Research:**

Increase externally funded research expenditures from approximately \$87.6 million to more than \$135 million annually, expanding the College's federal and defense research portfolio by nearly \$50 million per year. This growth is driven by expanded faculty capacity in artificial intelligence, quantum science and engineering, cybersecurity, advanced manufacturing, hypersonics, and aerospace systems; increased competitiveness for federal and defense-sponsored awards; and new opportunities associated with InSPIRE and the College's growing national-security portfolio, including its recent \$151B Missile Defense Agency SHIELD IDIQ award. At full implementation, the **College is projected to generate approximately \$10 in externally funded research for every recurring state dollar invested** — among the strongest leverage ratios in the State University System.

- **PILLAR III: Innovation:**

Increase annual U.S. patents from 24 to more than 50. The College's FY2025 output — 28 invention disclosures, 81 utility patent applications, and 24 issued patents — already demonstrates a strong innovation pipeline. Expanded faculty capacity,



increased sponsored research, and growth in artificial intelligence, quantum technologies, advanced materials, and aerospace systems are expected to substantially increase intellectual-property generation and commercialization. The College will also expand startup formation, technology licensing, and industry-sponsored research, creating new pathways for technology transition, deepening partnerships with Florida employers and defense contractors, and supporting high-wage job creation throughout the state.

Critically, the return stays in Florida. The College reports a 97% job-placement rate, and approximately 85% of graduates remain in Florida, so state investment flows directly to Florida defense contractors, military installations, federal laboratories, and communities rather than subsidizing other states' workforces.

III. Personnel:

This request supports **57 recurring FTE - 50 faculty and 7 administrative/professional (A&P/USPS) staff** - at a recurring salaries-and-benefits cost of **\$9,156,300**, plus **\$276,000 for retention** of existing critical personnel. Both the hiring and retention plans are designed to deliver the Section I goals of expanding Florida's defense-ready engineering workforce, growing the College's federal and defense research enterprise, and strengthening innovation capacity across the Department of Defense's highest-priority technology areas.

Faculty hiring (50 FTE; \$8,142,000 salaries and benefits). The College's overall hiring goal is to add 50 faculty whose expertise maps directly to the national-security mission described in Section I. By anticipated hiring level, the cohort is structured as approximately **10 senior faculty (Associate or Full Professor)** to lead and grow sponsored research programs and **40 Assistant or Associate Professors** to build a durable, long-term pipeline and expand teaching capacity. Hiring is concentrated in the following academic areas of expertise:

- **Artificial intelligence (9 FTE: 7 Assistant, 2 Associate/Full):** machine learning, computer vision, and autonomy for defense systems, including AI-enabled decision support, sensor fusion, and trustworthy and explainable AI for mission-critical applications; embodied intelligence and robotics for autonomous platforms and human-machine teaming; and autonomous ("self-driving") laboratories that use AI-directed experimentation to accelerate the discovery and qualification of defense-relevant materials and systems.
- **Quantum engineering (8 FTE: 6 Assistant, 2 Associate/Full):** quantum sensing for assured position, navigation, and timing in GPS-denied environments, quantum-resilient and quantum-secure communications, and quantum materials and devices that underpin next-generation detection, timing, and information-protection capabilities.



- **Cyber-physical security (8 FTE: 7 Assistant, 1 Associate/Full):** resilience of control and autonomous systems, secure embedded and real-time systems, guidance-navigation-and-control verification, and assured operation of networked physical systems in contested and electronically degraded environments.
- **Hypersonics (7 FTE: 5 Assistant, 2 Associate/Full):** high-speed and high-temperature aerodynamics, aerothermal modeling and ground testing, propulsion integration, and flow physics governing sustained flight and maneuvering above Mach 5.
- **Resilient energy systems (7 FTE: 6 Assistant, 1 Associate/Full):** high-power and pulsed-power systems for directed-energy and high-demand mission loads, thermal management, and resilient, islanded, and survivable power for operations in contested or logistically denied environments.
- **Advanced materials (6 FTE: 5 Assistant, 1 Associate/Full):** thermal-protection materials, lightweight high-strength composites and structures, and multifunctional materials engineered to perform under the extreme temperature, stress, and electromagnetic conditions of advanced defense platforms.
- **Advanced manufacturing (5 FTE: 4 Assistant, 1 Associate/Full):** additive and precision manufacturing of defense-relevant components, digital and model-based manufacturing, and scalable production methods that accelerate the transition of new materials and systems from design to fielded capability.

These hires expand both research throughput and teaching capacity, directly enabling the degree-production, research-expenditure, and innovation targets in Sections I and II.

Staff hiring (7 FTE; \$1,014,300 salaries and benefits). The seven A&P/USPS positions are matched to the initiative's three goals rather than to general administration: a Business Development Manager and a Director of the Office of Technology Innovation to drive sponsored-research growth, technology transfer, and industry partnerships (research and innovation goals); a Graduate Student Recruiter and two Student-Success Coordinators to grow and retain the security-clearable graduate and undergraduate pipeline (workforce goal); and two student success coordinators. These positions also provide the sponsored-project administration and compliance capacity required to manage federally funded and classified-adjacent work.

Retention (\$276,000; \$200,000 salary and \$76,000 benefits). Retention funds are allocated approximately **\$150,000 in faculty salary and \$50,000 in staff salary**, with associated fringe (\$57,000 faculty, \$19,000 staff). These funds protect the senior principal investigators and key research personnel who hold the federal relationships, security clearances, and program credibility on which this capability depends. Because losing an established defense PI can forfeit a multi-year federal program and the trusted-partner relationship behind it, a targeted retention directly safeguards the research-expenditure growth, sponsored programs, and security-clearable workforce outcomes that Section I commits to. Retaining this expertise is therefore essential to achieving, and sustaining, the initiative's stated goals.



IV. Facilities

(If this issue requires an expansion or construction of a facility, please complete the following table):

Facility Project Title	Fiscal Year	Amount Requested	Priority Number



2027-2028 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II
(to be completed for each issue)

University: FAMU-FSU College of Engineering

Issue Title: Engineering Florida's Defense Future: A Trusted University Capability fo

	Recurring	Non-Recurring	Total
Positions			
Faculty	50.00	0.00	50.00
Other (A&P/USPS)	7.00	0.00	7.00
Total	57.00	0.00	57.00
Salaries and Benefits	\$9,156,300.00	\$0.00	\$9,156,300.00
Other Personal Services	\$0.00	\$0.00	\$0.00
Expenses	\$0.00	\$0.00	\$0.00
Operating Capital Outlay	\$0.00	\$0.00	\$0.00
Electronic Data Processing	\$0.00	\$0.00	\$0.00
Financial Aid	\$1,000,000.00	\$0.00	\$1,000,000.00
Special Category (Graduate Programs)	\$100,000.00	\$0.00	\$100,000.00
Special Category (Research Equipment/Startup)	\$3,070,833.00	\$0.00	\$3,070,833.00
Special Category (Faculty & Staff Retention)	\$276,000.00	\$0.00	\$276,000.00
	\$0.00	\$0.00	\$0.00
Grand Total	\$13,603,133.00	\$0.00	\$13,603,133.00