



**FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
FULL BOARD MEETING**

**Zoom Meeting**

*Livestream: <http://webcast.fiu.edu/>*

**Tuesday, July 25, 2023  
10:00 AM**

**AGENDA**

- |  |                          |
|--|--------------------------|
| <b>1. Call to Order and Chair's Remarks</b>                                      | <b>Chair Roger Tovar</b> |
| <b>2. Public Appearances</b>   | <b>Roger Tovar</b>       |
| <b>3. Action Items</b>   |                          |
| <b>3.1 2024-2025 Legislative Budget Request</b>                                  | <b>Natasha Lowell</b>    |
| <b>3.2 2023-2024 Linking Industry to Nursing Education (LINE) Fund Proposals</b> | <b>Natasha Lowell</b>    |
| <b>4. New Business <i>(If any)</i></b>   | <b>Roger Tovar</b>       |
| <b>5. Concluding Remarks and Adjournment</b>                                     | <b>Roger Tovar</b>       |

*The next Full Board Meeting is scheduled for September 14, 2023*

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

July 25, 2023

**Subject: 2024-2025 Legislative Budget Request**

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**Proposed Board Action:**

Approval of the 2024-2025 Legislative Budget Request:

- Operational Excellence \$85,000,000
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**Background Information:**

Pursuant to Section 7, Article 9 of the Florida Constitution, the Board "...shall operate, regulate, control, and be fully responsible for the management of the whole university system." Included within this responsibility is the development of a Legislative Budget Request (LBR). In addition, Section 216.023(1), Florida Statutes, requires the submission of a LBR to the Legislature and Governor based on an independent judgment of needs.

The LBR is an assessment of needs developed by the Florida Board of Governors in cooperation with the universities. The Florida Board of Governors requires that all State University System institutions submit their institutional LBR request for review and approval.

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**Supporting Documentation:** 2024-2025 Legislative Budget Request

**Facilitator/Presenter:** Natasha Lowell, *Chair, Academic Policy and Student Affairs Committee*

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

<b>University(s):</b>	<b>Florida International University</b>
<b>Request Title:</b>	<b>Operational Excellence</b>
<b>Date Request Approved by University Board of Trustees:</b>	<b>July 25, 2023</b>
<b>Recurring Funds Requested:</b>	<b>\$85,000,000</b>
<b>Non-Recurring Funds Requested:</b>	
<b>Total Funds Requested:</b>	<b>\$85,000,000</b>
<b>Please check the request type below:</b>	
<b>Shared Services/System-Wide Request</b>	<input type="checkbox"/>
<b>Unique Request</b>	<input checked="" type="checkbox"/>

- I. Purpose** – 1. Describe the overall purpose of the plan, specific goal(s) and metrics, specific activities that will help achieve the goal(s), and how these goals and initiatives align with strategic priorities and the 2021 University Accountability Plan established by your institution (include whether this is a new or expanded service/program). If expanded, what has been accomplished with the current service/program? 2. Describe any projected impact on academic programs, student enrollments, and student services. University of Distinction proposals should also address the requirements outlined in the separate guidance document.

Over the past five years the Governor, Lieutenant Governor, and the Legislature have invested record public funding in Florida’s higher education. FIU’s share of this new and recurring funding over the same period has been invested in our students and faculty. These investments have helped the university be on track to accomplish the objectives of the NextHorizon 2025 Strategic Plan ahead of schedule. Over the same five-year period FIU’s achievements on the Board of Governors performance funding metrics have included being in the Top 3 in the last three years and being the number 1 university in 2021 (including a record 99/100 score) and 2023.

**Preeminence**

FIU is a Carnegie R1 public research university recognized for excellence and focused on helping hundreds of thousands of students achieve the American Dream. FIU’s impact in the State of Florida is immense as 80% of FIU’s 300,000 alumni choose to remain in Florida and invest their talent back into the state by joining the professional workforce. These alumni become leaders who drive the state’s economy, innovation ecosystem, and overall prosperity.

Under the leadership of the FIU Board of Trustees and the university administration, FIU has set records in performance funding and is poised to achieve Preeminence in 2023-2024. These leaders have an unrelenting commitment to excellence, resulting in FIU's stature as a critical engine of economic and social mobility for the State of Florida. This is accomplished at an incredible return on investment for the State of Florida based upon per FTE taxpayer investment.

Preeminent Research University Metrics							
		Accountability Plan Report Year					Benchmark
		FSU	UF	USF	FIU	UCF	
A	Average GPA	4.3	4.5	4.2	4.3	4.3	4.0 GPA
	Average SAT Score	1299	1386	1293	1241	1317	1200 SAT
B	National University Rankings	8	9	6	2	3	Top 50 in 2 or more Publications
C	Freshman Retention Rate (Full-time, FTIC)	94%	96%	90%	91%	92%	>= 90%
D	4-Year Graduation Rate	73%	75%	65%	59%	50%	>= 60%
E	National Academy Memberships	7	33	16	7	8	6
F	Total Annual S&E Research Expenditures (\$M)	251	920	340	216	182	>= \$200M
G	Total Annual R&D Expenditures in Non-Health Sciences (\$M)	215	575	231	200	167	>= \$150M
H	National Ranking in Research Expenditures	7	8	7	6	6	5 in Top 100
I	Patents Awarded (3-year period)	140	419	345	186	157	>= 100
J	Doctoral Degrees Awarded	529	1500	721	460	510	>= 400
K	Post-Doctoral Appointees	233	671	292	235	142	>= 200
L	Endowment size (\$M)	898	2379	693	276	201	>= \$500M
<b>Number of Criteria Met</b>		<b>13</b>	<b>13</b>	<b>13</b>	<b>11</b>	<b>9</b>	

## Legislative Budget Request Overview

As a projected Preeminent University, FIU seeks to continue driving this forward momentum by building on the investments of the past five years. FIU's 2024-2025 legislative budget request is focused on scaling the operational improvement FIU has demonstrated over the past decade. This investment will elevate FIU's academic and research accomplishments – markers of excellence that continue to be recognized at the national level and reflected in the state's performance funding scores (ranked among the top three in the last three years, with a record 99 points in 2021 and No. 1 again in 2023). This request is organized by proposed investments in student success, research excellence, and the necessary infrastructure needed to maintain our momentum and propel FIU to the next level of excellence.

Our Board of Trustees and university leadership will begin the process of a 2025-2030 strategic plan in the Fall 2023 semester with the goal of approval and expected submission to the Board of Governors during the Fall 2024.

## Recognized for Excellence in Student Success and Research Innovation

### SUS Recognition

- FIU has **ranked in the Top 3 among SUS universities for the past three years**, according to performance-based funding scores. This includes FIU's No. 1 ranking in 2023 and a record score of 99 points in 2021.
- Under the leadership of the FIU Board of Trustees and the university administration of FIU, the university has achieved emerging preeminence, and meets 11 of the 13 preeminence metrics (*See chart above*).

Below is a sampling of some of FIU’s recent recognitions, rankings, and other accolades.

### *US News – Fastest Rising in Public University Rankings*

- FIU **jumped 60 spots** in the last five years in *U.S. News & World Report* rankings (currently ranked No. 72 among public universities). This reflects the greatest improvement among public universities designated Carnegie R1 – Very High Research Activity. **FIU’s improvement is the fastest rising in the nation in U.S. News’ Public University Rankings.** (See chart below)

Institutions	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	10-year change
<b>Florida International University</b>	134	128	130	134	122	100	105	95	78	72	62
University of South Florida	94	88	84	83	68	57	44	46	46	42	52
Florida A&M University	148	141	136	138	113	148	121	116	103	103	45
New Jersey Institute of Technology	79	78	71	64	68	45	43	54	46	42	37
University of Central Florida	94	97	91	93	90	86	79	77	67	64	30
Florida Atlantic University	156	155	158	163	151	139	137	135	138	132	24
University of Illinois--Chicago	63	78	62	78	73	60	60	52	46	42	21
University of Maryland, Baltimore County	85	78	84	83	83	86	79	77	78	64	21
Florida State University	40	43	43	38	33	25	18	19	19	19	21
Rutgers University--Newark	73	61	71	64	63	51	60	54	61	53	20
Indiana University--Purdue University--Indianapolis	123	110	115	106	102	105	108	100	99	103	20
North Carolina State University	47	43	37	38	33	31	34	32	32	29	18
University of Missouri--St. Louis	124	124	130	125	133	128	137	125	117	107	17
University of California, Riverside	55	55	58	56	58	35	39	34	33	38	17

### *Recognition on Excellence in Economic and Social Mobility*

FIU is ranked in the **Top 5** for Social Mobility by *U.S. News & World Report*, which recognizes the university for its work ensuring that our students graduate ready to compete for the best jobs, fortify the middle class, and achieve the American Dream.

- **FIU Pell-eligible students: 50%** of the student body is eligible for Pell Grants; FIU’s FTIC Pell Grant recipient **six-year graduation rate is 65%**.
- Our 4-year Pell graduation rate exceeds the graduation rate of our total population (61% to 59.8%) – FIU continues to break through economic mobility barriers.

### *Degree Choices Return on Investment*

- *Degree Choices* ranks FIU **No. 8** by in National Universities. Their rankings focused on the Return on Investment to the student. FIU is one of only two Florida universities in the Top 25. FIU ranked ahead of Yale and Columbia University.
- *Washington Monthly’s* annual national university rankings places FIU as the **No. 32** in the nation.

### *Research Recognition*

FIU ranked **in the Top 20** for Most Innovative Public Universities by *U.S. News & World Report*.

- FIU reported **\$282 million** in research expenditures for the 2022 fiscal year. FIU is ranked 64 in total expenditures among U.S. public institutions (based on latest 2021 data).
- FIU ranked among the **Top 10** in the past decade (2012-2022) among Carnegie R1 universities for research expenditure growth; Fast-Growing Research Spending as reported by *The Chronicle of Higher Education*. (See chart below.)

University	% Change
<b>Indiana U. at Bloomington</b>	310.4%
<b>George Mason U.</b>	162.7%
<b>New York U.</b>	158.9%
<b>Northeastern U.</b>	150.2%
<b>Georgia State U.</b>	149.9%
<b>Uniformed Services U. of Health Sciences</b>	141.9%
<b>Temple U.</b>	140.7%
<b>U. of Virginia</b>	136%
<b>FIU</b>	<b>114.8%</b>
<b>Harvard U.</b>	112.6%

“Data reflect institutions that had at least \$200 million in research-and-development expenditures in 2020 and also reported data for 2010. Institutions whose research spending includes figures for entities that weren't the same for both fiscal years are not included.” Source: *The Chronicle of Higher Education*.

- FIU ranked **No. 83** in the country for tenured faculty per capita Science & Engineering (S&E confirm) Research Expenditures in 2022. (See chart below).

Tenure Faculty Per Capita S&E Research		
Institution	Amount	Rank
U of Maryland, College Park	\$ 712,000	10
U of Colorado Boulder	\$ 400,000	26
U of Washington, Seattle	\$ 343,000	40
NC State at Raleigh	\$ 319,000	47
U of Pittsburgh	\$ 288,000	53
UAB	\$ 262,000	65
SUNY Buffalo	\$ 254,000	68
UC Irvine	\$ 252,000	72
U of Cincinnati	\$ 247,000	74
U Texas, Dallas	\$ 222,000	81
<b>FIU</b>	<b>\$ 221,000</b>	<b>83</b>
Rutgers New Brunswick	\$ 209,000	87
U Illinois Chicago	\$ 205,000	89
UC Riverside	\$ 196,000	91
U of South Florida	\$ 185,000	96
U of Houston	\$ 173,000	104
Georgia State	\$ 147,000	113
George Mason	\$ 132,000	112
Temple	\$ 125,000	123

### Academic and Outcome Rankings

- The *NSF HERD* Report for Psychology ranked **FIU 3<sup>rd</sup>** (focused on Children and Families, as well as Health Disparities).
- *Times Higher Education* ranked FIU one of the top universities in the world for impact, **No. 2** for impact on Life Below Water, **No. 7** for impact on Clean Water and Sanitation, and **No. 12** for impact on Life on Land.
- The *Intellectual Property Owners Association* ranked FIU among the **Top 20** public universities for U.S. patents.

- *Association of Professional Schools of International Affairs (APSIA)* selected FIU to join the elite network of schools of international and public affairs. **FIU is the only school in Florida and one of only 38 in the world (and 25 in the U.S.) to achieve membership in APSIA.**
- *Diverse: Issues in Higher Education* ranked FIU **No. 1** in the country for awarding bachelor's and master's degrees to Hispanic students.
- *Diverse: Issues in Higher Education* ranked FIU **Top 10** in awarding bachelor's degrees to African Americans.
- *University Business Magazine* recognized FIU as a **2023 Top School for Veterans** and a **Military College of Distinction 2022-2023.**
- FIU's Model United Nations team has been ranked in the **top five** teams in North America for nearly a decade.
- **FIU College of Law graduates ranked highest on Bar passage rate:** Law graduates have finished first in Florida on eight consecutive July bar exams and three of the mid-year/February exams since 2016. Since 2005, more than 87% of FIU law graduates have passed the bar exam on their first attempt - the highest passage rate of any Florida law school.
- FIU's FTIC four-year graduation rate has jumped from 33.8% to **59.8%** from 2018 to 2023 Accountability Plan cycles. **This is a 76% improvement.**
- **FIU's Knight Foundation School of Computing and Information Sciences** is #1 in awarding computer science degrees in the country, and #3 in awarding bachelor's degrees in engineering to Hispanics according to *Diverse Issues in Higher Education Magazine*.

### **Details for the Investment Requested: \$85 Million**

#### **Investments in Student Success - \$30 Million**

##### **Scholarships and Recruitment of Students**

- Recruitment of top academic talent to FIU will continue to be a major driver of our next strategic plan.
  - FIU attracted a record number of academically accomplished First Time in College applicants in 2023 and will enroll its largest FTIC cohort in the history of the university. This incredible opportunity creates a need for additional scholarship dollars to retain these top students.
  - Retaining and recruiting the best student talent in Florida will help fill strategic workforce needs. This includes National Merit Scholars and others who are leaving South Florida to attend institutions outside the state.
  - The competitive nature of the transfer-student market needs to be supported through Transfer Scholarships. This will ensure that qualified students graduating from the Florida College System continue their studies in Florida, where they will hopefully remain after graduation to help meet workforce demands.
- Investments in infrastructure such as unified systems, artificial intelligence driven tools, and other methods of ensuring student success will support a more integrated process of recruitment, advising, and career management throughout the student life cycle.

### **STEM Success in Curricular Innovation and Impact**

- The increase in our FTIC cohorts and the evolving nature of student success outcomes necessitates additional investments in teaching faculty, training and mentoring of learning and teaching assistants, and programmatic support.

### **Student Support and Industry-Career Placement Initiatives**

- Recruit, train, and retain academic and career advisors dedicated to supporting students from day one to graduation. This includes implementing proven, high-impact practices, including project-based learning and the development of programs that connect students directly to employers through their program of study during the entirety of their FIU journey.

### **Research Faculty Recruitment and FIU Health Initiative - \$30 Million**

#### **Investments in the Research Enterprise**

- FIU is focused on academic and research investments in strategic areas of focus, including health, environmental resilience, and technology and innovation. Our proposed investments will bring a new cohort of faculty researchers, new faculty research lab start-up funding, and administrative and support personnel to these initiatives and the overall research enterprise. Including additional faculty who are members of the National Academies of Science, Engineering and/or Medicine.
- Investment in the expansion of the FIU Health Initiative will support student research placements, mentorships, pipelines to graduate programs and high demand/hard-to-recruit positions.
- Addressing the State of Florida's critical shortages in key economic industries that support the growth and development of the State of Florida, its economy and address business needs including in-migration, etc.

#### **Recruitment of Faculty Clusters in Strategic Areas**

- Recruit leading research faculty clusters and their associated teams to continue the momentum of FIU's robust research enterprise. The faculty clusters will be recruited in areas that produce cutting-edge science, translational research, patents, and are aligned with the State of Florida's workforce needs in areas of strategic focus, including technology and innovation, healthcare–population health, and environmental resilience.
- Strategic expansion of research faculty, start-ups, and related investments in areas where FIU researchers are already leaders in their fields.

### **Infrastructure Investments - \$25 Million**

#### **Inflationary Investments in Retention of Academic and Support Staff**

- Retain FIU's outstanding faculty and staff who have demonstrated sustained exceptional performance and commitment to quality teaching, research, and student success. This funding will also be used to attract replacement faculty and staff, including OPS employees, to address the unprecedented increasing, inflationary cost-of-living challenges in Florida.



## **Information Technology Security and Infrastructure, University Compliance, Facilities Operations, Utilities, and Support Services**

- FIU is a leader in sustainable operations and one of the most focused on delivering results. These operational efficiencies no longer offset the inflationary costs associated with supporting the university's teaching and research mission.
- FIU must offset escalating operations and infrastructure costs, including information technology security investments, building operations (utility, custodial, grounds, maintenance, and support services), compliance with federal and state laws and other related regulations, and increased fringe benefit costs. Price increases of utilities, materials, and supplies have impacted the cost of operating and maintaining university facilities, resulting in inadequate levels of service and a negative impact on day-to-day operations.

**II. Return on Investment** - *Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate. Similarly, if the issue focuses on expanding access to academic programs or student services, indicate the current and expected outcomes. University of Distinction proposals should also address the requirements outlined in the separate guidance document.*

### **Investing in FIU is Investing in Excellence for Florida's Future**

Investing in FIU is a direct investment in our students and their futures. As noted previously, *Degree Choices* has ranked FIU and UF in the Top 10 of all universities in the country (public and private) with the best ROI for students/alumni and recovery of investment in their degrees.

Investing in FIU immediately impacts and provides measurable ROI in the following ways:

- Advances FIU's student excellence and research capabilities and fortifies Florida's national reputation as a hub for economic growth, research, and innovation in the higher education and in the greater community. It will help Florida become a Top 10 Global Economy.
- Supports FIU's role in attracting top academic students and research faculty in environmental resilience, innovation and tech, and healthcare to Florida and the region.
- Promotes stronger state economic growth since most FIU graduates **remain** in Florida to build their families, careers, and entrepreneurial endeavors thus addressing critical shortages in the state's healthcare, technology and engineering sectors, and meeting the needs of Florida businesses.
- Furthers the state's already-outstanding record attracting out-of-state partners, businesses, and entrepreneurs to Florida's innovation ecosystem.
- Supports FIU's efforts to become a Top 50 public university in *U.S. News & World Report*. This will benefit the SUS and BOG by demonstrating that Florida is home to multiple world-class universities. It will also help attract more students,

entrepreneurs, and professionals to Florida. This will further bolster the economy and growth of the state.

### **Student Success Return on Investment as based on accomplishing goals of the FIU 2025NextHorizon Strategic Plan and approved Accountability Plan**

#### Improving student excellence outcomes by **2025**

- Increasing FTIC freshmen 4-year graduation rates to **65%**
- Increasing FTIC freshmen 6-year graduation rates to **74%**
- Increasing Pell eligible students 6-year graduation rate to **72%**

#### Improving research outcomes

- Increasing number of personnel funded by grants by **10%** (growth of 500 individuals)
- Increasing translational research produced by FIU by **10%**
- Increase Freshmen in the Top 10% of High School Class to **40%**
- Increase Top 50 Rankings to **3**
- Increase Ph.D. production to **600 per year**
- Increase research expenditures to **\$415 million**
- Increase faculty who are also members of the National Academies of Science, Engineering and/or Medicine to **12**

#### *Investing in Recruiting and Retaining Students*

The Return on Investment in this category will be measured by FIU continuing to attract, admit and graduate the best, most qualified students and academic candidates; to support students' career objectives; and to meet industry demands. This support will be measured on providing additional merit based academic scholarships, as well as additional investments in strategies to attract highly recruited students. It will also be measured by increasing the number of FIU's National Merit Scholars.

#### *Academic and Career Advising and Meeting Industry Need*

As part of FIU's strategic plan, the university recognizes that access to a meaningful career and continued professional success is a crucial outcome of higher education. This funding will be used to build a robust academic-industry pipeline that will support increasing strategic employer partnerships. These initiatives will enable FIU to connect students directly to career pathways during their academic career helping both the student launch their career and meet industry demand.

Intentionally creating these pathways will positively impact retention and graduation. Increasing the retention and graduation rate of FIU students, in turn, positions them to enter a mid-to-high wage career — and this allows them to become key contributors to the growth of the community and local economy.

#### **Stimulating Economic Growth**

FIU alumni, nearly 80% of whom become professional employees in Florida, fill crucial positions in major industries and contribute to the overall economic growth, innovation, and prosperity of the state. FIU ranks No. 4 in “social mobility” according to the *U.S. News*

& *World Report*, recognizing the university's leadership in preparing students for success in their professional and entrepreneurial post-college lives.

Miami-Dade County is the most populous county in Florida and the seventh most populous county in the United States. It is a major driver of economic growth and a hub for innovation in Florida. **FIU alumni power Florida's main population center, and beyond.** FIU is a key institution in the state, acting as a catalyst for economic prosperity for Florida citizens.

*FIU's strategy is to work with industry and government leaders to ensure that South Florida is poised to support the entire state through robust economic growth. This economic growth hinges directly on FIU students and alumni. FIU graduates fill the ranks of CEOs, engineers, cybersecurity experts, entrepreneurs, lawyers, governmental officials, health care providers, educators and many others.*

According to the U.S. Bureau of Labor Statistics, jobs in computer and information technology are expected to grow 13% by 2030, resulting in more than 650,000 jobs.

According to one analysis, Florida ranked among the top five states for information technology job postings. In response, the university has graduated more than 5,000 professionals in computer science and information technology in recent years.

### **Addressing National Inflation Impacting Florida**

Supporting FIU's momentum requires the retention of high-performing faculty and staff impacted by the increased cost of living and market forces. The cost of living has increased significantly across South Florida, as an example, median home prices for single-family properties in Miami-Dade's real estate market is \$620,000 according to the Miami Association of Realtors. Additionally, the median rent prices in the Miami-Fort-Lauderdale-West Palm Beach metro area have increased by an astonishing 45% within the last year.

The combination of inflation, housing affordability and in-migration from other U.S. cities to Miami, along with new corporate competitors to the market, have required FIU to find solutions to address this challenge.

### **Accelerating the Pace of Innovation**

#### *Research Innovation*

The university is leading research that tackles some of the key issues affecting the nation and the state, from dementia and Alzheimer's to personalized cancer treatments and hurricane loss mitigation.

FIU is home to one-of-a-kind research facilities:

- The Wall of Wind research and testing facility — one of only eight National Science Foundation-supported experimental facilities in the country — is the

largest and most powerful university research facility of its kind, capable of stimulating Category 5 hurricane winds.

- The Aquarius Reef Base is the only undersea research laboratory in the world.
- The Center for Translational Science in Port St. Lucie, Florida, will speed the timeline of new drug development.

The university's areas of research excellence include: the environment; public health; childhood mental health; disaster mitigation; forensics; population health; Latin American studies; public humanities; and STEM education.

#### *Operational Innovation*

FIU will leverage the latest technological tools, business analysis systems and machine learning combined with cutting-edge software to create seamless work processes and more efficient educational and work environment. This investment will continue to make FIU a leader in operational efficiency investing in a central shared service model for support areas, increase outsourcing opportunities, and being responsible stewards of state and student resources. Additional investments in a shared digital infrastructure maximizes common systems, invests in expansion of current systems to all student facing areas, protects university systems from cyberthreats, etc.

**III. Personnel** – *Describe personnel hiring and retention plans, making sure to connect both plans to initiative(s) and goal(s) described in section I. State the amount of faculty FTE and staff FTE and estimated funding amounts used for retention and new hires in each category. In describing faculty hires, provide overall hiring goals, including academic area(s) of expertise and anticipated hiring level (e.g., assistant professor, associate professor, full professor. Please describe how funds used for faculty or staff retention will help the institution achieve its stated goals. University of Distinction proposals should clearly note how anticipated hires or retained individuals will help the institution elevate a program or area to national or state excellence.*

Specific investments will be made in the following areas if this Legislative Budget Request is funded by the Legislature and approved by the Governor during the 2024 legislative session.

- 19 faculty researchers recruited for Environmental, Translational and Tech. clusters.
- 17 faculty researchers recruited as part of a cluster as part of the Health Initiative
- 21 teaching faculty recruited for STEM Success and Curricular Innovation
- 65 new academic and career advisors
- 69 new FTE that support research, compliance, operational and administrative personnel to support the expanding academic and research enterprise, grants administration.

The funds for faculty and staff retention will help the university achieve its Strategic Plan. This funding will be critical to keep appropriate levels of employment to fulfill the university's mission; ensure current student success levels; and continue our momentum toward our Accountability goals as described above.

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

	<b>Facility Project Title</b>	<b>Fiscal Year</b>	<b>Amount Requested</b>	<b>Priority Number</b>
<b>1.</b>				
<b>2.</b>				

**2024-2025 Legislative Budget Request**  
**Education and General**  
**Position and Fiscal Summary**  
**Operating Budget Form II**  
(to be completed for each issue)

**University:** Florida International University  
**Issue Title:** Operational Excellence

	RECURRING	NON- RECURRING	TOTAL
<u>Positions</u>			
Faculty	118	0	118
Other (A&P/USPS)	206	0	206
	-----	-----	-----
Total	324	0	324
	=====	=====	=====
Salaries and Benefits	\$40,600,000	\$0	\$40,600,000
Other Personal Services	\$1,000,000	\$0	\$1,000,000
Expenses	\$28,400,000	\$0	\$28,400,000
Operating Capital Outlay	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0
Financial Aid	\$15,000,000	\$0	\$15,000,000
Special Category (Specific)	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	-----	-----	-----
Total All Categories	\$85,000,000	\$0	\$85,000,000
	=====	=====	=====

**THE FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES**

July 25, 2023

**Subject: 2023-2024 Linking Industry to Nursing Education (LINE) Fund Proposals**

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**Proposed Board Action:**

Approval of the 2023-2024 Linking Industry to Nursing Education (LINE) Fund Proposals:

- Nicklaus Children’s Hospital \$100,000
  - Memorial Healthcare System \$200,000
  - Memorial Healthcare System \$273,000
  - Baptist Health South Florida \$250,000
- 

**Background Information:**

Florida Board of Governors Regulation 8.008(1)(d), Nursing Education, provides, in part, as follows: “Linking Industry to Nursing Education (LINE) Fund: This fund provides the opportunity for each state university to receive matching funds for every dollar contributed to an institution by a healthcare partner. The fund provides a dollar-to-dollar match to the participating institution, subject to funds availability.”... “Each university board of trustees may submit to the Chancellor’s office proposals made in accordance with the guidelines, formats, instructions, and schedule provided by the Chancellor.”

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**Supporting Documentation:** 2023-2024 Linking Industry to Nursing Education (LINE) Fund Proposals

**Facilitator/Presenter:** Natasha Lowell, *Chair, Academic Policy and Student Affairs Committee*



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

<b>University:</b>	Florida International University
<b>Healthcare Partner:</b>	Nicklaus Children's Hospital
<b>Date Proposal Approved by University Board of Trustees:</b>	x/xx/xxxx
<b>Amount Requested:</b>	\$100,000
<b>University Contact (name, title, phone, &amp; email):</b>	Dr. Jorge Valdes, Acting Dean, Nicole Wertheim College of Nursing and Health Sciences; (305) 348-7729; jvalde@fiu.edu
<b>Please check the boxes below as appropriate:</b>	<i>All boxes must be checked in order to be eligible to participate.</i>
<b>Healthcare partner making contribution is located in and licensed to operate in Florida?</b>	<input checked="" type="checkbox"/> Yes
<b>Healthcare partner making contribution is a healthcare provider as defined in Section 768.38(2), Florida Statutes?</b>	<input checked="" type="checkbox"/> Yes
<b>Nursing programs met or exceeded a first-time NCLEX passage rate of 70% for the prior year based on the 2023 Accountability Plan?</b>	<input checked="" type="checkbox"/> Yes
<b>The funds will be used for an eligible purpose per section 1009.8962, Florida Statutes?</b>	<input checked="" type="checkbox"/> Yes

**Proposal Details**

*Provide a detailed narrative for each section below.*

- I. **Use of Funds.** Nicklaus Children's Hospital (NCH) will commit \$100,000 to financially support 10 generic BSN students who will be placed at NCH for their clinical placements in pediatrics and their clinical practicum. The \$100,000 in funds provided will be valued at



\$10,000 per student award. LINE matching funds would double the NCH financial investment to \$200,000, which would increase the number of students to 20. These student awards are intended to increase students' commitment to work for NCH facilities for two years. This financial support will facilitate identifying qualified nursing students who are interested in working within the NCH system and would facilitate retention of these students participating in Nicklaus Children's Nurse Scholars Program. NCH would commit to investing time and resources into onboarding and orienting new graduates and providing professional development to these new RNs.

**II. Onboarding & Retention of Graduates.** NCH has implemented the Nicklaus Scholars Program and these ten (10) nursing students will participate.

**Nurse Scholars Program:** Through its Nurse Scholars program, Nicklaus Children's collaborates with local academic affiliates to support the recruitment of nursing students to combat the growing nursing shortage in healthcare. Students accepted into the Nicklaus Children's Nurse Scholars Program are provided an award toward their program tuition in return for a work commitment at the hospital. Nicklaus Children's goal is to be able to immerse the nursing students in the hospital's organizational culture by having them complete several of their clinical rotations within Nicklaus Children's Hospital which may include the pediatric clinical, psychiatry clinical, community clinical, and the senior practicum experience.

As a part of the Nurse Scholars Program, each student will be required to work at Nicklaus Children's Hospital in a per-diem capacity as a Student Nurse Intern, which will involve a work commitment of one 12-hour shift every two weeks. In addition, students will complete their senior practicum at Nicklaus Children's Hospital. After completion of the school program, eligible graduates may be offered employment in Nicklaus Children's Horizon Nurse Residency program, which is an ANCC accredited, evidence-based nurse residency program designed to guide new graduate nurses by bridging the divide between nursing education and nursing practice. Participation in the Horizon Residency Program will include a 2-year work commitment at Nicklaus Children's Hospital. Funds provided by NCH will ensure increases in the nursing workforce and improvements in patient care in the community.

**III. Program Expansion.** Beginning in fall 2022, the Nicole Wertheim College of Nursing & Health Sciences (NWCNHS) at FIU increased

admissions to the Generic BSN program by 38 additional students with an increase of 32% from 120 to 158 students in the Generic BSN Program. Starting fall of 2023, the Generic BSN program is projecting to onboard 180 new nursing students resulting in an overall increase of 60 students or 50% over fall of 2021's 120-target enrollment. To fulfill the NWCNHS admissions target, a secondary admissions cycle starting spring of 2024 will go into effect. For fall of 2023, the Accelerated Option BSN program will increase by 10% from 60 students to 66 nursing students. Increasing the nursing pipeline will benefit from student financial assistance which will be provided by NCH. Student financial support from NCH, coupled with the nurse intern program, and Horizon Residency Program will provide opportunities for both committed clinical rotation spots and future employment, which will enhance recruitment and retention of diverse undergraduate nursing students in the NWCNHS Generic BSN program. The NCH Nurse Scholars Program will provide additional clinical experience and expertise that will enhance quality health care and support their nursing expertise, which will benefit them if they decide to seek graduate education in nursing. The State of Florida will benefit from the increased enrollment in the nursing programs, since this will lead to an increase in new licensed registered nurses entering the workforce. The State of Florida LINE matching funds will reduce financial barriers for nursing students coupled with the NCH support.



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

<b>University:</b>	<b>Florida International University</b>
<b>Healthcare Partner:</b>	<b>Memorial Healthcare System</b>
<b>Date Proposal Approved by University Board of Trustees:</b>	<b>x/xx/xxxx</b>
<b>Amount Requested:</b>	<b>\$200,000</b>
<b>University Contact (name, title, phone, &amp; email):</b>	<b>Dr. Jorge Valdes, Acting Dean, Nicole Wertheim College of Nursing and Health Sciences; (305) 348-7729; jvalde@fiu.edu</b>
<b>Please check the boxes below as appropriate:</b>	<i>All boxes must be checked in order to be eligible to participate.</i>
<b>Healthcare partner making contribution is located in and licensed to operate in Florida?</b>	<input checked="" type="checkbox"/> <b>Yes</b>
<b>Healthcare partner making contribution is a healthcare provider as defined in Section 768.38(2), Florida Statutes?</b>	<input checked="" type="checkbox"/> <b>Yes</b>
<b>Nursing programs met or exceeded a first-time NCLEX passage rate of 70% for the prior year based on the 2023 Accountability Plan?</b>	<input checked="" type="checkbox"/> <b>Yes</b>
<b>The funds will be used for an eligible purpose per section 1009.8962, Florida Statutes?</b>	<input checked="" type="checkbox"/> <b>Yes</b>

**Proposal Details**

*Provide a detailed narrative for each section below.*

- I. **Use of Funds.** Memorial Healthcare System (MHS) will commit \$200,000 to financially support 20 nursing students who will be placed at MHS for their clinical learning experiences. The \$200,000 in funds provided will be valued at \$10,000 per student award. LINE matching

funds would double Memorial Health System's financial investment to \$400,000, which would increase the value of the awards to \$20,000 per student. These student awards are intended to increase students' commitment to work for MHS facilities for two years. This financial support will facilitate identifying qualified nursing students who are interested in working within the MHS system and would facilitate retention of these nursing scholars upon graduation from FIU as part of the MHS nursing workforce in the State of Florida. MHS would commit to investing time and resources into onboarding and orienting new graduates and providing professional development to these new RNs.

**II. Onboarding & Retention of Graduates.** MHS has implemented a Financial Assistance Program, a Nurse Residency Program, and an RN Fellowship program to address recruitment and retention issues. MHS facilitates retention through the Partners in Success, Nurse Residency Program, and the RN Fellowship Program.

- 1. Partners in Success:** MHS will give each FIU nursing student selected \$10,000 towards their tuition and college expenses in exchange for a 2-year work commitment to MHS. It is our hope that the LINE Fund will match the \$10,000 so that the 20 students would each receive a total of \$20,000 in financial support. These funds will ensure that Memorial Healthcare System increases the nursing workforce and improves patient care in the community. In addition to the financial support, Students chosen for the MHS Scholars program will be placed in a preferred clinical area during the last semester of their nursing program, with the understanding that the student may interview for a position on that unit upon graduation. Scholarship recipients are offered the ability to interview for Nurse Extern positions while attending school and a Kaplan NCLEX review will be available to them post-graduation. These new initiatives will help with the retention of newly graduated program participants until RN licensure.
- 2. Nurse Residency Program:** Research has shown that new nursing graduates are more successful when they are onboarded through a nurse residency program. The MHS Nurse Residency Program is designed to help recent nursing graduates gain the knowledge and hands-on experience they need to provide informed, high-quality care to patients. Additionally, the program's curriculum allows residents to connect and learn from one another through monthly meetings as well as provide tools and resources to support their professional growth and development upon completion of the program.

**3. RN Fellowship Program:** The MHS RN Fellowship Program provides a formal professional development pathway for experienced RNs with career goals to learn and transition to new specialty practice areas. This program is attractive to MHS nurse residents as it offers many career trajectories for them after they graduate from the nurse residency program. These opportunities promote nurse satisfaction and nurse retention and the ability to grow within MHS. The RN Fellowship Program also offers pathways to specialty certification and post-baccalaureate nursing education.

**III. Program Expansion.** Beginning in fall 2022, the Nicole Wertheim College of Nursing & Health Sciences (NWCNHS) at FIU increased admissions to the Generic BSN program by 35 additional students with an increase of 29% from 120 to 155 students in the Generic BSN Program. For fiscal year 2023-2024, the Generic BSN program is projecting to onboard 180 new nursing students resulting in an overall increase of 60 students or 50% over fall of 2021's 120-target enrollment. For fall of 2023, the Accelerated Option BSN program will increase by 10% from 60 students to 66 nursing students. Increasing the nursing pipeline will benefit from student financial assistance which will be provided by MHS. Student financial support from MHS, coupled with the opportunity for both committed clinical rotation spots and future employment will enhance recruitment and retention of diverse undergraduate nursing students in both the NWCNHS Generic BSN and Accelerated Option BSN programs. The MHS Nurse Residency and RN Fellowship Programs will provide additional clinical experience and expertise that will enhance quality health care and support their nursing expertise, which will benefit them if they decide to seek graduate education in nursing. The State of Florida will benefit from the increased enrollment in the nursing programs, since this will lead to an increase in new licensed registered nurses entering the workforce. The State of Florida LINE matching funds will reduce financial barriers for nursing students coupled with the MHS support.



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

<b>University:</b>	<b>Florida International University</b>
<b>Healthcare Partner:</b>	<b>Memorial Healthcare System</b>
<b>Date Proposal Approved by University Board of Trustees:</b>	<b>x/xx/xxxx</b>
<b>Amount Requested:</b>	<b>\$273,000</b>
<b>University Contact (name, title, phone, &amp; email):</b>	<b>Dr. Jorge Valdes, Acting Dean, Nicole Wertheim College of Nursing and Health Sciences; (305) 348-7729; jvalde@fiu.edu</b>
<b>Please check the boxes below as appropriate:</b>	<i>All boxes must be checked in order to be eligible to participate.</i>
<b>Healthcare partner making contribution is located in and licensed to operate in Florida?</b>	<input checked="" type="checkbox"/> <b>Yes</b>
<b>Healthcare partner making contribution is a healthcare provider as defined in Section 768.38(2), Florida Statutes?</b>	<input checked="" type="checkbox"/> <b>Yes</b>
<b>Nursing programs met or exceeded a first-time NCLEX passage rate of 70% for the prior year based on the 2023 Accountability Plan?</b>	<input checked="" type="checkbox"/> <b>Yes</b>
<b>The funds will be used for an eligible purpose per section 1009.8962, Florida Statutes?</b>	<input checked="" type="checkbox"/> <b>Yes</b>

**Proposal Details**

*Provide a detailed narrative for each section below.*

- I. **Use of Funds.** Matching funds are requested for a \$273,000 gift received from Memorial Healthcare System, which will support the Nicole Wertheim College of Nursing and Health Sciences (NWCNHS) with salary and benefits of an undergraduate nursing faculty for two

(2) years. The purpose of the funds is to foster and support the education and graduation of registered nurses to help alleviate the nursing shortage. The faculty supported by these funds will teach in the undergraduate nursing program and will supervise students in pediatric clinical rotations in Joe DiMaggio Children's Hospital, and other rotations such as Medical/Surgical at Memorial Healthcare System, and will provide excellence in supervision and teaching in clinical settings. The support for the faculty position will help the college increase admission and retention of BSN students with an interest in pediatric nursing, and an adequate number of faculty positions to meet accreditation and FL State Board of Nursing guidelines for the supervision of students in clinical rotations.

- II. Onboarding & Retention of Graduates.** NWCNHS will provide the Memorial Healthcare System recruitment team with a Clinical Partner Orientation Day, which will foster the opportunity to showcase the hospitals facilities, mission statement, goals, and expectation of the potential Generic BSN/ Accelerated Option nursing student candidates, for the designated hospital assignment. The selected nursing students will remain at Memorial Healthcare System for the duration of the nursing program. Memorial Healthcare System will benefit from the opportunity to observe, mentor, and interact with the student(s) and the dedicated clinical faculty during clinical rotations. This opportunity will expose students to the Joe DiMaggio Children's Hospital and Memorial Healthcare System culture and mission, as well as create a pipeline for recruitment and hiring of students prior to their graduation and licensure. The faculty will support recruitment and retention of the Generic BSN/ Accelerated Option graduates for Joe DiMaggio Children's Hospital, and strengthen evidence-based practice and mentorship among current nursing staff to improve retention.
- III. Program Expansion.** The gift of \$273,000 from Memorial Healthcare System will be used to support highly needed nursing faculty positions in NWCNHS. Florida is projected to have a nursing shortage of nearly 60,000 nurses by 2035. According to *Nursing Outlook* "Retirements and Succession of Nursing Faculty in 2016-2025", one third of the current nursing faculty workforce in baccalaureate and graduate programs are expected to retire by 2025. This finding underscores the urgency for the nursing education community to address the impending exodus of senior faculty and to develop younger faculty for succession. In 2023, schools of nursing are experiencing high rates of nursing faculty retirements due to the COVID-19 pandemic, further increasing the faculty and nursing shortage. Additionally, other factors that negatively impact the

preparation of RNs include limited educational program resources, clinical sites for student training, and budget constraints, which inadvertently limit faculty employment (American Association of Colleges of Nursing, 2019). Historically, the NWCNHS has turned away qualified applicants for the BSN program due to insufficient numbers of nursing faculty positions available to address the student demand.

- IV. Anticipated Impact.** The financial support for a nursing clinical faculty that will oversee students in clinical rotations at Joe DiMaggio Children's Hospital and Memorial Healthcare System hospitals will support the expansion of the number of nursing students admitted to the NWCNHS BSN Programs and support the student supervision guidelines of 1:10 faculty to student ratio in the clinical setting. The gift will ensure the commitment of adequate clinical spaces for NWCNHS BSN students in pediatric clinical rotations and increase the number of diverse baccalaureate-prepared registered nurses in the region and the State of Florida. The Nursing Accelerated Option (AO) program is a cohorted 4 semester program and the Nursing Generic BSN program is a cohorted 5 semester program. Therefore, this gift will foster the development and graduation of newly licensed nurses entering the workforce from 15 to 20 months respectively, or in less than two years for both programs.





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

<b>University:</b>	Florida International University
<b>Healthcare Partner:</b>	Baptist Health South Florida
<b>Date Proposal Approved by University Board of Trustees:</b>	x/xx/xxxx
<b>Amount Requested:</b>	\$250,000
<b>University Contact (name, title, phone, &amp; email):</b>	Dr. Jorge Valdes, Acting Dean, Nicole Wertheim College of Nursing and Health Sciences; (305) 348-7729; jvalde@fiu.edu
<b>Please check the boxes below as appropriate:</b>	<i>All boxes must be checked in order to be eligible to participate.</i>
<b>Healthcare partner making contribution is located in and licensed to operate in Florida?</b>	<input checked="" type="checkbox"/> Yes
<b>Healthcare partner making contribution is a healthcare provider as defined in Section 768.38(2), Florida Statutes?</b>	<input checked="" type="checkbox"/> Yes
<b>Nursing programs met or exceeded a first-time NCLEX passage rate of 70% for the prior year based on the 2023 Accountability Plan?</b>	<input checked="" type="checkbox"/> Yes
<b>The funds will be used for an eligible purpose per section 1009.8962, Florida Statutes?</b>	<input checked="" type="checkbox"/> Yes

**Proposal Details**

*Provide a detailed narrative for each section below.*

- I. **Use of Funds.** Baptist Health South Florida (BHSF) will invest \$250,000 to be used for up to 25 students' financial support awards to help cover the student's cost of tuition and fees for eligible NWCNHS undergraduate nursing students each year ("Nurse Scholars") enrolled

in the Generic BSN and Accelerated Option BSN programs, in exchange for a work commitment post-graduation. Funds may also be used for Nursing Clinical Faculty Support to cover salary and benefits in the form of a dedicated clinical Nursing Professorship focused at BHSF facilities. LINE matching funds would double the investment to \$500,000, which increases the potential value and/or the number of student Nurse Scholar awardees in addition to potential nursing faculty support options. The funds will facilitate identifying qualified nursing students who are interested in working at BHSF facilities and would enhance retention of these nursing scholars upon graduation, as part of the BHSF nursing workforce in the State of Florida.

Additionally, BHSF is committed to providing clinical training sites for these Nurse Scholars to complete the experiential portion of their curriculum. At the completion of their degree program, Nurse Scholars meeting BHSF eligibility requirements will be offered employment with a work commitment requirement at Baptist Health- affiliated hospitals and facilities. BHSF would commit to investing time and resources into onboarding, orienting, and enhancing the professional development of these new graduates as RNs. A copy of the proposed letter of commitment and pledge terms from BHSF is attached.

- II. Onboarding & Retention of Graduates.** NWCNHS will provide the BHSF recruitment team with a Clinical Partner Orientation Day, which will foster the opportunity to showcase BHSF facilities, mission statement, goals, and expectations of the potential Generic BSN/ Accelerated Option nursing student candidates, for the designated hospital assignment. The selected nursing students will remain at BHSF for the duration of the nursing program except for the specialties not offered at BHSF (Pediatrics and Mental Health services). BHSF will benefit from the opportunity to observe, mentor, and interact with the student(s) and the dedicated clinical faculty members during clinical rotations. This opportunity will expose students to BHSF culture and mission, as well as create a pipeline for the recruitment and hiring of students prior to their graduation and licensure. Additionally, the funds at the discretion of BHSF can be used to support an undergraduate nursing faculty position to strengthen evidence-based practice and mentorship among students and current nursing staff to improve retention.

- III. Program Expansion.** Financial support from BHSF will be used to provide student financial support for undergraduate nursing students and/or a dedicated nursing faculty position in NWCNHS which is focused at BHSF. Beginning in fall 2022, the Nicole Wertheim College of Nursing & Health Sciences (NWCNHS) at FIU increased admissions to the Generic BSN program by 35 additional students with an increase

of 29% from 120 to 155 students in the Generic BSN Program. For fiscal year 2023-2024, the Generic BSN program is projecting to onboard 180 new nursing students resulting in an overall increase of 60 students or 50% over fall of 2021's 120-target enrollment. For fall of 2023, the Accelerated Option BSN program will increase by 10% from 60 students to 66 nursing students. In addition, Florida is projected to have a nursing shortage of nearly 60,000 nurses by 2035. According to *Nursing Outlook "Retirements and Succession of Nursing Faculty in 2016-2025"*, one third of the current nursing faculty workforce in baccalaureate and graduate programs are expected to retire by 2025. This finding underscores the urgency for the nursing education community to address the impending exodus of senior faculty and to develop younger faculty for succession. In 2023, schools of nursing are experiencing high rates of nursing faculty retirements due to the COVID-19 pandemic, further increasing the faculty and nursing shortage. Historically, NWCNHS has turned away qualified applicants for the BSN program due to insufficient numbers of nursing faculty positions available to address the student demand.

- IV. Anticipated Impact.** The BHSF financial support for undergraduate nursing student tuition and fees and/or a dedicated clinical Nursing Professorship that will oversee students in clinical rotations at BHSF hospitals will support the expansion of the number of nursing students admitted to the NWCNHS BSN Programs and support the student supervision guidelines of 1:10 faculty to student ratio in the clinical setting. This support will ensure the commitment of adequate clinical spaces for NWCNHS BSN students in clinical rotations and increase the number of diverse baccalaureate-prepared registered nurses in the region and the State of Florida. The Nursing Accelerated Option (AO) program is a cohorted 4 semester program and the Nursing Generic BSN program is a cohorted 5 semester program. Therefore, this support will foster the development and graduation of newly licensed nurses entering the workforce from 15 to 20 months respectively, or in less than two years for both programs.