



Board of Trustees Meeting

University of North Florida

2024-08-15 10:45 - 11:00 EDT

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Board of Trustees

Item # 3
Action Item

UNF Board of Trustees Full Board Meeting

August 15, 2024

Subject: Approval of 2024-25 Linking Industry to Nursing Education (LINE) Proposal with Mayo Clinic Jacksonville

Proposed Board Action:

Approval of the 2024-2025 Linking Industry to Nursing Education (LINE) Fund Proposal

- LINE Proposal: Mayo Clinic Jacksonville

Background Information:

The Linking Industry to Nursing Education (LINE) Fund provides an opportunity for each institution in the State University System to receive matching funds for every dollar contributed by a healthcare partner. The LINE Fund is governed by Board of Governors (BOG) Regulation 8.008 and Section 1099.8962 Florida Statutes, which set forth the criteria for eligibility and use of LINE funds.

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.

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.

Dr. Mei Zhao, Interim Dean of Brooks College of Health requests that the UNF Board of Trustees approve a proposal submission in partnership with Mayo Clinic Jacksonville in the amount of \$543,283.50. With matching State funds, the partnership value is \$1,086,567.

Supporting documentation:

1. 2023-2024 Linking Industry to Nursing Education (LINE) Fund Proposal, Mayo Clinic Jacksonville and UNF

Presenter:

Dr. Mei Zhao, Interim Dean of Brooks College of Health



**State University System
2024-2025 Linking Industry to Nursing Education (LINE) Fund
Proposal Form**

University:	University of North Florida
Healthcare Partner:	Mayo Clinic, Jacksonville
Date Proposal Approved by University Board of Trustees:	x/xx/xxxx
Amount Requested:	\$543,283.50
University Contact (name, title, phone, & email):	Dr. Mei Zhao, Dean Brooks College of Health 904.620.1444 mzhao@unf.edu
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 75% for the prior year based on the 2024 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

- 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.*

The School of Nursing in the Brooks College of Health (BCH) at the University of North Florida (UNF) offers a Doctor of Nursing Practice (DNP), Nurse Anesthesiology Program (NAP). NAP graduates are prepared for credentialing as Certified Registered Nurse Anesthetists (CRNAs). UNF and Mayo Clinic Jacksonville (MCJ) propose to expand the program in academic years 2025 through 2028 by 15 students who will be selected during the second year of the NAP and named Mayo Clinic Nurse Anesthesiology Fellows. Each Fellow will receive a scholarship to cover tuition and school related expenses up to \$35,000 in their third and final year of the curriculum. MCJ's contribution to this program expansion is \$543,283.50, with matching LINE funding requested from the State of Florida, totaling \$1,086,567.00. Expansion of the program will also require increased faculty, staff, and operating expenditures, as follows:

DESCRIPTION	TOTAL REQUEST
Additional Faculty Line (.5 FTE) Salary \$72,500 Fringe Benefits \$25,520	\$294,060 (\$72,500 + \$25,520 x 3 years)
Additional OPS Credentialing Staff (.5) Salary \$25,836	\$77,508 (\$25,836 x 3 years)
Operating Budget Software, travel, registration, exam costs, maintenance, and supplies	\$189,999 (\$63,333 x 3 years)
Mayo Clinic Nurse Anesthesiology Fellows	\$525,000 (\$35,000 x 15 students)
TOTAL	\$1,086,567.00
MAYO CLINIC REQUEST	\$543,283.50
LINE FUNDING MATCH REQUEST	\$543,283.50

Upon accepting the Mayo Clinic Nurse Anesthesiology Fellowship, students will sign a two-year employment agreement with MCJ; UNF is not party to this agreement, and MCJ is responsible for enforcing the agreement if a former Fellow ends their employment early. These Fellowship opportunities will not only increase our competitiveness in recruiting future students but will also increase the visibility of CRNAs to hire.

With the increase of students, an additional .5 FTE faculty position is needed to primarily serve the clinical needs of students rotating through MCJ. This could include but not be limited to student placements, scheduling, and evaluations.

Currently, the NAP has 50-80 students rotating through 17 clinical sites. The OPS Credentialing Staff will ensure the completion of credentialing documentation for each clinical site and that student requirements are current. The credentialing includes a current background check and drug screening, letters of good standing, student demographic information, and various attestations.

With regard to the operational budget, each student admitted into the NAP requires a significant investment in their learning experience beyond the classroom. These expenses include additional software to support technology-driven learning, travel costs and registration for conference attendance, expenses for exam preparation and related costs, and maintenance of low fidelity simulation equipment and supplies for training. With an additional 15 students, annual operational costs would increase by at least \$63,000.

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

The UNF faculty would aid in the BSN/CRNA mentorship program that is being established at Mayo Clinic Jacksonville. As scheduling permits, Mayo Clinic Nurse Anesthesiology Fellows would receive a greater proportion of clinical assignments at MCJ to help prepare them for eventual employment. By completing multiple clinical rotations at MCJ, Fellows will become familiarized with Mayo Clinic's staff, procedures, and culture. They will also have completed the required institutional and departmental training, which ensures a more efficient onboarding period upon hire. Additionally, MCJ has a state-of-the-art simulation center and a

team of educators to onboard and support these Fellows as they transition from education to employment.

Retention of Graduates: Every Fellow will be offered a CRNA position at Mayo Clinic Jacksonville upon graduation and successful passing of national boards. MCJ supports the ongoing development of its CRNAs by providing opportunities to participate in research, quality improvement projects, innovation, continuing education, and educating future Registered Nurse Anesthetists.

- 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.*

By 2033, the Association of American Medical Colleges (AAMC) predicts that there will be a national shortage of 12,500 anesthesiologists, nearly 30% of the current staff. This will be further exacerbated by the lingering deficit in CRNAs.

The UNF program is the only CRNA program in the city of Jacksonville, Florida – graduating one cohort of 25 students annually. For a combined investment of \$1,086,567 from Mayo Clinic Jacksonville and the State of Florida, the UNF NAP will produce 15 new graduate nurse anesthetists who are highly educated and prepared to enter the CRNA workforce over the next three years. This funding will directly combat the local CRNA shortage and improve the wellbeing of patients from Florida, the southeastern United States, and beyond.



Board of Trustees

Item # 4
Action Item

UNF Board of Trustees Full Board Meeting

August 15, 2024

Subject: Approval of 2024-25 Linking Industry to Nursing Education (LINE) Proposal with HCA Healthcare South Atlantic Division

Proposed Board Action:

Approval of the 2024-2025 Linking Industry to Nursing Education (LINE) Fund Proposal

- LINE Proposal: HCA Healthcare South Atlantic Division

Background Information:

The Linking Industry to Nursing Education (LINE) Fund provides an opportunity for each institution in the State University System to receive matching funds for every dollar contributed by a healthcare partner. The LINE Fund is governed by Board of Governors (BOG) Regulation 8.008 and Section 1099.8962 Florida Statutes, which set forth the criteria for eligibility and use of LINE funds.

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.

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.

Dr. Mei Zhao, Interim Dean of Brooks College of Health requests that the UNF Board of Trustees approve a proposal submission in partnership with HCA in the amount of \$166,000. With matching State funds, the partnership value is \$332,000.

Supporting documentation:

1. 2024-2025 Linking Industry to Nursing Education (LINE) Fund Proposal – HCA Healthcare South Atlantic Division and UNF

Presenter:

Dr. Mei Zhao, Interim Dean of Brooks College of Health



**State University System
2024-2025 Linking Industry to Nursing Education (LINE) Fund
Proposal Form**

University:	University of North Florida
Healthcare Partner:	HCA Healthcare South Atlantic Division
Date Proposal Approved by University Board of Trustees:	x/xx/xxxx
Amount Requested:	\$166,000
University Contact (name, title, phone, & email):	Dr. Mei Zhao, Dean Brooks College of Health 904.620.1444 mzhao@unf.edu
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 75% for the prior year based on the 2024 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.*

This proposal for LINE funding is focused on the advanced preparation and credentialing of Certified Registered Nurse Anesthetists (CRNAs). It aims to develop a pipeline enabling current HCA Healthcare South Atlantic Division (HCA H-SADiv) employees who desire to advance their career in the field of nurse anesthesia to enter the Nurse Anesthesiology Program (NAP) in the School of Nursing in the Brooks College of Health (BCH) at the University of North Florida (UNF).

HCA H-SADiv will establish an internal team to review and select four employees from HCA Orange Park Jacksonville or HCA Memorial Jacksonville hospitals to be accepted into the UNF NAP program. These employees will be referred to as HCA Hospital Nurse Anesthesiology Fellows. Each Fellow will receive a scholarship to cover tuition, fees, and school-related expenses up to \$68,000 over nine semesters. HCA's contribution to this program expansion is \$166,000, with matching LINE funding requested from the State of Florida, totaling \$332,000. Expansion of the UNF NAP will also require increased operating expenditures, as follows:

Proposed Funding for the HCA H-SADiv_UNF NAP Pipeline Program:

DESCRIPTION	TOTAL REQUEST
Operating Budget Software, travel, registration, exam costs, maintenance, and supplies	\$60,000
HCA Hospital Nurse Anesthesiology Fellows (4 fellows x \$68,000)	\$272,000
TOTAL	\$332,000
HCA HOSPITAL REQUEST	\$166,000
LINE FUNDING MATCH REQUEST	\$166,000

Upon accepting the Fellowship offer, the students must sign a two-year employment agreement with HCA H-SADiv. UNF is not party to this agreement, and HCA H-SADiv is responsible for enforcing the agreement if a former Fellow ends their employment early. These Fellowship opportunities will not only increase UNF's competitiveness in recruiting future students, but will also increase the visibility of CRNAs to hire.

With regard to the operational budget, each student admitted into the NAP requires a significant investment in their learning experience beyond the classroom. These expenses include additional software to support technology-driven learning, travel costs and registration for conferences such as the American Association of Nurse Anesthesiology Annual Congress and the Florida Association of Nurse Anesthesiology (FANA) Annual Conference, expenses for exam preparation and related costs, maintenance of low fidelity simulation equipment, and supplies for training.

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

Students accepted into the NAP are current employees of HCA Healthcare (HCA H-SADiv) and will not require any onboarding. To retain graduates, HCA H-SADiv has developed multiple strategies which include, but are not limited to:

HCA H-SADiv added a geographic stipend for HCA Memorial Jacksonville Advanced Practice Providers (APP) to standardize anesthesia APP compensation in the Jacksonville market. HCA Memorial and HCA Orange Park now offer the same compensation packages to meet competitor rates.

HCA H-SADiv listened to feedback from the local anesthesia APPs and offered a 1099 employment option to make HCA Memorial Jacksonville more attractive to a larger pool of potential candidates. In addition, HCA H-SADiv has recruited additional 1099 providers.

HCA H-SADiv is currently offering an Early Sign On Bonus Program for future anesthesia APP graduates to receive a monthly stipend while finishing their NAP.

Furthermore, HCA H-SADiv signed a new Chief APP for HCA Memorial to stabilize the practice. In addition, new Division Chief APP Jen Causey started in June 2024, and she will oversee all employed anesthesia programs in the South Atlantic Division.

Given these significant investments in Advanced Practice Providers, HCA Orange Park Jacksonville and HCA Memorial Jacksonville are well-positioned to recruit, onboard, and retain future graduates of the CRNA program.

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.*

By 2033, the Association of American Medical Colleges (AAMC) predicts that there will be a national shortage of 12,500 anesthesiologists, nearly 30% of the current staff. This will be further exacerbated by the lingering deficit in Certified Registered Nurse Anesthetists CRNAs.

The UNF program is the only CRNA program in the city of Jacksonville, Florida, currently producing one cohort of 25 students annually. The negotiated funding of \$166,000 from HCA H-SADiv and the matching LINE funding from the State of Florida (for a total of \$332,000) would support the expansion of the NAP by increasing enrollment of nurse anesthesiology students in the Academic Year 2024-2025. Selected students will complete all clinical rotations in HCA facilities unless there is a service line or need not offered. Students will also have mentorship opportunities from staff in HCA facilities as needed.

Not only will this funding directly combat the CRNA shortage locally, but it will also provide a regional benefit as HCA H-SADiv serves patients from many counties in Northeast Florida and beyond.



Board of Trustees

Item # 5
Action Item

UNF Board of Trustees Board Meeting

8/15/2024

Subject: General Education Submission Revisions

Recommended Action:

Approval of revised General Education curriculum submission.

Background Information:

The UNF BOT approved the University's General Education curriculum submission on June 13, 2024. The original submission included courses (IDS 1932: First Year Interdisciplinary Writing Seminar and an IDS 289x Capstone for each core area) which now need to be deleted based upon additional new guidance by the Board of Governors. Since IDS 1932 was created to replace ENC 1143: Writing with Evidence and Style, the University is returning ENC 1143 to the General Education Communications category as the required first-year writing course.

Supporting documentation:

1. Powerpoint slide
2. Revised General Education curriculum

Presenter:

Kaveri Subrahmanyam, Ph.D., Dean, College of Arts and Sciences