



Florida Center for Nursing
Quarterly Board of Directors Meeting

Thursday, September 18, 2025

South Florida State College

600 West College Drive

Avon Park, FL 33825

Mission:

The Florida Center for Nursing is established to research and address issues of supply and demand for nursing, including issues of recruitment, retention, and utilization of nurse workforce resources.

Vision:

The health care needs of the residents and visitors of Florida are met by a competent and sufficient nursing workforce.

Values:

Accountability	We commit to deliver on the Florida Center for Nursing's statutory goals to the nursing profession, the residents, and visitors of Florida.
Integrity	We practice high ethical standards through interpersonal and interprofessional relationships.
Respect	We cultivate collaborative partnerships that promote access for everyone.
Courage	We take bold risks to create innovative best practices to advance the nursing profession.

The Florida Center for Nursing is proudly headquartered at the University of South Florida College of Nursing

12901 Bruce B. Downs Blvd., MDC 22 | Tampa, FL 33612 | www.flcenterfornursing.org

Business Meeting Minutes

Business meeting called to order and roll call conducted at 9:00 a.m.

Attendance

FCN Board of Directors in Attendance:

Ms. Kristina Cloversettle, (virtual), Ms. Julianne Colle, Ms. Suzanne Depew, Dr. Mary Anne Enns, (virtual), Dr. Michele Heston, Ms. Joanne S. Hoertz (virtual), Dr. Robert Keiser, (virtual), Dr. Louisana Louis, Dr. Jacqueline Munro, Ms. Monica Puga (virtual), and Dr. Leslie Rogers.

Excused: Dr. Robin McGuinness

Quorum established: yes

FCN Staff: Dr. Rayna Letourneau, Ms. Ana Sanchez, Ms. Lucette Cardona (virtual) and Ms. Vincenza Shaw (virtual)

Guests: Florida Board of Nursing Ms. Amanda Gray and Dr. Sherrie Sutton-Johnson. South Florida State College Nursing Students and Faculty.

Recorder: Ms. Lucette Cardona

Opening

South Florida State College (SFSC) President Fred Hawkins welcomed the FCN Board of Directors and staff to the college. President Hawkins introduced various members from the college's senior leadership team.

Florida Center for Nursing Board members introduced themselves to the SFSC students in attendance.

Dr. Heston introduced representatives from the Florida Board of Nursing and opened the floor for students and faculty to ask questions. The floor opened for students' questions facilitated by Dr. Sherry Sutton Johnson and Ms. Amanda Gray Key topics: Applying for NCLEX best practices, NCLEX test preparation.

Informational.

Meeting break at 9:49 a.m.

Meeting resumed at 10:10 a.m.

Dr. Heston provided an overview of the two events that took place on 9/17/2025 with presentations by Dr. Letourneau. The first presentation, South Florida State College Future Nurses Forum: NCLEX, Careers, and Well-Being was for SFSC students and the second, Heartland Nursing Workforce Forum: Data, Dialogue, and Action was for community members of the Heartland Florida region.

Informational.

New Business

1. Approval of June 18, 2025, Minutes

Motion to approve June 18, 2025, FCN Board of Directors meeting minutes by Dr. Louisana Louis. Seconded by Dr. Jacqueline Munro.

Approved unanimously. Motion carried.

2. FCN Committee Business

a. Bylaws Committee

Current policies were reviewed and revised as needed.

1. FCN Board of Directors Appraisal of Executive Director Performance policy was reviewed (see Appendix A). No edits were recommended.

Motion to approve the FCN Board of Directors Appraisal of Executive Director Performance Appraisal policy as written by Dr. Leslie Rogers. Seconded by Dr. Louisana Louis.

Approved unanimously. Motion carried.

2. FCN Board of Directors Attendance policy was reviewed (see Appendix B). No edits were recommended.

Motion to approve the FCN Board of Directors Attendance policy as written by Dr. Leslie Rogers. Seconded by Julianne Colle.

Approved unanimously. Motion carried.

3. FCN Board of Directors Ethics policy was reviewed (see Appendix C). No edits were recommended.

Motion to approve the FCN Board of Directors Ethics policy as written by Dr. Jacqueline Munro. Seconded by Dr. Louisana Louis.

Approved unanimously. Motion carried.

4. FCN Board of Directors Media Relations policy was reviewed (see Appendix D). No edits were recommended.

Motion to approve the FCN Board of Directors Media Relations policy as written by Dr. Louisana Louis. Seconded by Ms. Suzanne Depew.

Approved unanimously. Motion carried.

5. FCN Board of Directors Meeting policy was reviewed (see Appendix E). Dr. Letourneau recommended minor grammatical edits.

Motion to approve the FCN Board of Directors Meeting policy with edits by Dr. Louisana Louis. Seconded by Dr. Jacqueline Munro.

Approved unanimously. Motion carried.

6. FCN Board of Directors Mission, Vision, Values policy was reviewed (see Appendix F). Dr. Letourneau recommended minor grammatical edits.

Motion to approve FCN Board of Directors Mission, Vision, Values policy with edits by Dr. Leslie Rogers. Seconded by Dr. Louisana Louis.

Approved unanimously. Motion carried.

7. FCN Board of Directors Travel policy was reviewed (see Appendix G). Dr. Letourneau recommended minor grammatical edits.

Motion to approve the FCN Board of Directors Travel policy with edits by Dr. Louisana Louis. Seconded by Dr. Jacqueline Munro.

Discussion regarding what to do if travel needs to be canceled. An additional procedure item to address if authorized travel is canceled was added to the policy.

Dr. Louis rescinded the previous motion to allow amendment of the travel policy.

Motion to approve the FCN Board of Directors Travel policy as amended by Dr. Louisana Louis. Seconded by Ms. Joanne Hoertz.

Approved unanimously. Motion carried.

b. Performance Appraisal Committee

On behalf of the FCN Performance Appraisal Committee, Dr. Mary Anne Enns presented the performance appraisal process and results for the appraisal of Dr. Rayna Letourneau, FCN Executive Director, for fiscal year 2024–2025.

Motion to accept the Performance Appraisal Committee recommendation to rate Dr. Rayna Letourneau as “exceeds expectations” for review period of July 1, 2024 through June 30, 2025 by Dr. Mary Anne Enns. Seconded by Dr. Leslie Rogers.

Approved unanimously. Motion carried.

Motion to move to approve an increase in the Executive Director’s stipend by 3% for fiscal year 2026, covering the period from July 1, 2025, through June 30, 2026, in recognition of the demonstrated leadership and strategic impact on the Florida

Center for Nursing's mission and statewide initiatives by Dr. Louisana Louis.
Seconded by Dr. Robert Keiser.

Approved unanimously. Motion carried.

c. Finance Committee

On behalf of the FCN Finance Committee, Dr. Robert Keiser provided an update. The FCN continues to operate in alignment with USF policies and remains in good financial standing. The Finance Committee is scheduled to meet in January 2026 and will provide further information following that meeting.

Informational.

d. Research Committee

On behalf of the Research Committee, Dr. Jacqueline Munro reported no updates at this time. The next meeting is scheduled for November 13, 2025.

Informational.

3. Strategic Planning

Dr. Rayna Letourneau provided an update and overview of the Statewide Strategic Plan for 2026–2028.

Informational.

4. NCLEX Special Codes

Dr. Letourneau provided an overview of the National Council Licensure Examination (NCLEX) Special Codes, discussing the various codes in use and their impact, with particular attention to the number of Special Program Codes used in 2024 and related pass rates compared to the national data.

Representatives of the Florida Board of Nursing provided additional information and discussion on the Special Code usage.

Informational.

Meeting break at 11:53 a.m.

Meeting resumed at 12:35 p.m.

5. Review of current workforce trends and the Florida Health Care Workforce Projections 2022–2037 Report.

Dr. Letourneau presented an overview of the *Florida Health Care Workforce Projections 2022–2037* report.

The report examines Florida’s health workforce, analyzing current trends to project future workforce needs with data gathered by one of the leading experts in workforce modeling, GlobalData.

Florida Health Care Workforce Projections 2022-2037 analyzes the supply and demand for the following occupation groups: physicians, advanced practice providers, nursing, allied health, and select occupations from 2022 to 2037. Data from the state’s health workforce provide greater context for future projections. Key findings from the report regarding Registered Nurses (RNs) and Licensed Practical Nurses (LPNs) adequacy in the State of Florida were reviewed.

Informational.

6. Florida Board of Nursing (FBON) update

Ms. Amanda Gray, Executive Director of FBON and Dr. Sherri Sutton-Johnson, Director of Nursing Education, provided updates pertaining to nursing regulation issues at the state level.

Informational.

7. Executive Director’s update

Dr. Letourneau provided a quarterly update on ongoing strategic initiatives and the report release timeline.

The FCN Nursing Education Program Survey launched on September 3, 2025 and will close on October 27, 2025. The nursing education program report is scheduled for release on January 10, 2026.

Dr. Letourneau highlighted that FCN’s expertise has been recognized by Senator Harrell, who is expected to visit FCN in October 2025, and invited Board Members to share any questions or concerns to relay to the Senator.

Dr. Letourneau provided an overview of the following strategic initiatives: the Frontline Nursing podcast, monthly professional development webinars, the Well-Being Advisory Board, the Great American Teach-in 2025, the “NCLEX Now!” campaign, and the new initiative being developed to provide a learning infrastructure for the nurses and future nurses of Florida.

The Florida Center for Nursing is collaborating with the Association of Practical Nurse Educators of Florida (APNEF), to present the 2025 annual conference titled, *Cultivating Competence: The Future of Practical Nursing Education*. FCN and

APNEF have designed this two-day professional development conference to enhance the knowledge, skills, and instructional practices of practical nursing educators across Florida.

Informational.

8. Chairperson's update

Chairperson, Dr. Heston, expressed gratitude on leading the Florida Center for Nursing.

Informational.

9. Directors' updates

Directors provided updates regarding topics that are pertinent to their specialty areas as well as geographic locations. Items discussed included:

- Academic-practice partnerships
- Florida Organization of Nurse Leaders (FONL) 2025 annual conference
- Accreditation milestones for organizations
- Community engagement efforts

Upcoming Quarterly Full Board of Directors Meeting

Wednesday, December 10, 2025 at the University of South Florida, Tampa, FL.

Motion to adjourn at 2:38 p.m. by Dr. Michele Heston. Seconded by Dr. Louisana Louis.

Minutes of September 18, 2025, Florida Center of Nursing Board of Directors meeting reviewed and approved at the December 10, 2025 meeting.