



**AGENDA**  
**THE UNIVERSITY OF WEST FLORIDA**  
**SPECIAL BOARD OF TRUSTEES MEETING**

**Via Zoom Webinar**

**October 3, 2022**

**2:30 p.m. CT**

**University of West Florida**  
**11000 University Pkwy. Pensacola, FL**  
**Bldg. 10, Room 224**

*The public may join the 10/03/22 Special Board of Trustees Meeting via Zoom Webinar at  
<https://uwf.zoom.us/j/89545169010?pwd=M3lrVU9yQlpcZHZJT0hoUjV5WHIJZz09>  
Passcode: 627568*

**Call to Order/Roll Call** . . . . . Suzanne Lewis, Chair

**Chair's Greeting** . . . . . Suzanne Lewis, Chair

**Public Comment**

**Action Items:**

1. Approval of the Ratification of UWF-UFF Collective Bargaining Agreement 2022 Re-Opener
2. Approval of Linking Industry to Nursing Education (LINE) Fund Proposal

**Other Business**

**Adjournment**

## UWF Special Board of Trustees Meeting

October 3, 2022

**Issue:** Approval of the Ratification of UWF-UFF Collective Bargaining Agreement 2022 Re-Opener

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**Background Information:** The University of West Florida Board of Trustees (UWF BOT) and the United Faculty of Florida University of West Florida Chapter (UFF) Collective Bargaining Agreement (CBA) for 2020-2023 Article 32.1 (c) states that “Renegotiations for the July 1, 2022 through June 30, 2023 agreement term will begin no later than March 1, 2022. Article 25 (Salaries) and Article 26 (Benefits) will be reopened. Each Party may propose two (2) additional articles for negotiation.” The only other Article that was reopened for negotiation was Article 10 for a total of three Articles in this bargaining session.

Representatives of the UWF Board of Trustees and UFF began negotiating the 2022 CBA reopener in March 2022. Negotiations between the parties were concluded on September 7, 2022, resulting in the following changes to the 2020-2023 Agreement (please see the supporting documentation for full details):

### Article 10-Assignment of Responsibilities

- Status quo

### Article 25- Salaries

- Updated the promotional increases to include the Senior Instructor, Senior Lecturer, or Senior Research Associate. This increase is 9% of the faculty member’s previous year’s base salary. Faculty will be eligible to apply in the 2024-2025 academic year.
- 2022-2023 Wages
  - 2.9% cost-of-living one-time payment.
  - 3% cost-of-living increase effective October 30, 2022.

### Article 26- Benefits

- Suspended the Phased Retirement program.

### Fiscal Implications:

- The promotional increase to the senior positions will approximately cost \$200,000 beginning fiscal year 2025-2026. There will be an approximate cost of \$60,000 each year thereafter.
- The 2.9% one-time payment will approximately cost \$746,202 from non-recurring sources.
- The 3% cost-of-living increase will approximately cost \$883,706 from recurring sources.

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### Supporting documents:

- Article 10 MOU
- Revised Article 25, Wages
- Revised Article 26, Benefits

**Prepared by:**

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Associate Vice President Human Resources  
University of West Florida  
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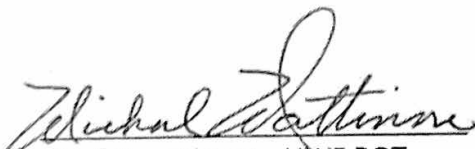
**Facilitator/Presenter:**

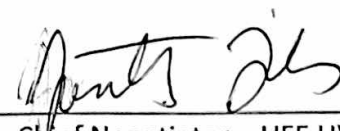
Michael Mattimore  
Chief Negotiator  
University of West Florida

MEMORANDUM OF UNDERSTANDING: "STATUS QUO" ARTICLES

Come Now the University of West Florida (UWF-BOT) and the United Faculty of Florida Chapter at the University of West Florida (UWF-UFF) and agree to "status quo" language on the following article for the 2022-2023 CBA "Reopener" Negotiations:

Article 10: Assignment of Responsibilities

  
\_\_\_\_\_  
Chief Negotiator – UWF BOT  
August 3, 2022  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Chief Negotiator – UFF UWF  
Aug 3, 2022  
\_\_\_\_\_  
Date

**ARTICLE 25  
SALARIES**

**25.1 Faculty Pay Plan Legislative Increases or Non-Recurring Wage Increases.** Eligible in-unit faculty members will receive any salary increases or non-recurring wage increases appropriated for that purpose by the Florida Legislature in accordance with the guidelines set by the Legislature.

**25.2 Promotion Increases.**

(a) Promotion increases will be granted to faculty pursuant to Article 15 (Promotion Procedure).

(b) Promotion increases will be granted in an amount equal to nine percent (9%) of the faculty member's previous year's base salary rate in recognition of promotion to Senior Instructor, Senior Lecturer, and Senior Research Associate, Assistant University Librarian, or Associate in.

(1) Beginning in the 2024-2025 academic year, eligible faculty shall be able to put forward a file for promotion consideration to the ranks of Senior Instructor, Senior Lecturer, or Senior Research Associate for a 2025-2026 roll out schedule.

(2) Should the promotion percentage to the ranks of Senior Instructor, Senior Lecturer, and Senior Research Associate contained herein increase as a result of future negotiation and ratification to an amount above nine percent (9%), Senior Lecturers, Senior Instructors, and Senior Research Associates with a hire date of 8/8/2022 or earlier who received the promotion increase to those ranks at nine percent (9%) shall receive a base salary adjustment equal to the difference between nine-percent (9%) and the new, higher promotion percentage upon ratification of the new promotion percentage.

(c) Promotion increases will be granted in an amount equal to thirteen percent (13%) of the faculty member's previous academic year's base salary rate in recognition of promotion to Associate Clinical Professor, Associate Professor, Associate University Librarian, Associate Research Scholar/Scientist/Engineer.

(d) Promotion increases will be granted in an amount equal to thirteen percent (13%) of the faculty member's previous academic year's base salary rate in recognition of promotion to Clinical Professor, Professor, University Librarian, Research Scholar/Scientist/Engineer.

**25.3 Contract and Grant Funded Increases or Non-Recurring Wage Increases.**

(a) Faculty on contracts or grants will receive salary increases or non-recurring wage increases equivalent to similar faculty on regular funding, provided that such salary increases or non-

Michael Mattinone  
Chief Negotiator – UWF BOT

September 7, 2022  
Date

Jeffrey D. [Signature]  
Chief Negotiator – UFF UWF

Sept. 7, 2022  
Date

recurring wage increases are permitted by the terms of the contract or grant and adequate funds are available for this purpose in the contract or grant. In the event such salary increases or non-recurring wage increases are not permitted by the terms of the contract or grant, or in the event adequate funds are not provided, the President or representative will seek to have the contract or grant modified to permit such increases or non-recurring wage increases.

(b) Nothing contained herein will prevent the faculty members whose salaries are funded by grant agencies from being allotted raises higher than those provided in this Agreement.

**25.4 Administration Discretionary Increases.** The University retains the authority to provide salary increases, adjustments, or non-recurring wage increases beyond the increases specified above, for market equity considerations, including verified counteroffers and compression/inversion; increased duties and responsibilities; special achievements; litigation/settlements; and similar special situations. In the event the University develops procedures for distributing increases under this section, a copy will be provided to the UFF. The UFF will have an opportunity to discuss the procedures in consultation with the President or representative, pursuant to Article 2 (Consultation), prior to their implantation. At the end of the academic year, the UFF will be provided with a report of all salary increases granted under this section during the academic year.

**25.5 Salary Rate Calculation and Payment.** The biweekly salary rate of faculty serving on twelve (12) month (calendar year) appointments will be calculated by dividing their calendar year salary rate by 26.1 pay periods.

**25.6 Grievability.** The only issues to be addressed in a grievance filed pursuant to Article 22 (Grievance Procedure and Arbitration) alleging violation of this Article are whether there is unlawful discrimination under Article 6 (Nondiscrimination), or whether there is an arbitrary and capricious application of the provisions of one (1) or more sections of this Article.

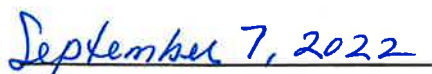
**25.7 Type of Payment for Assigned Duties.**

(a) Duties and responsibilities assigned by the University to a faculty member which do not exceed the available established FTE for the position shall be compensated through the payment of salary, not OPS.

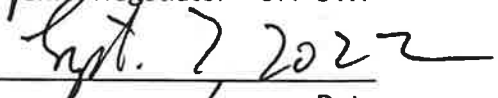
(b) Duties and responsibilities assigned by the University to a faculty member which are in addition to the available established FTE for the position will be compensated through Other Personal Services (OPS), not salary.

**25.8 2022-2023 Wages**

  
Chief Negotiator – UWF BOT

  
Date

  
Chief Negotiator – UFF UWF

  
Date



(a) Two-point-nine percent (2.9%) cost of living one-time payment from non-recurring resources. To be eligible for the cost-of-living one-time payment, faculty must be employed by the University on or before August 8, 2021, and be continuously employed in an eligible position through the day prior to the day of the payment. A faculty member who previously received the cost-of-living one-time payment on July 22, 2022 as a non-unit faculty member is not eligible to receive a payment under this section. This 2.9% one-time payment will be based on the faculty's base salary as of August 8, 2022. Base salary excludes administrative supplements and pay for temporary duties. The faculty must have a current performance evaluation on file and have not received a notice of non-reappointment, termination, or separation with advance notice prior to the effective date of the one-time payment. The amount of the one-time payment will be less Social Security/Medicare of 7.65% and Income Tax Withholding of 22%. This will be paid before August 31, 2022 or four weeks after ratification whichever occurs later.

(b) Three percent (3%) cost of living increase from recurring resources. To be eligible for the 3% base salary cost of living adjustment, faculty must be employed by the University on or before August 8, 2021, and be continuously employed in an eligible faculty position through October 29, 2022. Base salary excludes administrative supplements and pay for temporary duties. This three percent (3%) recurring cost of living adjustment will be effective October 30, 2022. The faculty must have a current performance evaluation on file and have not received a notice of non-reappointment, termination, or separation with advance notice prior to the effective date of the cost-of-living adjustment.

Michael Mattione  
Chief Negotiator – UWF BOT

September 7, 2022  
Date

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Chief Negotiator – UFF UWF

Sept 7, 2022  
Date

**ARTICLE 26**  
**BENEFITS**

**26.1 Benefits Improvements.** The Board and UFF support legislation to provide adequate and affordable health insurance to all faculty.

**26.2 Part-Time Faculty.** Part-time faculty, and those in eligible positions funded from Other Personal Services funds, are entitled to employer-funded benefits, in accordance with State Law, the rules of the Department of Management Services and the Division of Retirement, and University rules and policies. Part-time faculty should contact the Human Resources Office to determine the nature and extent of the benefits for which they are eligible.

**26.3 Retirement Credit/Special Circumstances.** Retirement credit for faculty who are authorized to take uncompensated or partially compensated leaves of absence will be granted in accordance with State law and the rules of the Division of Retirement as they may exist at the time leave is granted. Faculty who are to take such a leave of absence should contact the Human Resources Office for complete information prior to taking the leave.

**26.4 Benefits for Retired Faculty.**

- (a) Faculty retired from the University of West Florida will be eligible, upon request, and on the same basis as other faculty, subject to University policies, to receive the following benefits from the University of West Florida:
- (1) Retired faculty identification card;
  - (2) Use of the University library (i.e., public rooms, lending and research service);
  - (3) Listing in the University directory;
  - (4) Placement on designated University mailing lists;
  - (5) A University parking decal as provided to faculty currently active;
  - (6) Use of University recreational facilities (retired faculty may be charged fees different from those of other faculty for the use of such facilities);
  - (7) The right to enroll in courses without payment of fees, on a space available basis, in accordance with the provisions of Florida Statutes;
  - (8) A mailbox in the department unit from which the faculty member retired, subject to space availability; and
  - (9) A University e-mail address.
- (b) In accordance with University policy, and on a space available basis, the University is encouraged to grant a retired faculty member's request for office or laboratory space.
- (c) With the exception of retirees who participate in the Optional Retirement Program (ORP) and for whom provisions have been made, as stipulated in section 26.5(a)(5) of this Agreement, retired faculty of any state administered retirement system are entitled to health

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insurance subsidy payments in accordance with State law.

**26.5 Optional Retirement Program (ORP).**

- (a) The University will participate in the Optional Retirement Program (hereafter "ORP") to the extent offered by the State of Florida in accordance with the provisions of State law. Eligibility criteria and terms for ORP participation are as follows:
- (1) Faculty who are in the collective bargaining unit and otherwise eligible for membership in the Florida Retirement System.
  - (2) Any faculty member whose Optional Retirement Program eligibility results from initial employment will be enrolled as a member of the Optional Retirement Program. If the faculty member does not execute an annuity contract with an Optional Retirement Program approved provider and notify the Division of Retirement in writing within ninety (90) days, the faculty member will be enrolled as a member of the Florida Retirement System as directed by the Florida legislature.
  - (3) No accrued service credit or vested retirement benefits will be lost if a faculty member participates in the Optional Retirement Program;
  - (4) Benefits under the Optional Retirement Program will be fully and immediately vested in the participating faculty member's selected provider portfolio;
  - (5) The University will contribute to the Optional Retirement Program, on behalf of each faculty member participating in the program, an amount required by the Florida legislature as the employer's contribution to the Florida Retirement System, as well as an amount equal to the employer's contribution to the Retiree Health Insurance Subsidy program on behalf of non-Optional Retirement Program participants (see section 112.363(8), Florida Statutes) plus any employee contribution mandated by the Florida legislature, less a reasonable and necessary amount, as determined by the Legislature, which will be provided to the Division of Retirement for administering the program ; and
  - (6) A participating faculty member may contribute to the Optional Retirement Program, by salary reduction or deduction, a percentage amount of the faculty member's gross compensation not to exceed the percentage amount contributed by the employer to the Optional Retirement Program, but in no case may such contribution exceed federal limitations.
- (b) The parties agree to inform eligible faculty regarding the existence and impact of the Optional Retirement Program upon their retirement benefits.
- (c) If the UFF is concerned with the performance of any aspect of the Optional Retirement Program, whether administered by the Board or another State agency, the UFF has a right to consult with the Board regarding such concern. As a result of such consultation, the parties may agree to an approach to address the concern if it lies outside the Board's statutory authority.

**26.6 Phased Retirement Program (PRP).**

- (a) The Phased Retirement Program contained in Article 26.6 of the Collective Bargaining Agreement between the United Faculty of Florida and the University of West Florida Board

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of Trustees is suspended through the duration of this reopened agreement.

(a)(b) Eligibility and Program Provisions

- (1) Faculty who have accrued the required number of years as determined by the Florida legislature, of creditable service in the Florida or Teachers Retirement System (FRS or TRS) or Optional Retirement Program (ORP), except those faculty referenced in 26.6(b), are eligible to participate in the Phased Retirement Program. Such eligibility shall expire on the faculty member's sixty-sixth (66th) birthday. Faculty members who decide to participate must provide written notice to the University of such a decision prior to the expiration of their eligibility, or thereafter forfeit such eligibility. Faculty members who choose to participate must retire with an effective date not later than 180 days, nor less than 90 days, after they submit such written notice, except that when the end of the 180 day period falls within a semester, the period may be extended to no later than the beginning of the subsequent term (semester or Summer, as appropriate).
- (2) All participants must retire and thereby relinquish all rights to tenure/permanent status as described in Article 16 (Tenure), except as stated otherwise in this Article. Participants' retirement benefits shall be determined as provided under Florida Statutes and the rules of the Division of Retirement.
- (3) Payment for Unused Leave. Participants shall, upon retirement, receive payment for any unused annual leave and sick leave to which they are entitled.
- (4) Re-employment.
  - a. Re-employment for faculty participating in the Phased Retirement Program will be in accordance with the provisions of State law and the Florida Division of Retirement System Administrative Code.
  - b. Participants shall be offered re-employment, in writing, by the University under an Other Personnel Services (OPS) contract for one half (1/2) of the academic year; however, the University and faculty member may agree to less than one half (1/2) of the academic year. The written re-employment offer shall contain the text of 26.6(a)(4)d below.
  - c. Compensation during the period of re-employment shall be at a salary proportional to the participant's salary prior to retirement, including an amount comparable to the pre-retirement employer contribution for health and life insurance and an allowance for any taxes associated with this amount. The assignment shall be scheduled within one (1) semester unless the participant and the University agree otherwise, beginning with the academic year next following the date of retirement and subject to the condition outlined in 26.6(a)(4)a and 26.6(a)(4)b. above.
  - d. Participants shall notify the University in writing regarding acceptance or rejection of an offer of re-employment not later than thirty (30) days after the faculty member's receipt of the written reemployment offer. Failure to notify the University regarding reemployment may result in the faculty member's forfeiting reemployment for that academic year.
- (5) Leave for Illness/Injury.

Each participant shall be credited with five (5) days of leave with pay at the beginning of each full-time semester appointment. For less than full-time appointments,

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the leave will be credited on a pro-rata basis with the assigned FTE. This leave is to be used in increments of not less than four (4) hours (1/2 day) when the participant is unable to perform assigned duties as a result of illness or injury of the participant or a member of the participant's immediate family. For the purposes of this section immediate family will include the participant's spouse, mother, father, brother, sister, natural, adopted, or step child, or other relative living in the participant's household.

- a. Such leave may be accumulated; however, upon termination of the post-retirement re-employment period, the participant will not be reimbursed for unused leave.
- (6) Personal Non-Medical Leave.
- a. Each participant who was on a twelve (12) month appointment upon entering the Phased Retirement Program and whose assignment during the period of re-employment is the same as that during the twelve (12) month appointment will be credited with five (5) days of leave with pay at the beginning of each full-time semester for personal reasons unrelated to illness or injury. This leave is to be used in increments of not less than four (4) hours (112 day). Except in the case of emergency, the dates on which the faculty member wishes to take such leave will be at the discretion of the supervisor and will be subject to the consideration of departmental and organizational scheduling.
  - b. Such leave will not be accumulated, nor will the participant be reimbursed for unused leave upon termination of the post-retirement re-employment period.
- (7) Re-employment Period.
- a. The period of re-employment obligation will extend over five (5) consecutive academic years, beginning with the academic year next following the date of retirement. No further notice of cessation of employment is required.
  - b. The period of re-employment obligation will not be shortened by the University, except under the provisions of Article 17 (Disciplinary Action,) of the Agreement. During the period of reemployment, participants are to be treated, based on status at point of retirement, as tenured faculty or non-tenure-earning faculty with five (5) or more years of continuous service, as appropriate, for purposes of sections 14.2(a) and (b) (Layoff Considerations) of the Agreement.
- (8) Declining Re-employment. A participant may decline an offer of re-employment during any academic year. Such a decision will not extend the period of re-employment beyond the period described in section 26.6(a)(7)a. At the conclusion of the re-employment period, the University may, at its option, continue to re-employ participants in this program on a year- to-year basis.
- (9) Salary Increases. Participants will receive all increases guaranteed to faculty in established positions, in an amount proportional to the part-time appointment, and will be eligible for non-guaranteed salary increases on the same basis as other faculty.
- Preservation of Rights. Participants will retain all rights, privileges, and benefits of employment, as provided in laws, rules, and this Agreement, and University policies, subject to the conditions contained in this Article.

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- (10) Payroll Deductions. The UFF payroll deductions, as specified in Article 28 (Payroll Deduction), if applicable, will be continued for a program participant during each re-employment period.
  - (11) Contracts and grants. Nothing will prevent the employer or the participant, consistent with law and rule, from supplementing the participant's employment with contracts or grants.
  - (12) The decision to participate in the Phased Retirement Program is irrevocable after the required approval document has been executed by all parties.
- ~~(b)~~(c) Ineligible Faculty. Faculty who have received notice of non-reappointment, layoff, or termination or those who participate in the State's Deferred Retirement Option Program (hereafter "DROP") are not eligible to participate in the Phased Retirement Program.
- ~~(e)~~(d) Phased Retirement Program Information Document. The parties agree to jointly develop written information describing the current provisions of the Phased Retirement Program in the Agreement. The Board will distribute this written information to the Human Resource Office and the UFF Chapter, upon request.

**26.7 Deferred Retirement Option Program (DROP).** The University will participate in the Deferred Retirement Option Program to the full extent provided under State law. The DROP program is complex. Prior to electing to participate in this program, faculty are advised to consult a Human Resources specialist at the University with expertise in this area.

**26.8 Free University Courses for Faculty and/or Dependents.** Full-time faculty members, including faculty on sabbatical or on professional development or grants-in-aid leave, are entitled to up to six (6) credit hours of instruction at the University of West Florida per semester (Fall, Spring, or Summer) without payment of tuition or mandatory fees. The entitlement may be used by the faculty member or his or her dependents, subject to the restrictions listed in (a) through (f) below.

- (a) Each faculty member may utilize no more than a total of six (6) credit hours per semester.
- (b) The six (6) hours of instruction per semester may be utilized by the faculty member for undergraduate or graduate credit, subject to the restrictions listed in (f), below.
- (c) The faculty member's dependents may utilize some or all of the six (6) credit hours. The dependent may utilize the credit for graduate or undergraduate credit, subject to the restrictions listed in (e) and (f), below.
- (d) For purposes of this program, a "dependent" is a spouse, any natural, adopted, or step child of the faculty member, or any other child for whom the faculty member is a legal guardian, under the age of twenty-five (25) as of the first day of classes for the semester. A natural, adopted, or step child, or any other child for whom the faculty member is a legal guardian, over the age of twenty-five (25), as long as that child is claimed as a dependent on the faculty member's federal tax return or the faculty member pays for more than 50% of that child's support, as defined by the Internal Revenue Code, is also a dependent for purposes of this program. Special circumstances that suggest consideration of a case not fitting the above definition of "dependent" should be

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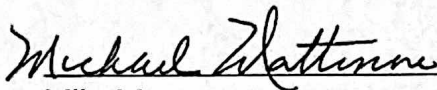
presented to the Director of Human Resources.

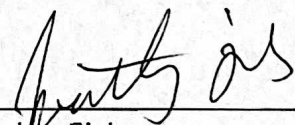
- (e) The faculty member's dependent may not register for more than three (3) graduate credit hours per semester.
- (f) The faculty member or dependent may not use this program for directed studies, practice, internships, music and theater performance, continuing education, and other one-on-one course situations, such as theses and dissertations.

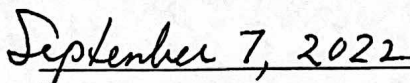
**26.9 Employee Assistance Programs.** The University may offer an Employee Assistance Program (hereafter "EAP") for assessment, referral, follow-up consultation, short-term counseling, and other services for faculty with personal, family, job stress, or substance abuse problems. Any policies created or revised by the University in the development or operation of its EAP will be discussed in consultation with the UFF.

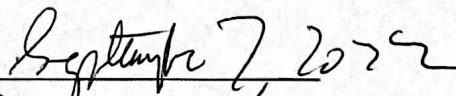
**26.10 Pre-tax Benefits Program.** To the extent provided by law, the Board will continue to provide a pre-tax benefits program for faculty which includes the opportunity to: (1) pay for their State insurance premiums on a pre-tax basis and (2) utilize flexible spending accounts for medical and dependent care expenses, (3) voluntary 403(b) investment plan, and (4) state provided 457 deferred compensation plan.

Tentative agreement between both parties:

  
\_\_\_\_\_  
Mike Mattamore  
UWF Chief Negotiator

  
\_\_\_\_\_  
Jonathan Fink  
UFF Chief Negotiator

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Date



**UWF Board of Trustees Meeting**  
Special Full Board Meeting  
October 3, 2022

**Issue/Agenda Recommendation:** Linking Industry to Nursing Education (LINE) Fund Proposal

**Proposed Action:** Approval

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**Background information:**

The Florida Legislature recently established the Linking Industry to Nursing Education (LINE) Fund in Senate Bill 2524. 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 health care partner, the LINE Fund shall provide a dollar-for-dollar match to the participating institution for approved proposals. The University of West Florida (UWF) is submitting a LINE Fund proposal to help address the current shortage of nurses in the State of Florida.

Currently, the on-campus Bachelor of Science in Nursing program at UWF graduates approximately 120 students per year who enter the workforce. However, the vast majority of these students will be employed within Escambia County. This limits the number of new nurses that are working in Santa Rosa County, an area of increasing population density and need.

The funds from this proposal will build a pipeline program for the traditional BSN program into Santa Rosa Medical Center. This 129-bed hospital serves Santa Rosa County but currently has limited engagement with the UWF Nursing programs. We will utilize the funds from this program to create an immersive clinical experience for Nursing students in their final semester at Santa Rosa Medical Center. Additionally, an enhanced preceptor engagement is planned to strengthen the preparedness of this new pipeline of students to enter into sustained employment with our partner.

**Project Costs:**

- 1) \$32,000 to stipend for clinical cohort of 8 students
- 2) \$10,000 preceptor incentives for senior clinical students
- 3) \$32,000 (\$4,000 per student) Funds to Finish Scholarships for senior students in clinicals
- 4) \$1,600 NCLEX examination waivers

Project Total: \$75,600

Santa Rosa Medical Center has agreed to fund \$37,800 of this project. We are requesting \$37,800 in matching funds from the Board of Governors in order to fully fund this project.

**Implementation Plan:** Proposals due to the FL BOG by September 30, 2022  
UWF LINE Fund Proposal (Round Two) submitted as 'pending BOT approval'

**Fiscal Implications:** None

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**Supporting documents:**

**UWF 2022-2023 Linking Industry to Nursing Education (LINE) Funding Proposal**  
[http://pages.uwf.edu/aadocs/bot/2022-23\\_UWF\\_LINE\\_Fund\\_Proposal\\_Form\\_SRMC.pdf](http://pages.uwf.edu/aadocs/bot/2022-23_UWF_LINE_Fund_Proposal_Form_SRMC.pdf)

**Prepared by:** David Bellar, Dean, Usha Kundu, MD College of Health  
850-474-2951, [dbellar@uwf.edu](mailto:dbellar@uwf.edu)

**Facilitator/Presenter:** David Bellar, Dean



**State University System  
2022-2023 Linking Industry to Nursing Education (LINE) Fund  
Proposal Form\***

<b>University:</b>	<b>University of West Florida</b>
<b>Healthcare Partner:</b>	<b>Santa Rosa Medical Center</b>
<b>Date Proposal Approved by University Board of Trustees:</b>	<b>10/3/2022 - pending BOT approval</b>
<b>Amount Requested:</b>	<b>\$37,800</b>
<b>University Contact (name, title, phone, &amp; email):</b>	<b>David Bellar, Dean Usha Kundu, MD College of Health, 850-474-2951, dbellar@uwf.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"/> Yes
<b>Healthcare partner making contribution is a health care 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 2022 Accountability Plan?</b>	<input checked="" type="checkbox"/> Yes
<b>The funds will be used for an eligible purpose per Section 1009.896, Florida Statutes?</b>	<input checked="" type="checkbox"/> Yes

**Background**

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

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for every dollar contributed to an institution by a health care partner, the fund shall provide a dollar-for-dollar match to the participating institution for approved proposals.

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

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

### **Proposal Details**

*Provide 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.*

Currently, a significant shortage of nurses exists in the State of Florida, and projections suggest that the deficit will continue to increase in size in the coming decade. In particular, the Florida panhandle is one of the areas with the most significant shortage. Geographically, the School of Nursing at the University of West Florida (UWF) is well positioned to address the need in the Florida Panhandle. The BSN program at UWF is well respected in the local and regional community and consistently produces graduates who pass the NCLEX on the first attempt. With this track record, an investment in growth and retention of the BSN program student population at UWF is highly likely to impact workforce needs in regional areas.

Currently, the on-campus Bachelor of Science in Nursing program at UWF graduates approximately 120 students per year who enter the workforce. However, the vast majority of these students will be employed within Escambia County. This limits the number of new nurses that are working in Santa Rosa County, an area of increasing population density and need.

The funds from this proposal will build a pipeline program for the traditional BSN program into Santa Rosa Medical Center. This 129-bed hospital serves Santa Rosa County but currently has limited engagement with the UWF Nursing programs. We will utilize the funds from this program to create an immersive clinical experience for Nursing students in their final semester at Santa Rosa Medical Center. Additionally, an enhanced preceptor engagement is planned to strengthen the preparedness of this new pipeline of students to enter into sustained employment with our partner.

To increase the engagement of Santa Rosa Medical Center with the traditional BSN program, one clinical cohort of 8 students will be assigned to complete their clinical rotations with our sponsor. The education of these new students will be supported using funds from this program. Specifically, we will utilize \$32,000 to provide stipends to these students to ensure that they have enough financial support to spend more time with our healthcare partner. Currently students in the program often have to work to meet their financial need. With additional support, these

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students will have opportunities to engage with Santa Rosa Medical Center to enhance their understanding of our partners' organizational culture and practices. They will also be able to engage in additional training and experience developed in consultation with our partner to enhance their ability to be onboarded after graduation.

To ensure that these clinical students have the support to complete the BSN program and successfully onboard as nurses with our healthcare partner, we propose initiating a Funds to Finish (F2F) scholarship program along with the enhanced clinical experience. Targeting financial aid to students as a reward for their success is known to increase graduation rates, and students entering into clinicals have demonstrated their success by completing most of the BSN program. By funding scholarships for students who have completed all but the final clinical component of the BSN program, along with providing a stipend, it is anticipated that all financial barriers will be removed for the students as they approach graduation. It is planned that 8 senior clinical students will be recipients of these F2F scholarships. The students will each receive a scholarship of \$4,000 to cover tuition and fees during the period of their clinical experience. Total funds allocated for F2F scholarships are \$32,000. Additionally, we will use funds from this program to provide student with a fee waiver for the NCLEX examination. This will eliminate the final financial barrier to becoming a registered nurse.

In addition to investing in the students' ability to complete the program, these students will receive an enriched clinical experience with nearly all the clinical education at Santa Rosa Medical Center locations. Nurse preceptors are a critical component of the teaching of BSN students. However, there is currently an issue with Nurses leaving the profession due to burnout. At present, preceptors are not compensated for the additional time and effort to help train a BSN student. It is crucial at this time to avoid engaging in practices that might exacerbate the stress and burnout among existing nurses. Therefore, we propose to provide compensation for nurses who agree to serve as clinical students' preceptors at Santa Rosa Medical Center locations. By incentivizing these nurses, we can guarantee the BSN students have a clinical experience that enhances their preparation for practice. Also, this enhanced experience is planned to include more elements that will assist the students in having a realistic understanding of employment with our healthcare partner upon graduation and onboarding. To facilitate this experience, we propose to allocate \$10,000 to be distributed among all preceptors who engage with the identified group of 8 clinical students.

Costs:

- 1) \$32,000 to stipend for clinical cohort of 8 students
- 2) \$10,000 preceptor incentives for senior clinical students.
- 3) \$32,000 (\$4,000 per student) Funds to Finish Scholarships for senior students in clinicals
- 4) \$1,600 NCLEX examination waivers

Project Total: \$75,600

Santa Rosa Medical Center has agreed to fund \$37,800 of this project. We are requesting \$37,800 in matching funds from the Board of Governors in order to fully fund this project.

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

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According to the Robert Wood Johnson Foundation, 17.5% of RN's leave their first job in the first year of employment. Healthcare organizations incur high costs due to nursing turnover. A 2020 NSI National Health Care Retention and RN Staffing Report concluded that the average cost for turning over a bedside RN is just over \$44,000. Exit survey data from a recent study (Kurat-Thoma et al. 2017) suggested that only 40% of Nurses leaving employment felt they had a realistic understanding of their job before onboarding. Based upon this finding and other reports in the literature, it is evident that there is a critical period in the transition between nursing students and first-year nurses. The importance of onboarding is well understood in the Human Resource literature. According to the Society for Human Resource Management, 69% of employees are more likely to stay with an organization for three years if they have had a positive onboarding experience. Additionally, hospitals that have implemented preceptor and mentor programs in the first year of employment for new nurses have seen reductions in the turnover rate of nearly 20%.

Much research has focused on the transition period after employment has already begun. While this period does warrant attention, there is an opportunity to address preparation for the transition to employment earlier when students are near completion. We are proposing to work with our healthcare Partner to provide the start of onboarding during their clinical experiences in the Santa Rosa Medical Center, targeting the transition to employment before the students graduate. The experience will be facilitated by the incentivized preceptors and additional engagements with Santa Rosa Medical Center. The goal will be to provide students with a realistic understanding of the job they will have upon graduation, an understanding of the organizational culture and values, and immersive exposure to the day-to-day experiences of nurses at Santa Rosa Medical Center locations. We believe that through this enhanced clinical experience, students will be better equipped to handle the transition to nursing practice in the Santa Rosa Medical Center system and will be more likely to be retained through the critical window of early career employment.

### **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.*

The funds for the program will be used to expand the UWF BSN program by addressing the end of the student lifecycle. Enhancing graduation rate will produce more RN's to fulfill the local workforce needs. Additionally, expanding the presence with clinical locations outside of Escambia county will attract new students from adjoining areas into the nursing programs. Over time this will help to enhance the number of students applying for the UWF BSN program, which is incredibly important in a time where nursing school applications are on the decline.

In summary, we will produce a greater number of BSN graduates through an increased graduation rate. The UWF BSN program has consistently produced very high NCLEX pass rates. Therefore, as the pipeline of new BSN students is strengthened, the educational preparation of the students will ensure that these retained students will pass the NCLEX and become an RN. Further, these students will be well prepared for a career in nursing to address workforce need overall and with our healthcare partner.

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