



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

VIRTUAL MEETING

August 2, 2023

3:00 PM

via ZOOM

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

I. CALL TO ORDER AND WELCOME

Mr. Peter Collins, Chair

II. PUBLIC COMMENTS

III. NEW BUSINESS AND UPDATES

Action Item I: Request for Approval: 2024-2025 Legislative Budget Request

Action Item II: Request for Approval: 2023-24 Linking Industry to Nursing Education (LINE)
Fund Proposals

Action Item III: Request for Approval: Creation of Direct Support Organization

Action Item IV: Request for Approval: Seminole Boosters, Inc. Loan

IV. OPEN FORUM FOR BOARD OF TRUSTEES

Mr. Peter Collins, Chair

V. ADJOURNMENT



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM I

State University System
Education and General
2024-2025 Legislative Budget Request
Form I

University(s):	Florida State University
Request Title:	Growing our National Prominence
Date Request Approved by University Board of Trustees:	Pending BOT Approval
Recurring Funds Requested:	\$50M
Non-Recurring Funds Requested:	
Total Funds Requested:	\$50M
Please check the request type below:	
Shared Services/System-Wide Request	<input type="checkbox"/>
Unique Request	<input checked="" type="checkbox"/>

I. Purpose

Florida’s public higher education system has led the nation’s public university systems for five years in a row. Florida State University has contributed to that success as the fastest improving institution among the Top 50 publics. FSU has accomplished this without the springboard of a teaching hospital, unique position among Florida’s research universities. To do this, FSU invested in a comprehensive strategy guided by the university strategic plan and the BOG Accountability Plan.

To continue momentum and grow national standing, FSU will strategically invest in:

- **Hiring prominent research faculty:** Continued growth of our distinctive and productive research base with high-level faculty hiring, particularly in the STEM fields
- **Building on nation-leading student success:** Building upon our award-winning student success program by providing targeted advising, innovative academic programs, and career preparation for Florida’s leaders of the future

- **Improving student success for transfers:** Improving our SUS-leading transfer student success, particularly for Florida College System AA transfers
- **Reducing the Student-to-Faculty ratio** from 17:1 to 13:1. Expanding the Student-to-Faculty ratio will allow us to advance innovative teaching, enrich faculty/student interactions, and expand our research portfolio
- **Recruiting and retaining top talent**, including undergraduate and graduate students, faculty, and staff in the face of increased labor costs and out-of-state competition.

Florida State University is grateful for the continued support and investment of the Florida Legislature. However, ongoing additional support will be required to ensure that FSU remains competitive with institutions in the top tier of national standings.

Investing in New Research Faculty

Recent state investments have elevated the university, but more is needed to be competitive nationally.

Our recent initiatives have brought in 240 outstanding new faculty members. **But there's more work to be done.** Florida State still has far fewer dollars for faculty resources and research than our national competitors. Last year, FSU ranked 387th in the nation in Student-to-Faculty ratio.

Our multi-year plan is to add nearly 500 new faculty. As we work toward our multi-year goal of 500 new faculty members, we are requesting funding in this LBR to hire an additional 140 faculty members, with focus on:

- STEM National Academy members, the most highly regarded faculty members in the nation, moving from 8 to 15, a number closer to our national competitors.
- A Presidential Scholar strategic hiring initiative to attract some of the nation's most productive and impactful faculty members who are on their way to becoming National Academy Members.
- Senior faculty (full professors) of national acclaim, associate professors with extensive research experience, and assistant professors who hold research promise.

By the numbers: Each new faculty member in STEM or Health will generate more than \$150,000 in contracts and grants expenditures annually and be a central player in FSU securing new patents and creating new business spinoffs. Recent return-on-investment studies show that for every dollar Florida invests in its state universities, there is a return of nearly \$11.00.

Recruiting the Top Students

FSU is among the nation's leaders in undergraduate applicants, receiving 80,000 applications for around 6,000 spots. But to entice top students who we admit to enroll at FSU – and stay in Florida – our scholarship and financial aid packages must be more competitive.

We need your support to offer packages to move closer to our competitors in the enrollment of top students, as well as enroll and support students from our state's Pell-eligible populations.

Exceptional students in doctoral and graduate programs are also essential in supporting FSU's movement in the national rankings and its instruction and research portfolio. These students and scholars are necessary components of a competitive Research I University, and they are a core part of our plan.

Why it matters: Producing more graduate and professional degrees serves Florida's evolving economy and its needs for a highly skilled and trained workforce.

As one of the state's preeminent universities, FSU is uniquely positioned to supply the state and nation with this high level of talent and training. Most of FSU's graduate students are from Florida, and we plan to continue to attract and retain the top talent in Florida for graduate education instead of risking their departure to other states. FSU will expand the number of essential graduate student assistantships, adding over 80 new graduate student assistantships to help teach undergraduates and conduct research in support of faculty members.

Establishing the National Framework for Student Success

We are recognized as a national leader for improvements to its undergraduate retention and graduation rates, winning the top students success award in the nation in 2021 from the Association for Public and Land Grant Universities (APLU).

- Since 2005, student retention at FSU improved from 87.9% to 95%, which is among the top 15 public universities in the nation.
- The six-year graduation rate at FSU improved from 69.6% to 85%.
- The four-year graduation rate improved from 46.2% in 2002 to 74% in 2022 and rising.

FSU virtually erased gaps in graduation rates – all of our student populations, regardless of family background, graduate at some of the highest rates in the nation. We will build on this success by investing in new staff and advisors,

student support and engagement programs, student career development opportunities, and elevated scholarship and financial aid packages.

Why it matters: Graduating students in four years or less means we are graduating students with less debt and empowering them to launch their careers earlier and increase their lifetime earnings.

Resource Needs

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

STEM and Health National Academy Members	\$4.5M
Top Research Faculty Members	\$21.1M
Student Support Staff	<u>\$1.3M</u>
Total	\$26.9M + Benefits=\$36.3M
More Competitive Graduate Student Stipends	\$2.7M
Undergraduate Student Success Programming	\$1.0M
Scholarships	\$10.0M
Total	\$50M

II. Return on Investment

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

- Elevate Florida State University in its pursuit of a top tier national standing
- Ensure that Florida State continues to be a model for the State of Florida and nation in student success and career readiness
- Realize substantial savings for Florida families through high student retention and increased four-year graduation rates
- Provide affordable excellence across a broad spectrum of academic fields; add significantly to the university’s existing centers of excellence, including its nationally ranked science, arts, and business programs
- Provide benefits associated with expanding the university’s research enterprise and research discoveries to create jobs and opportunities for start-up companies, and by generating discoveries that may directly affect Floridians.

More importantly, state investments will advance the Florida Board of Governors' metrics. Key metrics impacted include:

- 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	\$21.3M
Student Support Staff	<u>\$1.3M</u>
Total	\$26.9M + Benefits=\$36.3M

IV. Facilities:

**2024-2025 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II**

University: Florida State University
Issue Title: Growing our National Prominence

	<u>RECURRING</u>	<u>NON-RECURRING</u>	<u>TOTAL</u>
<u>Positions</u>			
Faculty	140.00	0.00	140.00
Other (A&P/USPS)	20.00	0.00	20.00
	-----	-----	-----
Total	160.00	0.00	160.00
	=====	=====	=====
Salaries and Benefits	\$36,300,000	\$0	\$36,300,000
Other Personal Services	\$2,700,000	\$0	\$2,700,000
Expenses	\$0	\$0	\$0
Operating Capital Outlay	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0
Scholarships	\$10,000,000	\$0	\$10,000,000
Special Category (Specific)	\$0	\$0	\$0
Student Success			
<u>Programming</u>	\$1,000,000	\$0	\$1,000,000
	\$0	\$0	\$0
	\$0	\$0	\$0
	-----	-----	-----
Total All Categories	\$50,000,000	\$0	\$50,000,000

State University System
Education and General
2024-2025 Legislative Budget Request
Form I

University(s):	Florida State University
Request Title:	Bolstering FSU Health and Research Operations
Date Request Approved by University Board of Trustees:	Pending BOT Approval
Recurring Funds Requested:	\$50M
Non-Recurring Funds Requested:	
Total Funds Requested:	\$50M
Please check the request type below:	
Shared Services/System-Wide Request	<input type="checkbox"/>
Unique Request	<input checked="" type="checkbox"/>

I. Purpose

FSU plans to advance Florida’s economy and workforce, improve healthcare through the continued development of FSU Health, and invest in our state’s critical ongoing needs.

Investing in FSU Health

The FSU Health initiative will transform the quality of healthcare in Florida’s underserved regions and advance research to improve health outcomes for all Floridians. Even as we move through the design and construction process for the academic health center building, FSU has been developing our Phase II plan to recruit and hire the teams of physician-scientists, researchers, and other specialized staff that will bring this world-class facility to life – and have the most impact on the communities we serve.

FSU will further expand its reach and impact through a partnership with the Mayo Clinic focused developing and bringing new health innovation to patients and training the next generation of healthcare talent in Florida.

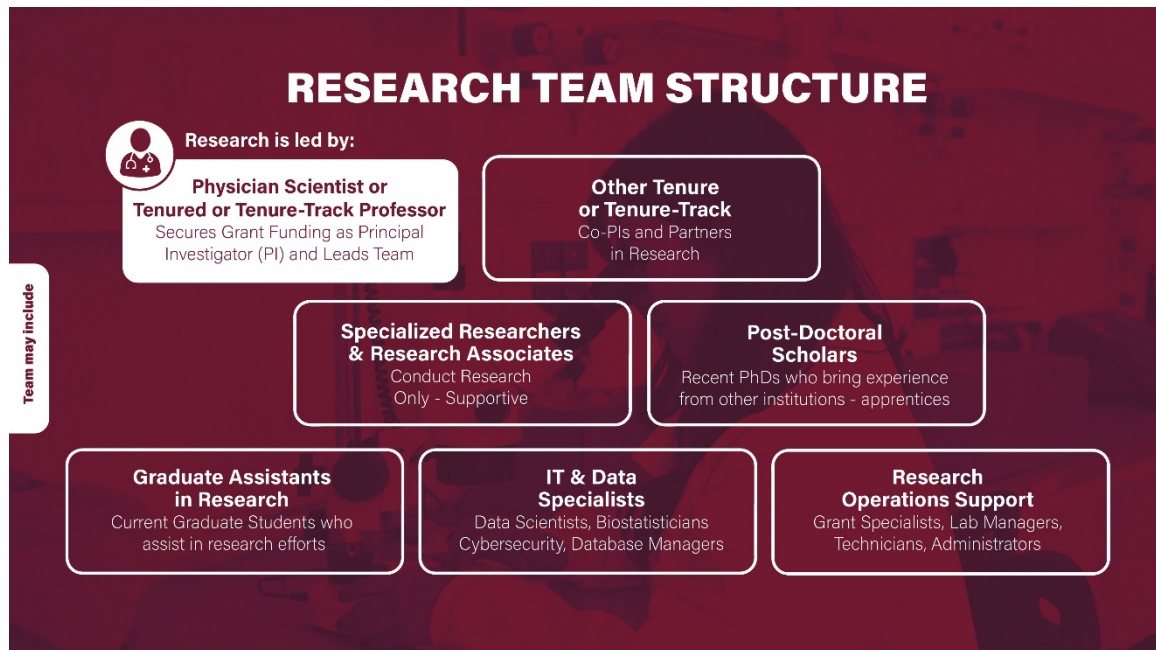
Our medical college has historically focused on primary and rural health. Through the FSU Health investment, we will expand our efforts, reimagine, and

grow our medical college to produce graduates with expertise in high-need areas including healthy aging, behavioral health, genomics, and autism. These graduates will increasingly require access to top research talent.

In support of FSU Health, we have also begun building a health data sciences initiative, investing in data sciences infrastructure to improve our ability to compete for more large National Institutes of Health (NIH) funded projects. To significantly advance our NIH funding support, we must engage more faculty and partners. Growing the number of researchers and physician-scientists will require extensive central support for secure and effective research and operational infrastructure.

Investing in Operations and Research Infrastructure

FSU will require specialized laboratory space and equipment. FSU will need to retrofit and update aging laboratories. The returns on these initial investments can be immense, as high-quality facilities are necessary to attract the kind of high-quality faculty capable of securing large external grants and attract other high-performing faculty and students.



Health research also requires highly secure data environments that meet security and privacy requirements associated with electronic health records. FSU Health and the Health Data Science Initiative (HDSI) will need the data science infrastructure necessary to earn larger grants, especially from the National Institutes of Health (NIH). Health research increasingly requires advanced analytics like biostatistics and data science to uncover meaningful discoveries and successful clinical interventions. FSU researchers currently must rely on

other institutions to deliver much of the expertise needed to meet these needs which means we are giving away some research expenditures to other institutions. We must build local expertise to improve the competitiveness of our federal and other external research grant proposals and to retain a greater proportion of grant expenditures. The support personnel needed for these projects include individuals who can manage the projects and complexities in computing environments, data architecture, data carpentry, data governance, security, and A.I./Machine Learning/Cognitive Computing algorithms to name a few.

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

Retaining Faculty is a Key Strategic Priority

Whereas new faculty can bring expertise in new research areas, an equally important investment is in retaining our excellent faculty, especially with rising costs and an extremely competitive national labor market. It is generally more cost-effective to retain high-quality faculty members than to hire new ones.

As FSU has increased its nation stature, our faculty are getting more offers to join other top universities. We need to counter that trend by maintaining competitive wages and providing salary and support funds as a basis for counteroffers. With the significant investments the university makes in getting new faculty members established at the university, it is particularly challenging to have them leave the university.

In addition to investing in wages, we are building faculty development and support programs. These programs ensure that faculty have the resources to be successful and that they can join a network of colleagues who can mentor them to be great researchers and educators. One of these programs provides faculty with seed money to explore emergent research topics. The seed money allows them to partner with colleagues to demonstrate expertise on emerging topics that are ripe for earning federal grants. These funds are frequently used to encourage interdisciplinary research that leads to new discoveries, products, patents, and

startup companies. FSU provides some seed money for faculty researchers, but we will need more to elevate to a position among the top universities.

Another key support for both faculty is post-doctoral scholars (post-docs) and graduate student research and teaching assistants. FSU has been able to grow its number of post-doctoral researchers and graduate assistants in the past few years. Moving graduate assistant stipends to market levels will allow the university to recruit and retain outstanding graduate student assistants. Furthermore, recent PhD graduates covet post-doctoral appointments in top research centers around the world. Top-tier research universities are recognized for providing post-doctoral experience to train the next generation of top researchers. Additionally, post-doctoral researchers are an invaluable support structure for grant research as they bring external research experience from other institutions, and they are committed almost exclusively to research for the three years of their appointment. Although post-docs can be paid by grant proceeds, most grants are not large enough to support these researchers without additional institutional support.

The requested funds will be used in the following ways:

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	\$7.5M
New Research Proposal Seed Money	\$6.0M
Laboratory Upgrades, Machinery, and Technology	<u>\$10.0M</u> \$50M

II. Return on Investment

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

1. Supporting FSU Health will expand both clinical research with Tallahassee Memorial Healthcare and will provide a foundation for expanded and improved healthcare in North Florida and the Panhandle.
2. Leveraging these funds and our association with the NIH-funded Clinical and Translational Science Award (CTSA) with the University of Florida will allow further focus on comprehensive bio-behavioral care in underserved communities particularly in North Florida and the Panhandle.
3. Expanding research support expertise will assure that a greater proportion of grant funding will stay in Florida as opposed to be sub-contracted to other institutions.
4. Retaining top faculty will further FSU's goal of becoming one of the nation's very top research universities by creating a stable environment where FSU will benefit from growing research portfolios of more senior faculty.
5. Maintaining stability by keeping faculty from being lured to higher-paying institutions improves academic program continuity while providing the program stability needed to attract top researchers and research grants.
6. Heighten the university's reputation as a STEM leader in Florida and the nation, enhancing Florida State's standing and the standing of the state of Florida.
7. Establish a model for research cybersecurity, research onboarding, and research continuity.

Continued state investments in FSU will also enhance virtually every Board of Governors metric 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

**2024-2025 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II**

University: Florida State University
Issue Title: Bolstering FSU Health and Research Operations

	<u>RECURRING</u>	<u>NON-RECURRING</u>	<u>TOTAL</u>
<u>Positions</u>			
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	\$0	\$15,000,000
Other Personal Services	\$2,500,000	\$0	\$2,500,000
Expenses	13,500,000	\$0	\$13,500,000
Operating Capital Outlay	\$15,000,000	\$0	\$15,000,000
Electronic Data Processing	\$0	\$0	\$0
Graduate Research Stipends	\$1,800,000	\$0	\$1,800,000
Special Category (Specific)	\$0	\$0	\$0
Faculty Retention/Market Adjustments	\$2,200,000	\$0	\$2,200,000
	\$0	\$0	\$0
	\$0	\$0	\$0
	-----	-----	-----
Total All Categories	\$50,000,000	\$0	\$50,000,000
	=====	=====	=====

**State University System
Education and General
2024-2025 Legislative Budget Request
Form I**

University(s):	Florida A&M University and Florida State University
Request Title:	Accelerating Excellence: Fueling Research and Student Success in the Joint College of Engineering
Date Request Approved by University Board of Trustees:	Pending Joint College Management Council Approval
Recurring Funds Requested:	\$13,107,500
Non-Recurring Funds Requested:	
Total Funds Requested:	\$13,107,500
Please check the request type below:	
Shared Services/System-Wide Request	<input checked="" type="checkbox"/>
Unique Request	<input type="checkbox"/>

I. Purpose

The FAMU-FSU Joint College of Engineering was established in 1982 as a unique collaboration between Florida State University (FSU) and Florida Agricultural and Mechanical University (FAMU). It is the only College of Engineering in the country that brings together a top-20 public research university and the nation's leading public Historically Black College and University (HBCU). Over the past 40 years, this partnership has resulted in shared resources, cutting-edge research facilities in Innovation Park, and a vibrant academic culture that fosters innovative thinking.

The goal of the FAMU-FSU College of Engineering is to become one of the top 50 engineering colleges in the nation within the next five years, aiming to be the first HBCU engineering college to achieve this distinction.

Under the leadership of a new Dean hired in 2022, the FAMU-FSU Joint College of Engineering has developed its inaugural strategic plan, "Engineering our Future (2023-2028)." This comprehensive strategic plan aims to support the aspirations of both FSU and FAMU as outlined in their respective 2023 Accountability Plans.

- FAMU's objective to rank among the top 100 public universities and become the first R1 HBCU aligns perfectly with our dedication to fostering student success and research-intensive education.

- FSU's goal to join the prestigious Association of American Universities (AAU) and establish itself as a leading public research university synergizes with our strategic plan's focus on enhancing research output and academic excellence.
- These initiatives collectively contribute to Florida's overarching aim of maintaining its position as the nation's top state for higher education.

This legislative budget request (LBR) is strategically designed to secure essential resources for the Joint College of Engineering. It draws inspiration from the unique mission and future outlined in the Engineering our Future Strategic Plan (2023-2028).

The goal is to propel the College to new heights of academic and research excellence.

The requested resources serve two pivotal purposes:

Accelerating Innovation and Economic Growth in North Florida by Investing in Transformative Technologies through Multidisciplinary Research and Graduate Education: We will harness the multidisciplinary research ecosystem of the Innovation Park to develop pioneering technologies that fuel economic growth, foster collaborations, and address complex global challenges. By creating a thriving environment that promotes innovation, we aim to elevate both our institution's prestige and Florida's national research standing while concurrently driving significant economic impact in the region through job creation and diversification, industry development, and increased competitiveness.

Integrating HBCU traditions into future-ready engineering education: Our goal is to seamlessly merge the core values and guiding principles of our parent universities through the "One College" initiative outlined in our Strategic Plan. We aim to create a new model for engineering education that equips students with the tools and knowledge needed to navigate the complexities of 21st-century engineering while incorporating the values of the best public HBCU in the country. Rooted in FAMU's motto of "Excellence with Caring," we prioritize instilling technical proficiency, empathy, and ethical responsibility in our students. The resources obtained through this budget request will pioneer an educational approach that combines world-class engineering training with the nurturing essence of HBCU culture, cultivating well-rounded, empathetic, and highly skilled engineers for the future.

Our request encompasses the following key components:

1. **Attracting and retaining exceptional faculty** who can contribute significantly to our research and educational objectives.
2. **Recruiting highly motivated and skilled staff** members who can effectively support our operations and contribute to the overall success of our institution.

3. **Ensuring adequate financial support for students**, both graduate and undergraduate students, enabling them to pursue their academic endeavors without financial burden.

Why it Matters: These investments in the Joint College of Engineering are both urgently needed and essential for the sustained prosperity of Florida and the nation for the following reasons:

- **Engineering is a vital driver of economic development.** According to the Florida Department of Economic Opportunity, engineering jobs pay an average of \$86,000 per year, which is significantly higher than the state average of \$57,000 per year¹. Furthermore, engineering fosters strong corporate partnerships and frequently spawns startup companies.
- **There is significant opportunity for growth in the FAMU-FSU College of Engineering—which benefits the State of Florida.** The FAMU-FSU College of Engineering currently houses 97 tenure-track faculty members, which is less than half of the national average of tenure-track faculty members at the top 50 engineering schools². Investing in engineering faculty usually provides rapid return on investment as research expenditures per faculty in the top 50 engineering schools is over \$800K).
- **Investing in the FAMU-FSU College of Engineering will benefit all Floridians.** With a 97% job placement rate within six months of graduation, the college's graduates are in high demand by employers, and they help to create jobs and boost the state's economy. The college also conducts important research that benefits society, such as developing new technologies to enhance healthcare and improve aerospace and defense capabilities.
- **Success of the Joint College will set a national example of collaborative excellence.** By investing in and ensuring the success of the FAMU-FSU College of Engineering, we have a unique opportunity to set a national precedent of effective inter-university partnership. This achievement will establish our college as a highly desirable destination for talented engineering students from Florida, the nation, and beyond, elevating our influence in engineering education and research. By bolstering the research and student success goals of the FAMU-FSU College of Engineering as outlined below, we have a unique opportunity to drive economic growth, benefit Florida's citizens, and set a national benchmark for cooperative higher education, underlining the power of successful inter-university partnerships.

¹Source: <https://floridajobs.org/>

² Source: U.S. News & World Report: <https://www.usnews.com/best-colleges/rankings/engineering>

GOAL 1: Accelerating Innovation and Economic Growth in North Florida by Investing in Transformative Technologies through Multidisciplinary Research and Graduate Education

The FAMU-FSU College of Engineering has cultivated a dynamic and distinctive environment for multidisciplinary research and education. Comprised of five diverse departments, we foster innovative collaborations that transcend traditional boundaries. Located in Innovation Park, a bustling 208-acre research and development hub governed by the Leon County Research and Development Authority (LCRDA), we are privileged to be surrounded by several world-class engineering research centers. These include the High-Performance Materials Institute (HPMI), Florida Center for Advanced Aero-Propulsion (FCAAP), Center for Advanced Power Systems (CAPS), Resilient Infrastructure and Disaster Response Center (RIDER), and Applied Superconductivity Center (ASC). Adding another dimension to our research capabilities is the National High Magnetic Field Laboratory (MagLab), the world's preeminent and most powerful magnet lab and the only national laboratory in Florida. The MagLab, with its advanced research capabilities, catalyzes groundbreaking discoveries across materials, energy, and life sciences, further contributing to our multidisciplinary approach. The synergies created by our multidisciplinary approach and high-performing research centers enable us to undertake complex initiatives, leading to technological advancements, commercialization, and economic value. The success and expansion of our college serves as a vital catalyst for Florida's economic prosperity, solidifying its position as a hub of higher education and technological innovation.

Goal 1.1: We will pursue impactful, groundbreaking research and development through multidisciplinary partnerships.

Strategy 1.1.1: Hire faculty to pursue the development of new research programs to address emerging needs consistent with university and/or national priorities: Leveraging our expertise in high-field magnet technology, superconductivity, cryogenics, aerospace, biomedical engineering, and high-performance materials, the FAMU-FSU College of Engineering is poised to lead interdisciplinary research and graduate education. With a vision to transform the I-10 corridor into **Florida's Technology Corridor**, we have identified **seven key research focus areas** that align with national priorities and the unique needs of Northern Florida. The I-10 corridor is a thriving hub with a diverse range of industries, defense establishments, healthcare centers, and technology hubs including military bases, research institutions, and technology companies. Our new cross-disciplinary research areas will capitalize on these regional assets and include the following:

- **Sustainable Hydrogen Technologies:** We aim to be at the forefront of green hydrogen technology development, addressing the urgent need for sustainable energy solutions and capitalizing on economic opportunities in North Florida. Through collaborations with regional energy leaders (e.g., NextEra Energy) and leveraging the expertise of our MagLab, HPMI, and CAPS, we are strategically positioned to innovate in hydrogen production, storage, and utilization. Our vision includes establishing a large-scale hydrogen research facility leveraging our NASA ULI effort for hydrogen-fueled aircraft design and thermal management. We are also conducting research on electric aircraft fueled with hydrogen and working with NASA on AC loss measurements for hydrogen-burning superconducting generators. By building faculty strength, we can lead the sustainable energy revolution, fostering local economic growth and the education of future engineers.
- **Advanced Aero-Propulsion and Hypersonic Flight Technologies:** Building on our established strength in aerospace engineering, we plan to develop cutting-edge research programs in ultra-high-speed flow dynamics and propulsion. This area of study is crucial for national security and the advancement of space travel, which holds great promise for Florida's burgeoning aerospace industry.
- **Disaster Resilience:** To enhance Florida's resilience against natural disasters, we plan to broaden our focus beyond current initiatives such as the Resilient Infrastructure and Disaster Response (RIDER) Center. This expansion will involve developing adaptation technologies and strategies, utilizing predictive modeling and simulations for disaster management, and integrating AI and machine learning in disaster prediction and response. By undertaking these efforts, we aim to create safer and more resilient communities while providing valuable support for policymaking in disaster management.
- **Rare-Earth Extraction Technologies:** Capitalizing on our strength in magnet technologies, we plan to develop novel rare-earth extraction technologies, a crucial area given the importance of rare earth elements in many modern technologies. Our efforts will contribute to creating more sustainable and efficient methods for extracting these essential materials.
- **Cybersecurity Engineering:** We propose a comprehensive cybersecurity engineering program to safeguard critical infrastructures in our digitally interconnected world. Leveraging research capabilities at HPMI and CAPS, the program will focus on hardware and software systems for national security and industrial control. Graduates will be skilled at protecting these infrastructures and responding to cybersecurity threats effectively, enhancing national security.

- **Quantum Science and Engineering:** Leveraging our world-leading expertise in high-field magnet technology and superconductivity, we aim to make significant strides in quantum science and engineering. This rapidly evolving field holds the potential to revolutionize information processing and communication, and we intend to be at the forefront of these advancements.
- **HealthTech:** Aligned with the FAMU Health and FSU Health initiatives, our goal is to address critical healthcare challenges nationwide, including the unique issues of geographical accessibility, socioeconomic disparities, and health risks associated with the Gulf Coast's coastal environment. Through a specialized HealthTech program, in collaboration with renowned institutions along the I10 corridor (e.g., Andrew's Institute in Pensacola, Tallahassee Memorial Hospital, and Mayo Clinic Jacksonville), we aim to develop novel technologies to improve healthcare outcomes. This program will tackle complex issues related to chronic disease management, healthcare equity, optimized care delivery, and the utilization of emerging technologies in the healthcare landscape.

To effectively pursue groundbreaking research and develop new research programs, the FAMU-FSU College of Engineering must significantly expand its faculty size. The average number of tenure-track faculty members at the top 50 engineering schools nationwide is 234, whereas Florida's engineering schools average 152 tenure-track faculty members³. At present, the FAMU-FSU College of Engineering has 97 tenure-track faculty members. **The bottom line:** To align with these benchmarks and effectively support our objectives, we need to add at least 50 faculty members.

Strategy 1.1.2: Enable commercialization of engineering research development by working with entrepreneurship and tech transfer programs at both universities: A pivotal element of our strategic blueprint at the FAMU-FSU College of Engineering involves stimulating the commercialization of research and fostering closer industry ties. To this end, we propose the establishment of a new Office for Technological Innovation (OTI) and an Industrial Affiliates Program (IAP).

Office for Technological Innovation (OTI): The OTI will serve as a dedicated office to foster technological innovation and facilitate the commercialization of our research output. The OTI will provide researchers with comprehensive support, offering essential resources to transform research into marketable products, aid in intellectual property rights acquisition, business plan creation, and market identification. Striving to create a vibrant innovation ecosystem, the OTI will

³ Source: U.S. News & World Report: <https://www.usnews.com/best-colleges/rankings/engineering>

organize innovation challenges, entrepreneurial workshops, and networking sessions within the College. The vision is to amplify the economic impact of research, bolster job creation, stimulate economic development in Florida, and reinforce the College's standing as a leading institution for engineering research and education.

Industrial Affiliates Program (IAP): The Industrial Affiliates Program (IAP) will establish strategic partnerships between academia and industry, offering opportunities for researchers to work on industry-relevant projects and providing students with real-world engineering experience and potential pathways to employment. Through active corporate engagement, the IAP connects with companies interested in sponsoring research, licensing technology, and hiring interns, while affiliates gain early access to cutting-edge research and shape its direction to meet industry needs. Moreover, our industrial partners will have the chance to engage with talented students, creating a valuable talent pipeline for future employees.

Goal 1.2: We will recruit, train, and graduate the next generation of outstanding engineers with advanced degrees: In line with our commitment to fostering excellence in research and education, we recognize the pivotal role of doctoral students in driving innovative research and contributing to our academic community.

Strategy 1.2.1: Support and incentivize doctoral degree completion through fellowship programs: One of our key strategies involves supporting and incentivizing doctoral degree completion through fellowship programs, such as the Doctoral Summer Fellowship and the Final Year Fellowship Program.

Strategy 1.2.2: Develop a new strategic recruitment and communications plan to coordinate and boost graduate student recruitment effectively: We will hire staff to coordinate and amplify our graduate student recruitment initiatives, which include targeted recruitment and institutional partnerships with high-performing feeder institutions and top HBCUs without a doctoral program. Furthermore, we aim to establish effective communication strategies, providing timely and personalized information to prospective students about our programs, application process, financial aid options, and unique features while also establishing a Graduate Ambassador Program to engage current graduate students in sharing their experiences and showcasing the cutting-edge research opportunities available at our institution.

Strategy 1.2.3: Develop programs that improve graduate students' welfare and mental health by offering competitive wages, superior work environments, and

mentorship opportunities: We aim to enhance graduate student welfare, improve mental health services, and cultivate a supportive academic environment. This concerted effort will bolster our pursuit of academic excellence and reaffirms our commitment to caring for our rapidly growing graduate student population.

Key Performance Metrics for GOAL 1: We will track several metrics, including program rankings, total grant awards, total research expenditures, research expenditure per faculty, number of invention disclosures, number of licensed patents, IAP membership, graduate enrollment at FAMU and FSU, graduate students per faculty, degrees awarded, and graduation rate per faculty.

GOAL 2: Integrating HBCU traditions into future-ready engineering education.

We are dedicated to nurturing the next generation of engineering leaders who possess not only technical prowess but also strong ethical values, leadership skills, and a global perspective. By synergizing FAMU's ethos of "Excellence with Caring" with the research capabilities of a top-tier university, we will provide a unique and enriching educational experience with access for all. Our goal is to prepare students to make lasting contributions to their communities, the engineering profession and to establish our institution as a model for the nation.

Goal 2.1: We will provide broader access through funding opportunities to support students' financial needs.

Engineering offers a pathway to social mobility through high-paying jobs, but financial constraints often delay or even prevent students from obtaining their degrees. This is especially evident at FAMU, where a large proportion of low-income and first-generation students are enrolled. As per the 2020-2021 Common Data Set, 57% of FAMU undergraduates receive Pell Grants, significantly more than the SUS average of 37%, and the average annual household income stands at \$46,000. Moreover, 70% of undergraduates rely on need-based financial aid. These financial challenges can impede timely degree completion. We've made strategic changes to mitigate this issue, including appointing an Assistant Dean for Advancement to raise scholarship-specific philanthropic donations. We're now focusing on securing funds to further this strategy:

Strategy 2.1.1: Expansion of need-based "completion grants" to engineering students: Pre-engineering students at FAMU or FSU typically transfer to the FAMU-FSU College of Engineering after completing prerequisite courses within the first couple of years. We seek funding to provide "completion grants" to junior and senior students, as these grants have proven to enhance retention and graduation rates for those facing financial challenges.

Goal 2.2: We will increase progression through degree programs and the timely graduation of our students:

Despite progress, disparities exist between FAMU and FSU students' retention and graduation rates. Previous legislature funding enabled us to implement several measures, such as employing advising staff, mapping coordinators, and departmental academic advisors. Hiring more faculty, as detailed in Goal 1, should further aid regular, smaller classes. As part of this LBR, we are seeking funding for the following strategy:

Strategy 2.2.1: Enhancing Student Success Through Comprehensive Tutoring Services. This initiative will include hiring a dedicated Tutoring Coordinator, who will liaise with academic departments and manage the deployment of highly effective peer tutoring services. Investing in this tutoring system should improve course pass rates, bolster retention, and accelerate graduation.

Goal 2.3: We will enable community engagement and partnerships to enrich student education through social engagement.

In line with the National Academy of Engineering's (NAE) vision for the engineer of 2020 and beyond, **as outlined in their reports "The Engineer of 2020: Visions of Engineering in the New Century" and "The Engineer of 2020: Adapting to the New Century,"** we aim to equip our students with the necessary technical proficiency, global awareness, and social consciousness that a true 21st-century engineering education demands. This goal aims to fuse these attributes with our HBCU culture, nurturing engineers who not only excel technically but also understand their societal responsibilities. We are seeking funding to hire staff for the following strategies:

Strategy 2.3.1: Promote socially conscious engineering education through service-learning projects: As part of this strategy, we will facilitate service-learning projects that allow our students to apply their engineering skills to address societal challenges. By immersing themselves in local communities, our students will have the opportunity to enhance their comprehension of societal issues while also imparting their enthusiasm for engineering to K-12 students and the wider public. This engagement fosters a reciprocal learning environment where our students gain valuable insights while positively influencing and inspiring others through their passion for the field.

Strategy 2.3.2: Foster relationships with industry partners to develop opportunities for future, current, and former students. This will involve identifying companies interested in hiring our graduates and working with them to develop internship and job opportunities. We will also work to create partnerships that will allow our students to gain real-world experience in their chosen fields.

Strategy 2.3.3: Support undergraduate and graduate student research opportunities and innovation. This will be accomplished by providing funding for student research projects and by creating a supportive environment for

innovation. We will also work to connect students with mentors who can help them develop their research skills.

Key Performance Metrics for GOAL 2: We will track key metrics at FAMU and FSU, including the enrollment rate of first-time in college (FTIC) students, four-year and six-year graduation rates for Pell Grant recipients within the College, second-year retention rate for undergraduate engineering students from both universities, four-year and six-year graduation rates for these students, student-to-faculty ratio within the College, and annual participation rates of undergraduate students in research projects, service learning projects, and industry internships and co-op programs.

II. Return on Investment

The additional investments will result in the following ROI:

- **Jobs in Florida:** The College's research is expected to create jobs in the region in high-tech sectors, including aerospace and aviation, energy, materials, additive manufacturing, biomedical and civil engineering. Direct jobs will be created within FAMU and FSU, while indirect jobs will be created in industries that benefit from the research. The economic impact of the College's research can be measured by the increase in the gross domestic product (GDP) of the region.
- **National funding and grants:** The College's research is expected to attract increased funding from grants and contracts. The total FAMU-administered grant awards for the College are expected to increase from \$14.27 million to \$24.15 million in year 5, and by 10% each year thereafter. The total FSU-administered grant awards for the College are expected to increase from \$30.1 million to \$44.77 million in year 5, and by 10% each year thereafter.
- **National ranking:** The College's engineering program is expected to rise in national ranking from 97 to 50 in the next five years. This will attract more top students and faculty to the College and will lead to increased research funding and collaboration with industry.
- **More patents:** The College's research is expected to result in an increased number of patents being issued. The number of patents issued is expected to increase from 35 in 2022 to at least 50 per year in five years. This will generate revenue for FAMU and FSU through licensing and will help to protect the College's intellectual property.
- **Graduate enrollment:** Graduate student enrollment is expected to increase from 470 to 1,000 in 5 years (112% growth). This will allow the College to offer more specialized graduate programs and attract more top graduate students.

- **Undergraduate enrollment:** Undergraduate enrollment is expected to increase from 2,449 students to 5,000 students in five years (104% growth). This will allow the College to offer more undergraduate programs and attract more top undergraduate students.
- **More start-ups, commercialization:** By fostering an entrepreneurial mindset and supporting startup initiatives within the College, there will be an increase in the creation of new ventures and businesses in North Florida.
- **New business partners coming to Florida:** By enticing companies with substantial research interests in strategic areas such as energy and power, materials, space, biomedical, environmental, robotics, and medical devices, we aim to bolster Florida's business landscape.

III. Personnel

1. \$7.67M to hire 50 new faculty (40 at the Assistant Professor level and 10 at the Associate/Full Professor level) in the areas of Sustainable Hydrogen Technologies, Advanced Aero-Propulsion and Hypersonic Flight Technologies, Disaster Resilience, Rare-Earth Extraction Technologies, Cybersecurity Engineering, Quantum Science and Engineering, and HealthTech. Hiring these faculty will support Goal 1.1. (Strategy 1.1.1) and positively impact Goals 1.2 and 2.3.
2. \$3.0M for "startup costs" to set up research labs for the 50 new faculty.
3. \$236K for retention of faculty who are exceptionally productive in research and teaching (\$200K for salary+\$36K fringe).
4. \$851,500 to hire six new staff members (A&P/USPS) to support Goal 1.1 (Strategy 1.1.2), Goal 1.2 (Strategies 1.2.1, 1.2.3), Goal 2.2 (Strategy 2.2.1) and Goal 2.3 (Strategies 2.3.1-2.3.3)
5. \$118K retention of exceptionally performing staff members (\$100K for salary+\$18K fringe)
6. \$100K for graduate student fellowships to aid degree completion (Goal 1.2, Strategy 1.2.1)
7. \$150K to pay undergraduate peer tutors (Goal 2.2, Strategy 2.2.1)

IV. Facilities

n/a

**2024-2025 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II**

University:	<u>FAMU-FSU College of Engineering</u>
Issue Title:	<u>Accelerating Excellence: Fueling Research and Student Success in the Joint College of Engineering</u>

	<u>RECURRING</u>	<u>NON- RECURRING</u>	<u>TOTAL</u>
<u>Positions</u>			
Faculty	50.00	0.00	50.00
Other (A&P/USPS)	6.00	0.00	6.00
	-----	-----	-----
Total	56.00	0.00	56.00
	=====	=====	=====
Salaries and Benefits	\$8,521,500	\$0	\$8,521,500
Other Personal Services	\$0	\$0	\$0
Expenses	\$0	\$0	\$0
Operating Capital Outlay	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0
Financial Aid	\$1,000,000	\$0	\$1,000,000
<u>Special Category (Graduate Programs)</u>	<u>\$100,000</u>	<u>\$0</u>	<u>\$100,000</u>
<u>Special Category (Research Equipment/Start-Up)</u>	<u>\$3,000,000</u>	<u>\$0</u>	<u>\$3,000,000</u>
<u>Special Category (Tutoring)</u>	<u>\$150,000</u>	<u>\$0</u>	<u>\$150,000</u>
<u>Special Category (Salary Rate for Retention)</u>	<u>\$300,000</u>	<u>\$0</u>	<u>\$300,000</u>
<u>Special Category (Salary Fringe for Retention [18%])</u>	<u>\$36,000</u>		
	-----	-----	-----
Total All Categories	\$13,107,500	\$0	\$13,071,500
	=====	=====	=====

**State University System
Education and General
2024-2025 Legislative Budget Request
Form I**

University(s):	Florida State University
Request Title:	Enterprise Resource Planning
Date Request Approved by University Board of Trustees:	Pending BOT Approval
Recurring Funds Requested:	
Non-Recurring Funds Requested:	20,000,000
Total Funds Requested: \$20,000,000	
Please check the request type below:	
Shared Services/System-Wide Request	<input checked="" type="checkbox"/>
Unique Request	<input type="checkbox"/>

I. Purpose

Florida State University recognizes the crucial role played by its Enterprise Resource Planning (ERP) system in facilitating various aspects of university operations, such as Finance, Payroll, Human Capital Management, Grant Administration, Data, and Reporting.

A recent internal assessment revealed the existing legacy system, due to its aging nature and excessive complexity as it approaches the end of its life cycle after 18 years of service, inhibits our operational efficiency. Despite significant efforts to stabilize the current technology internally, the legacy ERP platform is proving to be both time-intensive and increasingly expensive to maintain. Modernizing FSU's business processes and administrative systems will better serve the institution and can grant improved access to high-quality automation, security, data, and empowered decision-making throughout the institution.

The objective of the requested support is to obtain Year One funding, which will enable the commencement of a comprehensive readiness assessment. This assessment will serve as a crucial foundation for launching the initial phase of the upgrade process, replacing the aging legacy infrastructure with an advanced cloud-based platform. By conducting this assessment and initial phase effort, Florida State University will lay the groundwork for a seamless

transition towards a more efficient and technologically advanced ecosystem.

To successfully complete this project, we will:

1. Engage the services of an implementation partner to conduct a comprehensive evaluation, perform a thorough gap analysis, and provide valuable recommendations for process improvement pertaining to both the existing and future ERP systems, specifically focusing on Human Capital Management (HCM) and Financial Information Management (FIM).
2. Backfill and retain critical support positions to minimize operational disruption while also providing institutional knowledge to the discovery effort.
3. Implement a digital archive of the legacy PeopleSoft system and files.
4. Design automation protocols in alignment with the Gramm-Leach-Bliley Act (GLBA) and other pertinent privacy, data, and security regulations to ensure compliance and safeguard sensitive information.
5. Commence the initial phase of the legacy-to-cloud migration process, marking the beginning of the transition from the outdated legacy system to a modernized cloud-based infrastructure.

II. Return on Investment

Within our commitment to enhancing operational efficiencies and ensuring affordable higher education, Florida State University recognizes the need to foster innovation and excellence within its community. This objective can be achieved through the implementation of more robust enterprise technology services, solutions, and products. The requested funding will play a pivotal role in supporting these efforts and enabling the university to realize a wide range of direct and indirect benefits, including:

1. Enhances the level of consistency in business processes across various campuses, colleges, and units, promoting simplified operations and improved collaboration.
2. Mitigates the risk of financial and personal information breaches, safeguarding both the university community and citizens.
3. Facilitates enhanced reporting capabilities and improved data-driven decision-making.
4. Streamlines operations and fosters transparency by reducing complexity across decentralized departments, ensuring efficient communication and coordination between different units.
5. Decreases the necessity for maintenance tasks as cloud technology undergoes continuous upgrades and improvements, aligning with evolving business requirements and external market factors. This

ensures that the system remains up-to-date and optimized, reducing the need for frequent manual interventions and associated costs.

III. Personnel

As described in Section I above, FSU's Enterprise Resource Planning (ERP) system facilitates various aspects of campus operations used by every unit of the campus community. The following is a summary of the personnel considerations as part of this initiative and goal:

Personnel Retention

Backfill of Current Positions - \$436,244; These funds will be utilized to backfill key positions within Florida State University which will specifically support the ongoing success of the assessment and Year One effort. These positions include a project/program manager, technology supervisor, and two (2) identified subject matter experts from the respective business units.

Other Salary and Benefits - \$615,342; It is projected that the University will encumber \$615,342 for salary, benefits, and retention bonuses (up to 11,250 estimated hours) to retain key personnel.

IV. Facilities

N/A

**2024-2025 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II**

University: Florida State University
Issue Title: Enterprise Resource Planning

	<u>RECURRING</u>	<u>NON- RECURRING</u>	<u>TOTAL</u>
<u>Positions</u>			
Faculty	0.00	0.00	0.00
Other (A&P/USPS)	0.00	0.00	0.00
	-----	-----	-----
Total	0.00	0.00	0.00
	=====	=====	=====
Salaries and Benefits	\$0	\$615,342	\$615,342
Other Personal Services	\$0	\$0	\$0
Expenses	\$0	\$18,948,414	\$18,948,414
Operating Capital Outlay	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0
Financial Aid	\$0	\$0	\$0
Special Category (Specific)	\$0	\$0	\$0
<u>Backfill of Positions</u>	<u>\$0</u>	<u>\$436,244</u>	<u>\$436,244</u>
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	-----	-----	-----
Total All Categories	\$0	\$20,000,000	\$20,000,000
	=====	=====	=====



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM II



PENDING BOT APPROVAL

**State University System
2023-2024 Linking Industry to Nursing Education (LINE) Fund
Proposal Form**

University:	Florida State University
Healthcare Partner:	HCA Florida Capital Hospital BayCare Health System
Date Proposal Approved by University Board of Trustees:	Pending Approval
Amount Requested:	\$212,000
University Contact (name, title, phone, & email):	Jing Wang, PhD, MPH, RN, FAAN Dean, FSU College of Nursing jingwang@nursing.fsu.edu (850) 644-6844
Please check the boxes below as appropriate:	<i>All boxes must be checked in order to be eligible to participate.</i>
Healthcare partner making contribution is located in and licensed to operate in Florida?	<input checked="" type="checkbox"/> Yes
Healthcare partner making contribution is a healthcare provider as defined in Section 768.38(2), Florida Statutes?	<input checked="" type="checkbox"/> Yes
Nursing programs met or exceeded a first-time NCLEX passage rate of 70% for the prior year based on the 2023 Accountability Plan?	<input checked="" type="checkbox"/> Yes
The funds will be used for an eligible purpose per section 1009.8962, Florida Statutes?	<input checked="" type="checkbox"/> Yes

Background

The LINE Fund is intended to incentivize collaboration between nursing education programs and healthcare partners and to meet local, regional, and state workforce demand

by recruiting faculty and clinical preceptors, increasing the capacity of high-quality nursing education programs, and increasing the number of nursing education program graduates who are prepared to enter the workforce. Subject to available funds, for every dollar contributed to an institution by a healthcare partner, the fund shall provide a dollar-for-dollar match to the participating institution for approved proposals.

Funds may be used for student scholarships, recruitment of additional faculty, equipment, and simulation centers to advance high-quality nursing education programs throughout the state. Funds may not be used for the construction of new buildings. To participate, an institution must submit a timely and complete proposal to the Board of Governors for consideration. For more details, see Board of Governors [Regulation 8.008 - Nursing Education](#).

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

Proposal Details

Provide a detailed narrative for each section below.

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

Florida State University College of Nursing will be collaborating with HCA Florida Capital Hospital (\$180,000) and BayCare Health Systems (\$32,000) on initiatives that meet the criteria for LINE Fund matching dollars. One component provides a dedicated clinical faculty member whose focus is on leveraging an academic practice model with clinical placements for FSU at HCA Florida Capital Hospital. Additionally, both HCA Florida Capital Hospital and BayCare Health Systems will provide scholarships to students who have expressed interest in being employed by these healthcare partners, should they meet the graduation and licensure requirements. Student scholarship opportunities will attract more qualified students to choose nursing as a major.

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

FSU CON will collaborate with HCA Florida Capital Hospital on a novel education unit model where a dedicated clinical faculty member will assign students in units where nurses and clinical faculty are all trained together and provide a three-way evaluation to ensure constant student learning and high satisfaction levels of the learning experience. This approach will lead to these healthcare partners' retention of those students post-graduation. This not only assists the students, who develop familiarity with these healthcare partners throughout their learning journey, but it also benefits HCA by significantly

reducing the onboarding time for these graduates, as they have dedicated clinical experience within these systems throughout their enrollment at FSU CON. Compared to the traditional model, where random adjunct faculty recruited by the college assign students to different hospitals on a semesterly basis, this model enables dedication from both the academic and healthcare institutions to show strong partnership and stability. Scholarships for the dedicated students from these healthcare systems will support their focus during the program and attachment to the respective healthcare systems for retention purposes.

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

Specifically, we will use the funds to support faculty as well as provide scholarships to attract more students to choose nursing as a major. LINE funding enables us to place more students within HCA Florida Capital Hospital and BayCare Health Systems, thus increasing enrollment targets for each enrollment cycle with expanded admission efforts. This expansion will ultimately lead to high-quality nursing graduates from the FSU College of Nursing contributing to the state workforce demands and addressing the nursing shortage in the state of Florida. The FSU College of Nursing has consistently demonstrated success, with over a 97% NCLEX passing rate in the most recent quarter in 2023, well above the national average.



PENDING BOT APPROVAL

**State University System
2023-2024 Linking Industry to Nursing Education (LINE) Fund
Proposal Form**

University:	Florida State University
Healthcare Partner:	Tallahassee Memorial Healthcare
Date Proposal Approved by University Board of Trustees:	Pending Approval
Amount Requested:	\$204,895
University Contact (name, title, phone, & email):	Jing Wang, PhD, MPH, RN, FAAN Dean, FSU College of Nursing jingwang@nursing.fsu.edu (850) 644-6844
Please check the boxes below as appropriate:	<i>All boxes must be checked in order to be eligible to participate.</i>
Healthcare partner making contribution is located in and licensed to operate in Florida?	<input checked="" type="checkbox"/> Yes
Healthcare partner making contribution is a healthcare provider as defined in Section 768.38(2), Florida Statutes?	<input checked="" type="checkbox"/> Yes
Nursing programs met or exceeded a first-time NCLEX passage rate of 70% for the prior year based on the 2023 Accountability Plan?	<input checked="" type="checkbox"/> Yes
The funds will be used for an eligible purpose per section 1009.8962, Florida Statutes?	<input checked="" type="checkbox"/> Yes

Background

The LINE Fund is intended to incentivize collaboration between nursing education programs and healthcare partners and to meet local, regional, and state workforce demand

by recruiting faculty and clinical preceptors, increasing the capacity of high-quality nursing education programs, and increasing the number of nursing education program graduates who are prepared to enter the workforce. Subject to available funds, for every dollar contributed to an institution by a healthcare partner, the fund shall provide a dollar-for-dollar match to the participating institution for approved proposals.

Funds may be used for student scholarships, recruitment of additional faculty, equipment, and simulation centers to advance high-quality nursing education programs throughout the state. Funds may not be used for the construction of new buildings. To participate, an institution must submit a timely and complete proposal to the Board of Governors for consideration. For more details, see Board of Governors [Regulation 8.008 - Nursing Education](#).

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

Proposal Details

Provide a detailed narrative for each section below.

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

Florida State University College of Nursing will collaborate with Tallahassee Memorial Healthcare to support a faculty member's salary who will enhance the CON's research infrastructure for undergraduate students, allowing them to explore this important area and receive a well-rounded educational experience before entering the workforce.

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

FSU CON will collaborate with TMH to support a faculty member who can facilitate a robust research infrastructure in CON to ensure constant student learning and high satisfaction levels of the learning experience.

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

Specifically, we will use the funds to support a dedicated faculty member who can ensure we educate highly skilled nursing students who have the knowledge and training needed to contribute positively to better healthcare in

the state of Florida. Broadening research exposure for students furthers their ability to understand the full breadth of the research evidence in improving the health and well-being of individuals and communities in our state.



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM III



FLORIDA STATE UNIVERSITY
OFFICE OF THE GENERAL COUNSEL

TO: President Richard McCullough and
Board Chairman Peter Collins

FROM: Carolyn Egan
Vice President for Legal Affairs and General Counsel

DATE: July 28, 2023

SUBJECT: Board Action Item for August 2023 Meeting –
Creation of Direct Support Organization

Federal Aviation Administration (FAA) regulations closely control the aspects of subsidiary ownership and the operation of all aircraft when air travel is non-commercial and incidental to the main purpose of a main or parent corporate entity.

In order to maintain maximum flexibility as Florida State University's related entity takes ownership of the aircraft, I request approval from the FSU Board of Trustees of the creation of a direct support organization, pursuant to the laws of the State of Florida, the regulations of the Board of Governors and the FSU Board of Trustees. Issues to be addressed within this DSO include matters such as title ownership of the aircraft, regular aircraft operations, attendant liability exposure, and appropriate cost sharing as permitted by relevant FAA regulations.

Proposed Articles of Incorporation are included. Corporate bylaws would be proposed and adopted by the DSO board at its first meeting.

I respectfully request the Board of Trustees approve the creation of this direct support organization as described herein.

**ARTICLES OF INCORPORATION OF
Florida State University Transportation, Inc.
(A Not-For-Profit Corporation)**

ARTICLE I

Name

The name of this corporation is **Florida State University Transportation, Inc.** and its principal place of business and mailing address shall be located at 222 South Copeland Street, Suite 424, Tallahassee, Florida 32304-1400

ARTICLE II

Enabling Law

This corporation is organized pursuant to the Florida Not for Profit Corporation Act.

ARTICLE III

Purposes

Section 1. This corporation is organized and shall be operated exclusively for cultural and educational purposes and not for pecuniary profit. The corporation shall be operated exclusively for the benefit of The Florida State University. The corporation is a university direct-support organization within the definition of Section 1004.28, Florida Statutes, and as such is organized and operated exclusively to receive, hold, invest, and administer property for the benefit of The Florida State University.

The purposes of the Corporation include securing, financing, leasing, purchasing, staffing, maintaining and contracting for those activities and all activities related to providing specialized transportation assets and property, personal or real, for land, sea or air, which are useful and beneficial to the mission of the university and its direct support organizations.

Section 2. All the assets and earnings of the corporation shall be used exclusively for the exempt purposes set forth above.

ARTICLE IV

Powers and Limitations on Powers

Section 1. This corporation shall have all the powers and authority as are now or may hereafter be granted to corporations not for profit under the laws of the State of Florida.

Section 2. No part of the net earnings shall inure to the benefit of any individual, and no substantial part of its activities shall be for the carrying out of a program of propaganda or otherwise attempting to influence legislation. The corporation shall not carry on any activities not permitted to be carried on by an organization exempt from federal income taxation under Section 501(c)(3) of the Internal Revenue Code of 1954 (or corresponding provisions of any subsequent revenue laws) or by any organization contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1954 (or corresponding provisions of any subsequent revenue laws). The corporation shall have no capital stock, pay no dividends, distribute no part of the income to its members, directors, or officers, and the private property of the subscribers, members, directors, and officers shall not be liable for the debts of the corporation. The corporation shall not have the power to convey, lease, pledge, or otherwise encumber assets of the State of Florida.

ARTICLE V

Incorporators

The name and address of each incorporator is as follows:

NAME

ADDRESS

Richard D. McCullough

222 South Woodward St
Suite 211
Tallahassee, FL 32306-1470

ARTICLE VI

Membership

Section 1. The membership of this corporation shall consist of persons who are interested in the economic and educational purposes of the corporation and who meet such additional qualifications as may be prescribed in the Bylaws of this corporation. Qualified persons shall become members of the corporation as provided herein.

Section 2. The voting and other rights and privileges of members and the provisions for termination of membership shall be as set forth in the Bylaws of this corporation.

ARTICLE VII

Board of Directors and Management

Section 1. The affairs of the corporation shall be managed by a Board of Directors who shall serve without compensation. The Board of Directors shall consist of not less than three directors who shall be appointed by the President of The Florida State University [President]. Additional directors may be provided and chosen as may be provided in the bylaws, however, in no event shall less than fifty percent of the directors be appointed by the President.

Section 3. The President shall have authority and responsibility to monitor and control the use of the University's resources and name.

ARTICLE VIII

Officers

Section 1. The officers of this corporation shall be a Chair, Vice Chair, Secretary, Treasurer, and such other officers as may be provided for in the Bylaws. The President shall serve as Chair.

Section 2. The qualifications of officers, the time and manner of electing or appointing them, the duties of and the term of office, and the manner of removing officers shall be as set forth in the bylaws.

ARTICLE IX

Location of Registered Office and Registered Agent

The address of the initial registered office of this corporation is the Office of the General Counsel, 222 South Copeland St., Room 424, Tallahassee, Florida 32306-1400, and the name of this corporation's initial registered agent at such address is Carolyn Egan, General Counsel. Copies of all papers should also be sent to President Richard D. McCullough, 211 Westcott, Florida State University, Tallahassee, FL 32306

ARTICLE X

Amendments to Bylaws and Articles of Incorporation

The Bylaws of the corporation shall be adopted at the first meeting of the Board of Directors and may be adopted, altered, amended, or repealed by a majority vote of the Board of Directors at any regular or special meeting of the Board, or by all directors signing a written statement manifesting their intention that the Bylaws be adopted, altered, amended, or repealed, and in all instances, with the written concurrence of the President of The Florida State University and the approval of the Board of Trustees of the Florida State University. In the event of any meeting to adopt or amend such Bylaws, the notice thereof shall include the text of the proposed change to the Bylaws and shall be furnished in writing to each director of the corporation at least twenty (20) days prior to the meeting at which such Bylaws alteration shall be voted upon.

The Articles of Incorporation of the corporation may be amended by three fourths (3/4) vote of the Board of Directors at any regular or special meetings of the Board and in all instances with the written concurrence of the President of The Florida State University and the approval of the Board of Trustees of the Florida State University. Notice of any meeting to consider such amendments shall include the text of the proposed change to the Articles of Incorporation which shall be furnished in writing to each member of the corporation at least twenty (20) days prior to the meeting.

ARTICLE XI

Term of Existence

This corporation shall commence corporate existence upon the date of signing these articles of incorporation by the incorporators and shall have perpetual existence unless it shall be dissolved pursuant to the laws of the State of Florida and these Articles of Incorporation.

ARTICLE XII

Dissolution

Upon dissolution or winding up of this corporation, all of its assets remaining after payment of all costs and expenses of such dissolution shall be disbursed to whatever university entity currently has the responsibility for management, control and maintenance of the spumific asset provided that entity is exempt under 501(c)(3) of the Internal Revenue Code of 1954, as amended (or corresponding provision of any subsequent revenue laws) or any other entity with similar tax exemption. If such entity is not exempt under Section 501(c)(3) of the

Internal Revenue Code of 1954 (or corresponding provisions of any subsequent revenue laws), the remaining assets of the corporation shall be distributed to the Florida State University Foundation, Incorporated, provided that it is exempt under Section 501(c)(3) of the Internal Revenue Code of 1954 (or corresponding provisions of any subsequent revenue laws), or in the event that such organization is not in existence or The Florida State University Foundation, Incorporated, is not exempt under Section 501(c)(3) of the Internal Revenue Code of 1954 (or corresponding provisions of any subsequent revenue laws), the remaining assets of the corporation shall be distributed to such scientific, educational and charitable organizations ruled exempt by the Internal Revenue Service under Section 501(c)(3) and Section 170(c)(2) of the Internal Revenue of 1954 (or corresponding provisions of any subsequent revenue laws), as may be selected by the University President based on a recommended plan of disposition made by the last Board of Directors and included in the decertification request to the Board of Trustees of the Florida State University. None of the assets will be distributed to any members, directors, or officers of this corporation.

Registered Agent

Date

Incorporator

Date

ACCEPTANCE BY REGISTERED AGENT

Having been appointed Registered Agent for the above corporation, the undersigned hereby accepts such appointment. The undersigned certifies that the undersigned is familiar with, and accepts, the obligations of that position as provided by Florida Statutes.



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM IV



FLORIDA STATE UNIVERSITY
FINANCE AND ADMINISTRATION
Office of the Vice President for Finance & Administration

MEMORANDUM

TO: Richard McCullough, President

FROM: Kyle Clark, Senior Vice President for Finance & Administration

DATE: July 28, 2023

SUBJECT: Request for Approval
Seminole Boosters, Inc. Equipment Financing

The Seminole Boosters, Inc. are considering capital asset purchases in an estimated amount of \$10M. They are currently completing their due diligence. Upon review and completion of the due diligence, they may desire to complete the transactions.

In compliance with the Board of Governors Debt Management Guidelines, the Seminole Boosters, Inc are requesting Board of Trustees approval to finance the purchase of the assets. They are currently considering several financing proposals. FSU Regulation FSU-2.025 Direct Support Organization also requires Board of Trustees approval for any Direct Support Organization purchase exceeding \$5M.

I recommend approval of authorizing the Seminole Boosters, Inc. to issue debt for terms discussed during the meeting not to exceed 5 years for the purchase of the capital asset and the purchase of the assets so financed.

KC

Attachments