



**Florida Center for Nursing
Board of Directors Meeting**

Tuesday, September 29, 2026

University of South Florida

Marshall Student Center

MSC 3700

4103 USF Cedar Circle

Tampa, FL 33620

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. |

Business Meeting Minutes

Business meeting called to order and roll call conducted at 9:47 a.m.

Attendance

FCN Board of Directors in Attendance: Ms. Kristina Cloversettle, Dr. Julianne Colle (virtual), Dr. Mary Anne Enns, Dr. Michele Heston, Ms. Joanne Hoertz (virtual), Dr. Robert Keiser (virtual), Dr. Louisana Louis (virtual), Dr. Robin McGuiness (virtual), Dr. Jacqueline Munro, Ms. Monica Puga (virtual), and Dr. Leslie Rogers.

Excused: Ms. Suzanne Depew-Williams.

Quorum Established: Yes.

FCN Staff in Attendance: Dr. Rayna Letourneau, Ms. Ana Sanchez, Ms. Sharon Owen, and Ms. Caitlin Moriarty.

Recorder: Ms. Caitlin Moriarty.

Guests: Mr. Ralph Egües, Jr., Executive Director, Nursing Consortium of Florida; Ms. Tiffany McCrae, MSN student, Liberty University; Dr. Sherri Sutton-Johnson, Director of Nursing Education, Florida Board of Nursing (virtual); and Ms. Laura Jensen, Executive Director, Florida Board of Nursing (virtual).

New Business

1. Approval of March 4, 2026 Minutes

Motion to approve the March 4, 2026 FCN Board of Directors meeting minutes (see Appendix A), by Dr. Leslie Rogers. The motion was seconded by Dr. Mary Anne Enns.

Motion approved unanimously.

2. Florida Board of Nursing Updates

Ms. Laura Jensen, Executive Director of FBON, provided an update on NCLEX registration changes and requirements.

Informational.

3. FCN Committee Business

Review of FCN Board of Directors Chair and Chair-Elect nomination and election process.

Informational.

Bylaws Committee

Dr. Robert Keiser proposed that the Board disband the Bylaws Committee and instead conduct an annual review and update of the Bylaws during a regularly scheduled Board of Directors meeting.

Motion to disband the Bylaws Committee (see Appendix B) and review the Bylaws (see Appendix C) annually during a regular Board of Directors meeting, by Ms. Joanne Hoertz. Motion seconded by Dr. Jacqueline Munro.

Motion approved unanimously.

Finance Committee

Dr. Robert Keiser provided an update on the Finance Committee. FCN remains in good financial standing. Discussion was held regarding sustainable funding. The next Finance Committee meeting will be at mid-fiscal year.

Informational.

Research Committee

Dr. Jacqueline Munro proposed a new direction for the Research Committee modeled on the Kansas Nursing Workforce Center.

The goal is to foster and highlight collaborative nursing research by inviting nurses across Florida to share their workforce improvement research and projects. This would increase the visibility of FCN and help establish relationships across the entire state of Florida.

Motion to adopt the Kansas Nursing Workforce Center model for the FCN Research Committee, by Ms. Kristina Cloversettle. Motion seconded by Dr. Mary Anne Enns.

Motion approved unanimously.

Motion to approve changes to the Research Committee charter (see Appendix D with tracked changes) in order to adopt the Kansas Nursing Workforce Center model, by Dr. Mary Anne Enns. Motion seconded by Dr. Jacqueline Munro.

Motion approved unanimously.

Review of Policies

Bylaws reviewed and updated to clarify how abstentions affect quorum.

Motion to approve changes to Bylaws (see Appendix C with tracked changes), by Dr. Robert Keiser. Motion seconded by Dr. Jacqueline Munro.

Motion approved unanimously.

Board of Directors policies reviewed and updated for clarity.

Motion to approve revisions to policies (see Appendices E through K with tracked changes), by Dr. Mary Anne Enns. Motion seconded by Dr. Jacqueline Munro.

Motion approved unanimously.

4. Well-Being Advisory Board

Dr. Rayna Letourneau presented an update on the Well-Being Advisory Board, who provide input and guidance on policy matters relating to the nursing workforce.

The Well-Being Advisory Board recommended three priorities: retention, workplace violence and safety, and a report on the well-being of nurses in Florida.

Dr. Letourneau presented two recommended representatives for the Well-Being Advisory Board:

- Ashley Weichert, DNP, RN, FCN
- Denise McNulty, DNP, RN, APRN, PMH-BC

Motion to appoint recommended representatives to the Well-Being Advisory Board, by Dr. Mary Anne Enns. Motion seconded by Dr. Jacqueline Munro.

Motion approved unanimously.

Meeting break at 11:59 a.m.

Meeting resumed at 12:47 p.m.

5. Guest Presentation – Nursing Consortium of Florida (NCOF)

Mr. Ralph Egües, Jr., Executive Director of NCOF, presented on the history of NCOF and their current initiatives in Florida.

Informational.

6. NCLEX Pass Rates

Dr. Rayna Letourneau presented an update on NCLEX pass rates in the state of Florida.

Discussion focused on historical NCLEX pass rates in Florida, time to test, FCN's Nursing Education Survey, evidence-based practice indicators for nursing education programs, and future research opportunities.

Informational.

Meeting break at 2:02 p.m.

Meeting resumed at 2:17 p.m.

7. Executive Director's Update

Dr. Rayna Letourneau provided an update on FCN's increased growth as well as an overview of current and upcoming initiatives.

Joining the FCN team are Ms. Sharon Owen, Chief of Staff and Dr. Michele Roberts, Associate Director and Assistant Professor.

Current initiatives included the Nursing Education Program Survey and NCLEX Report, the 2026 FCN Nursing Education Symposium, the Frontline Nursing podcast, and the Statewide NP Preceptor Task Force.

Upcoming initiatives included professional development for nursing education administrators and the 2027 FCN Nursing Education Symposium.

Informational.

8. Chairperson's Update

Dr. Michele Heston thanked the Board and FCN staff and encouraged the Board of Directors to continue to look at ways to ensure FCN has the direction, resources, and authority needed to expedite FCN's strategic plan and to uphold the Center's mission.

Informational.

9. Directors' Updates

The Directors provided brief updates on organizational and regional activities. Highlights included updates on LPN to RN programs; PN preceptorship programs; emerging nurse leader competency programs; AI integration; technological support for caregivers; Magnet and Pathway to Excellence designations for member hospitals; impact of the Big Beautiful Bill; and the upcoming Florida Organization for Nursing Leadership (FONL) 2026 Annual Conference.

Informational.

10. Upcoming Board of Directors Meetings

- Tuesday, December 8, 2026 at the University of South Florida in Tampa, FL
- Wednesday, March 3, 2027 in Miami, FL

Informational.

Motion to adjourn at 3:21 p.m., by Dr. Mary Anne Enns. The motion was seconded by Dr. Leslie Rogers.

Motion approved unanimously.



**Florida Center for Nursing
Board of Directors Meeting**

Wednesday, March 4, 2026
Tallahassee Memorial Healthcare
1300 Miccosukee Road
Tallahassee, FL 32308

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. |

Business Meeting Minutes

Business meeting called to order and roll call conducted at 8:34 a.m.

Attendance

FCN Board of Directors in Attendance:

Ms. Julianne Colle, Dr. Mary Anne Enns, Dr. Michele Heston, Dr. Robert Keiser (virtual), Dr. Robin McGuinness (virtual), Dr. Jacqueline Munro, Dr. Leslie Rogers, Ms. Suzanne Depew, Dr. Louisana Louis and Ms. Monica Puga (virtual)

Excused: Ms. Kristina Cloversettle and Ms. Joanne Hoertz

Quorum established: yes

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

Recorders: Ms. Ana Sanchez and Ms. Vincenza Shaw

Guests in Attendance:

- Kim Bane, REACH Office, Executive Office of the Governor
- Patricia Kenney, Executive Director of Nursing Engagement and Patient Experience, Tallahassee Memorial Healthcare
- Ryan Smith, President, Tallahassee Memorial Healthcare
- Kyrie Thomas, Chief Nursing Officer, Tallahassee Memorial Healthcare
- Anne Rhodes, Manager of Nursing Development and Practice, Clinical Education, St. Joseph Hospitals, BayCare Health System

New Business

1. Approval of December 10, 2025 Minutes

Motion to approve December 10, 2025 FCN Board of Directors meeting minutes by Dr. Enns. The motion was seconded by Dr. Munro.

The motion passed with 9 Aye, 0 Nay, and 1 Abstention.

2. Strategic Planning

An annual review of the Florida Center for Nursing's Vision Statement, Mission Statement, Values and definitions was performed.

Motion to affirm the current Florida Center for Nursing's Vision Statement, Mission Statement, Values and definitions with no modifications by Dr. Louis. The motion was seconded by Dr. Enns.

Approved unanimously. Motion carried.

3. Well-Being Advisory Board

Dr. Letourneau provided an update from the Well-Being Advisory Board meeting that occurred on February 12, 2026.

Informational.

Nine members of the Well-Being Advisory Board will be ending their terms on June 30, 2026. Six members are seeking reappointment for a second term.

Motion to reappoint Lisa Boaumgardner, Amanda Brown, Patricia Gagliano, Valerie Morrison, Kathleen Wilson, and Heidi Wright to the Well-Being Advisory Board for a second term ending on June 30, 2028 by Dr. Enns. The motion was seconded by Dr. Munro.

Approved unanimously. Motion carried.

4. FCN Committee Business

- Bylaws Committee

No report.

- Finance Committee

Dr. Keiser provided an update from the Finance Committee. The Finance Committee charter was reviewed. The committee proposed a change to the committee charter change meeting frequency from twice a year to once a year.

A motion was made by Dr. Louis to revise the Finance Committee charter to read, “The FCN Finance Committee meets annually at the fiscal year’s midpoint to examine FCN funding, including grants; review data from the University of South Florida College of Nursing’s FY opening meeting; and review the FCN staff annual appraisals.” The motion was seconded by Dr. Rogers.

Approved unanimously. Motion carried.

- Performance Appraisal Committee
No report.
- Research Committee
No report.

5. Florida Board of Nursing Update

The Executive Director of the Florida Board of Nursing (FBON), Ms. Laura Jensen, provided an update. FBON has prioritized improving processes for new applications.

Informational.

6. Key Findings from the *State of Nursing Education in Florida: 2026 Report*

Dr. Letourneau presented key findings from the *State of Nursing Education in Florida: 2026 Report*.

Informational.

Meeting break at 9:40 a.m.

Meeting resumed at 9:47

7. Legislative Updates

Dr. Letourneau provided an overview of four bills introduced in the 2026 Florida Legislature related to nursing education and the Florida Center for Nursing: House Bill 121, Senate Bill 254, Senate Bill 742, and Senate Bill 2516.

Informational.

8. National Forum of State Nursing Workforce Centers Update

Dr. Letourneau provided an update on the National Forum of State Nursing Workforce Centers to include membership, the peer-reviewed journal, and annual conference.

Dr. Letourneau's term as President of the National Forum of State Nursing Workforce Centers will end in June of 2026.

Informational.

Meeting break at 11:15 a.m.

Meeting resumed at 12:32 p.m.

8. Executive Director's Update

Dr. Letourneau delivered the quarterly update, reviewing major activities, program developments, and strategic initiatives completed or underway during the quarter.

Informational.

9. Chairperson's Update

Dr. Heston provided the Chairperson's update and recognized the release of the *State of Nursing Education in Florida: 2026* report, commending the exceptional work that went into its development. Dr. Heston also acknowledged Dr. Letourneau's leadership in monitoring activity within the Senate offices and tracking relevant legislative bills.

Informational.

10. Directors' Updates

The Directors provided brief updates on organizational and sector activities. Highlights included recognition of Dr. Kenney's leadership in supporting a successful Board meeting at Tallahassee Memorial Hospital, ongoing conference planning and research initiatives, statewide curriculum updates, and organizational efforts related to Magnet journeys, automation, and program development. Directors also shared accomplishments from academic partners and health care systems.

Informational.

Motion to adjourn at 1:55 p.m. by Dr. Enns. The motion was seconded by Dr. Rogers.



Appendix B

Bylaws Committee Charter

Overview:

The Florida Center for Nursing (FCN) conveys “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 nursing workforce issues.”

The FCN board of directors is established as a policy-setting board of directors based on the Florida Statutes 464.0196.

Role of the Committee/Purpose:

The Bylaws Committee shall assist the Board of Directors in fulfilling its oversight responsibilities related to the creation and maintenance of the FCN’s bylaws.

Committee Responsibilities as determined by the FCN Board of Directors:

The Bylaws Committee shall conduct an annual review of the bylaws and address changes necessary to enhance FCN’s governance structure and make recommendations to the Board of Directors.

Committee Membership:

The Florida Center for Nursing (FCN) Bylaws Committee shall have a chairperson selected by the FCN Board of Directors. The FCN Bylaws Committee shall be comprised of 3 members. Membership shall be open to all members of the FCN Board of Directors. The FCN Bylaws Committee chairperson will recruit members for the committee. Members shall serve for a two-year term, after which they may be reappointed or replaced.

Committee Meetings:

The FCN Bylaws Committee chairperson shall facilitate committee meetings. The FCN Bylaws Committee is supported administratively by FCN staff. Meetings shall be held twice annually, and additional meetings may be called as needed. The FCN staff shall provide notice of meetings in advance of the meeting.



BYLAWS

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Article I.

Name and purpose

The name of the organization is the Florida Center for Nursing (FCN), which hereafter shall also be known as the Center.

The Florida Center for Nursing is a state workforce center established in Florida statute (F.S. 464.0195) to address issues of supply and demand for nursing, including issues of recruitment, retention, and utilization of nurse workforce resources. The purpose of the Florida Center for Nursing is to be the definitive source of information and strategies addressing the dynamic workforce needs of the state. The Legislature finds that the Center will repay the state's investment by providing an ongoing strategy for the allocation of the state's resources directed towards nursing.

Article II.

Goals

The primary goals for the Center shall be to:

- A. Develop a strategic statewide plan for nursing manpower in this state by:
 1. Conducting a statically valid biennial data-driven gap analysis of the supply and demand of the health care workforce. Demand must align with the Labor Market Estimating Conference created in s. 216.136. The center shall:
 - a. Establish and maintain a database on nursing supply and demand in the state, to include current supply and demand.
 - b. Analyze the current and future supply and demand in the state and the impact of this state's participation in the Nurse Licensure Compact under s. 464.0095.
 2. Developing recommendations to increase nurse faculty and clinical preceptors, support nurse faculty development, and promote advanced nurse education.
 3. Developing best practices in the academic preparation and continuing education needs of qualified nurse educators, nurse faculty, and clinical preceptors.
 4. Collecting data on nurse faculty, employment, distribution, and retention.
 5. Piloting innovative projects to support the recruitment, development, and retention of qualified nurse faculty and clinical preceptors.

6. Encouraging and coordinating the development of academic-practice partnerships to support nurse faculty employment and advancement.
7. Developing distance learning infrastructure for nursing education and advancing faculty competencies in the pedagogy of teaching and the evidence-based use of technology, simulation, and distance learning techniques.

B. Enhance and promote recognition, reward, and renewal activities for nurses in the state by:

1. Promoting nursing excellence programs such as magnet recognition by the American Nurses Credentialing Center;
2. Proposing and creating additional reward, recognition, and renewal activities for nurses; and
3. Promoting media and positive image-building efforts for nursing.

C. Convene various groups representative of nurses, other health care providers, business and industry, consumers, lawmakers, and educators to:

1. Review and comment on data analysis prepared for the center;
2. Recommend systemic changes, including strategies for implementation of recommended changes; and
3. Evaluate and report the results of these efforts to the Legislature and other entities.

Article III.

Collaboration with Florida Board of Nursing and Medical Quality Assurance Division

The Board of Nursing shall include on its initial and renewal application forms a question asking each nurse to voluntarily contribute to funding the Florida Center for Nursing in addition to paying the fees imposed at the time of licensure and licensure renewal. Revenues collected from nurses over and above the required fees shall be transferred from the Medical Quality Assurance Trust Fund to the Grants and Donations Trust Fund within the Department of Health and shall be used solely to support and maintain the goals and functions of the Center. Before giving a nurse the opportunity to contribute to funding the center at the time of licensure renewal, the Board of Nursing shall provide the nurse with a summary of the Center's work, a link to the Center's Internet website, and the following statement: "The Florida Center for Nursing's operating revenues are derived in part from your donation. In order for the Florida Center for Nursing to continue its work on behalf of nurses, please donate."

The center may request from the board, and the board must provide to the Center upon its request, any information held by the board regarding nurses licensed in this state or holding a multistate license pursuant to s. 464.0095 or information reported to the board by employers of such nurses, other than personal identifying information.

Article IV.

Board of Directors

The Florida Center for Nursing shall be governed by a policy-setting board of directors. The board shall consist of 16 members, with a simple majority of the board being nurses representative of various practice areas. Other members shall include representatives of other health care professions, business and industry, health care providers, and consumers.

Members

The members of the board shall be appointed by the Governor as follows:

- (a) Four members recommended by the President of the Senate, at least one of whom shall be a registered nurse recommended by the Florida Organization of Nurse Executives and at least one other representative of the hospital industry recommended by the Florida Hospital Association;
- (b) Four members recommended by the Speaker of the House of Representatives, at least one of whom shall be a registered nurse recommended by the Florida Nurses Association and at least one other representative of the long-term care industry;
- (c) Four members recommended by the Governor, two of whom shall be registered nurses;
- (d) One nurse educator recommended by the Board of Governors who is a dean of a College of Nursing at a state university; and
- (e) Three nurse educators recommended by the State Board of Education, one of whom must be a director of a nursing program at a Florida College System institution.

The members of the board are entitled to receive per diem and allowances prescribed by law for state boards and commissions. [464.0196 (4)]

Terms

The initial terms of the members shall be as follows:

- (a) Of the members appointed pursuant to paragraph (1)(a), two shall be appointed for terms expiring June 30, 2005, one for a term expiring June 30, 2004, and one for a term expiring June 30, 2003.
 - (b) Of the members appointed pursuant to paragraph (1)(b), one shall be appointed for a term expiring June 30, 2005, two for terms expiring June 30, 2004, and one for a term expiring June 20, 2003.
 - (c) Of the members appointed pursuant to paragraph (1)(c), one shall be appointed for a term expiring June 30, 2005, one for a term expiring June 30, 2004, and two for terms expiring June 30, 2003.
 - (d) Of the members appointed pursuant to paragraph (1)(d), the terms of two members recommended by the State Board of Education shall expire June 30, 2005; the term of the member who is a dean of a College of Nursing at a state university shall expire June 30, 2004; and the term of the member who is a director of a state community college nursing program shall expire June 30, 2003.
- After the initial appointments expire, the terms of all the members shall be for 3 years, with no member serving more than two consecutive terms.

Roles and Responsibilities

The board shall have the following powers and duties:

- (a) To employ an executive director.
- (b) To determine operational policy.
- (c) To elect a chair and officers, to serve 2-year terms. The chair and officers may not succeed themselves.
- (d) To establish committees of the board as needed.
- (e) To appoint a multidisciplinary advisory council for input and advice on policy matters.
- (f) To implement the major functions of the center as established in the goals set out in s. 464.0195.
- (g) To seek and accept nonstate funds for sustaining the center and carrying out center policy.

Officers

The officers of the Florida Center for Nursing shall consist of a Chairperson and Chairperson-elect.

Board Chairperson Role Description

The chair's term will be a two-year term as chairperson. The primary responsibilities of the chair are to facilitate board meetings and ensure that the board is effective in setting and implementing the FCN's statewide strategic plan. The chairperson represents the Florida Center for Nursing during internal and external functions. The chairperson is responsible for upholding the FCN's mission and working collaboratively with the Board of Directors, Executive Director, and FCN staff.

Board Chairperson- Elect Role Description

The chairperson-elect's term will be a one-year term as chairperson-elect immediately preceding the transition to the role of chairperson. The chairperson-elect shall act as chairperson in the absence of the chairperson. The primary responsibility of the chairperson-elect is to learn from and assist the chairperson with organizational duties.

Election Process

Step 1: Nominations

Officer nominations shall be accepted before the biennial election meeting. Nominations will be considered by the full Board. Those receiving a majority vote will be considered for the chairperson-elect election.

Step 2: Election Process

Elections will be conducted through a vote during the biennial election meeting. The candidate with the majority of votes for each position shall be declared the chairperson elect.

Step 3: Tiebreaker

In the event of a tie, a runoff election shall be held between the tied candidates.

Special Election

If neither Chairperson nor Chairperson-Elect positions are filled, the Board of Directors will hold an emergency election following the standard election process.

Removal from Office

Any officer may be removed from office for misconduct, failure to fulfill duties, ineptitude, or ineffectiveness, or if deemed to be a poor representation of the values of the Florida Center for Nursing. Removal requires a two-thirds vote of the membership.

Board Meetings and Quorum

The Board shall have regularly scheduled meetings each quarter. The chairperson of the Board may call additional meetings of the Board of Directors as the business of the Center may require.

All meetings of the Board of Directors and its committees at which official business is discussed or acted upon shall be conducted in accordance with Florida's Government in the Sunshine Law, Chapter 286, Florida Statutes.

Meetings shall be open to the public, reasonable notice shall be provided, and minutes shall be promptly recorded and maintained as public records.

Board members may participate remotely through communications technology when permitted by law and Board policy. Members participating remotely shall be considered present for purposes of quorum and voting when authorized under applicable law.

A quorum shall consist of a majority of the currently appointed and serving members of the Board.

Voting

Voting shall occur during a duly noticed public meeting at which a quorum is present. Abstentions shall not be counted as affirmative or negative votes but shall be recorded in the official minutes. No vote/blank ballots are not counted in the final tally of votes for majority or 2/3 vote of the votes cast. All votes will be recorded in the meeting minutes. The voting policy shall provide clarification and guidance on the purpose, process and definitions related to FCN voting.

Article V.

Appraisal Process for FCN Executive Director

FCN Board of Directors will evaluate the FCN Executive Director based on the role and responsibility associated with the statutory requirements of 464.0195. The Executive Director is to be evaluated per the academic evaluation model as required by USF-CON. Additionally, the FCN Board of Directors, specifically the Appraisal Committee, will evaluate the productivity and deliverables of the Executive Director.

Appraisal Committee

The Board of Directors shall appoint an Appraisal Committee of at least three members. The Committee shall be comprised of Board of Director members.

The Appraisal Committee shall elect its own Chairperson, who will lead the appraisal process.

The Appraisal Committee shall establish procedures and timelines for conducting the appraisal.

Appraisal Process for Executive Director

The Appraisal Committee shall conduct the appraisal process on an annual basis.

The Executive Director shall provide a self-evaluation, including a description of their achievements and challenges during the previous year.

The Appraisal Committee shall collaboratively complete an annual appraisal form and deliver the appraisal to the Executive Director. The method of communicating the appraisal is to be done in a format and means of communication that provides an opportunity for two-way feedback.

The Appraisal Committee shall recommend the rate of compensation of the Executive Director to the entire Board of Directors during a public Board meeting. The Board of Directors will affirm or recommend revision of the proposed rate of compensation in writing or via a formal 2/3 vote.

Article VI. Committees

The purpose of these by-laws is to establish guidelines for the formation and functioning of working committees within the FCN. The role of each committee will be outlined in the FCN Policy and Procedures Manual. Standing committees are Appraisal, Finance, Research. All other committees which are deemed necessary for the sound operation of the Center shall be created by the Chairperson and the Board of Directors. Each committee shall meet at minimum twice, annually.

Committee Formation

The Chairperson shall propose the formation of the committee to the Board of Directors.

The Board of Directors shall review the proposal and determine if the committee is necessary. If the Board of Directors approves the proposal, they shall appoint a Chairperson and determine the size and scope of the committee.

The Committee Chairperson shall then recruit members for the committee.

Committee Membership

Committee membership shall be open to all members of the Board of Directors.

Members shall serve for a term determined by the Board of Directors, after which they may be reappointed or replaced.

Committee Meetings

The committee chairperson shall schedule and conduct committee meetings.

Meetings shall be held on a regular basis, and additional meetings may be called as needed.

The committee chairperson shall provide notice of meetings in advance of the meeting.

A quorum shall be required for meetings, and decisions shall be made by a majority vote of the members present.

Committee Responsibilities

Each committee shall have a specific mandate and responsibilities as determined by the Board of Directors.

Committees shall develop and submit reports to the Board of Directors, Chairperson of the Board, and the Executive Director outlining their progress and recommendations.

Committees shall make recommendations to the Board of Directors, but final decisions shall be made by the Board of Directors.

Committee Disbandment

A committee may be disbanded by the Board of Directors if its mandate has been fulfilled, or if it is deemed no longer necessary.

The committee shall provide a final report to the Board of Directors before being disbanded.

Article VII. Parliamentary Authority

The rules contained in the current edition of “Robert’s Rules of Order” shall govern the Center in all cases in which they are applicable and consistent with the Bylaws.

Article VIII. Enabling Acts

All provisions of the above Bylaws shall take effect upon adoption by vote of the Board of Directors subject to Article VIII.

Article IX. Amendments

These Bylaws may be amended or repealed by a two-thirds (2/3) vote of the votes cast by the Board of Directors at any annual or special meetings of the Board. Such changes shall be provided in writing to the FCN Board thirty (30) days prior to such meetings.



Appendix D

Research Committee Charter

Overview:

The Florida Center for Nursing (FCN) is established to research and address issues of supply and demand for nursing, including issues of recruitment, retention, and utilization of nursing workforce resources in accordance with section 464.0195, Florida Statutes. To further expand its impact, FCN convenes a statewide research community to inform policy, practice, education, and workforce strategy through shared inquiry, data, and partnership.

FCN maintains responsibility for defining the formal research agenda and executing research activities. This committee serves as a forum to support, inform, and expand research collaboration across Florida.

Role and Purpose:

The Research Committee will:

- Support FCN's mission, vision, and values
- Serve as a forum to disseminate research, evaluation findings, and emerging trends
- Inform FCN research priorities and workforce strategies through dialogue and shared expertise
- Foster partnerships and collaboration among researchers, educators, practice leaders, and policymakers
- Identify and discuss promising practices and solutions grounded in evidence

Recommendations may be generated through discussion; however, all final decisions remain with the FCN Board of Directors.

Committee Membership:

Membership is open to the public and inclusive of individuals and organizations with an interest in nursing workforce research, evaluation, and policy. Participation is not limited to FCN Board members.

A chairperson, appointed by the FCN Board of Directors, will facilitate meetings and guide the agenda in collaboration with FCN staff.

Committee Meetings:

Meetings shall be held twice annually. The FCN staff will provide administrative support and meeting notifications.

Committee Disbandment:

The FCN Research Committee may be disbanded by the Board of Directors if its mandate(s) have been fulfilled, or if deemed no longer necessary. The committee shall provide a final report to the Board of Directors before being disbanded.



Appendix E

Board of Directors

Appraisal of Executive Director Performance Policy

Purpose: FCN Board of Directors will evaluate the FCN executive director based on the role and responsibility associated with the statutory requirements of 464.0195.

The FCN, headquartered at University of South Florida College of Nursing (USF-CON), will be led by a faculty member from USF-CON. The faculty members will be evaluated per the academic evaluation model as required by USF-CON. Additionally, the FCN board of directors will evaluate the productivity and deliverables for the faculty member in the role of executive director as identified by the statutory requirement, s. 464.0195.

The role and responsibilities of the FCN executive director exceed the typical responsibilities of teaching, scholarship, and service of faculty in a typical academic role. Hence, it is recommended that a stipend be established and issued to supplement the faculty base salary for the appointed FCN executive director. The performance evaluation will be done in conjunction with an annual salary review.

Procedure:

1. The Board of Directors assumes responsibility for the annual performance review of the executive director, and the determination of the rate of compensation of the executive director.
2. A performance appraisal committee consisting of Board of Directors members will oversee the annual review process and serve as the Executive Director's performance appraisal committee.
3. The executive director performance appraisal committee will solicit information from other board members. Additional information may be solicited from FCN collaborators from other agencies, key stakeholders, and staff.
4. A summary performance evaluation report will be prepared by the committee and reviewed by the Board of Directors.

Effective Date: 3/21/2023

Reviewed: 09/18/2025; 9/29/2026

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



Appendix F

Board of Directors

Attendance Policy

Purpose: This policy is intended to support the full participation and contribution of all Board directors. All Board directors receive a copy of this official policy. The policy is reviewed once a year and maintained in each director's file. The terms for attendance and associated termination of Board directors are in accordance with this policy.

Definition of a Board Attendance Problem

A Board attendance problem may arise if any of the following conditions exist regarding a Board Director's attendance to Full-Board meetings:

1. The director has one un-notified absence ("un-notified" means the director did not call ahead to a reasonable contact in the organization before the upcoming meeting to indicate they were unable to attend).
2. The director has two notified absences in a fiscal year.

Response to a Board Attendance Problem

1. If the Board notices a Board attendance problem with a director, the Board Chairperson will contact the Director within one week to discuss the problem.
2. The Board Chairperson will share the director's response with the entire Board within one week.
3. In the next Board meeting, the Board will decide what actions to take with a 2/3 majority vote.
4. If the action taken is termination from the Board, the Board Chairperson will promptly initiate a process to notify the Governor's Appointment Office and request a new Board director.

Effective Date: 3/14/2024

Reviewed: 09/18/2025; 9/29/2026

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Appendix G

Board of Directors

Ethics Policy

Purpose: The purpose of this policy is to guide toward the highly ethical behavior of each Board member in their roles and responsibilities as a Board member in this organization.

Adherence to Following Behaviors

As a Board member of the Florida Center for Nursing (FCN), I will:

1. Know my role and responsibilities as a member of the governing Board of Directors.
2. Do my best to be informed of the FCN's operations that can have significant effect on Board members and other stakeholders of the FCN.
3. Always strive to contribute my best judgment in carrying out my role, including provision of opinions and information during Board deliberations and decisions.
4. Avoid conflict of interest in appearance or in application – my actions as a Board member will always be first and foremost for the benefit of the FCN.
5. Adhere to all Board policies included in the FCN Policy & Procedure Manual.
6. Follow the ground rules for Board meetings as formally agreed upon by fellow Board members.
7. Respect the values and perspectives of fellow Board members and staff of the FCN.
8. Represent the FCN in the most positive image when interacting with stakeholders.
9. Adhere to the decisions made by the Board – I will avoid public disagreement with decisions, recognizing that all Board members must "speak with one voice."
10. Notify the Board Chairperson of suspected or actual occurrence of any unethical behavior.

Effective Date: 3/21/2023.

Reviewed: 09/18/2025; 9/29/2026



Appendix H

Board of Directors Media Relations Policy

Purpose: The intents of this policy are to a) consistently present unified and accurate information to the media, including, but not limited to reporters, free-lance writers, funders and members of collaborating organizations; b) ensure that the most qualified Board member or staff presents the information to the media; and c) cultivate courteous and respectful relationships with media personnel.

Board members and staff have a duty of loyalty to the Florida Center for Nursing. This includes an expectation that members and staff present accurate, favorable information about our operations, programs, and services. There is a wide variety of occasions where Board members and staff may interact with the media. It is not practical to define guidelines for every occasion and contingency. However, the following are the principal guidelines that address most occasions:

Procedure:

1. The FCN Executive Director approves content of press/media kits, standard talking points and other communications (pictures, videotapes, etc.) before it is conveyed to external stakeholders.
2. Content will always be in reference, in wording and in nature, to our branding, including our preferred image and our logo, and to our mission, vision, and values. Additional points in reference to the FCN's current operations or events will be approved.
3. The Executive Director or designee will be the only designated spokesperson(s) for the organization, unless either of these two persons explicitly permits other organizational personnel to communicate with media. Other organizational personnel who are contacted by media personnel will promptly refer media personnel to the Executive Director.
4. FCN personnel interacting with media will always be in their best appearance and language, for example: in dress, communications style, and positive attitude about the organization.
5. On occasions where media personnel are persistent and referrals to the Executive Director are not immediately practical (for example, in the event of a health or facility emergency), organizational personnel will always be respectful, and consistently and concisely focused on the most obvious and verifiable facts.

Effective Date: 3/21/2023

Reviewed: 09/18/2025; 9/29/2026

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Board of Directors Meetings Policy

Purpose: The purpose of this policy is to define the meeting structure of Board of Director meetings hosted by the Florida Center for Nursing.

Procedure:

1. Board of Directors meetings will be held quarterly and as needed.
2. The Board Chairperson will determine the modality of each meeting, and announce in advance.
3. Two months prior to the scheduled meeting, the FCN Executive Director or designee will send an email notification with the meeting date, time, and location.
4. Board members must confirm their attendance.
5. A reminder email will be sent 2 weeks prior to the meeting.
6. The agenda and meeting materials will be sent to the Board members 1 week prior to the meeting.

Effective Date: 3/21/2023

Reviewed: 09/18/2025; 9/29/2026



Appendix J

Board of Directors Mission, Vision, Values Policy

Purpose: The purpose of this policy is to establish a process for review and revision of the Florida Center for Nursing's mission statement, vision statement, and core values.

Procedure:

1. The FCN Board of Directors will conduct an annual review of the mission, ~~and~~ vision and values (MVV) statements to determine if revisions are needed.
2. If it is determined that revisions are needed, the Executive Director will add the discussion to a Board of Directors meeting agenda that will be sent to members in advance of the meeting.
3. Board members will discuss and suggest revisions during the meeting and vote using voting procedures outlined in the bylaws.
4. Changes in mission, vision, and values will be identified in meeting minutes with the outcome of the vote.
5. The official mission, vision, and values of the FCN will be listed on the official website ~~Website~~, as well as other locations where mission, vision, and values are appropriate to be presented and visible.

Effective Date: 3/21/2023.

Reviewed: 09/18/2025; 9/26/2026



Appendix K

Board of Directors

Travel Policy

Purpose: The purpose of this policy is to identify domestic travel procedures funded by the Florida Center for Nursing (FCN). Travel can take place for reasons including, but not limited to, business meetings, professional development, conference presentations, training, and nursing workforce and educational site visits.

Procedure:

1. The individual Board Director will complete the USF College of Nursing's pre-travel authorization request form. Procedures will be followed as identified in USF College of Nursing's standard operating procedure (SOP) number FIN-001 (see attachment).
2. Once travel is authorized by the University of South Florida, FCN staff will notify the individual Board Director (or their designee) and the Board Director (or their designee) may begin making their travel arrangements.
3. For all authorized travel the individual Board Director is responsible for making their own travel arrangements, including conference registration fees, transportation, and lodging. These arrangements must follow USF's travel guidelines.
4. All travel expenses must be submitted to the FCN via flcenterfornursing@usf.edu within 30 days to be reimbursed.
5. If authorized travel is canceled, the individual Board Director will notify the FCN via flcenterfornursing@usf.edu.

Effective Date: March 5, 2025

Reviewed/Revised: 09/18/2025; 9/29/2026

Attachment.

University of South Florida College of Nursing. Standard Operating Procedure. Travel.

STANDARD OPERATING PROCEDURE



Business Office

SOP No: FIN-001

SOP Title: Travel Procedure

SOP Number FIN-001
SOP Title Travel Procedures - Domestic

	NAME	TITLE	SIGNATURE	DATE
Author	Michael Melanson	Fiscal & Business Analyst		
Reviewer	Jean Vaccaro	Manager, Fiscal & Business Administration		
Authoriser	Jessica Gelabert	Assistant Dean, Finance & Administration		

Effective Date:	3/17/2022
Review Date:	3/17/2023

READ BY			
NAME	TITLE	SIGNATURE	DATE

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STANDARD OPERATING PROCEDURE



Business Office

SOP No: FIN-001

SOP Title: Travel Procedure

1. PURPOSE

This SOP covers all domestic college travel regardless of funding source.

2. INTRODUCTION

Travel in the College of Nursing can take place for many reasons including professional development, conference presentations, training, etc.

3. SCOPE

This covers domestic travel. For foreign travel, all steps apply but there are additional requirements.

4. DEFINITIONS

When appropriate, a list of definitions should be included for terms used in the SOP. Acronyms and abbreviations should be explained at the point of use within the SOP and not listed in this section.

5. RESPONSIBILITIES

Travel Coordinator – processes all travel paperwork submitted by traveler.

Traveler – responsible for submission of all travel documents prior to expenses being incurred and after trip completion, for submission of all expense receipts.

6. SPECIFIC PROCEDURE

For all travel that is for In-Person Attendance, a “**Pre-Travel Authorization Request Form**” must be completed and submitted in advance **at least 4 weeks prior to your initial travel date**. This lead time is necessary to secure all appropriate approvals.

Submit the completed and unsigned “**Pre-Travel Authorization Request Form**” including the conference agenda, directly to con-finance@usf.edu

A designated Travel Coordinator in the Business Office will process the form. The completed form and documentation will be sent via DocuSign to the traveler and the traveler’s supervisor for signatures.

Once the completed form and documentation has been signed by all parties and returned to the Travel Coordinator, along with the funding source and the appropriate chartfield, all information will be entered into the Archivum system to secure final approval and a Travel Request (TR) #. Once the Travel Request (TR) # has been issued, the traveler will be notified and may begin making reservations and payments.

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STANDARD OPERATING PROCEDURE



Business Office

SOP No: FIN-001

SOP Title: Travel Procedure

USF business travel must always be approved in advance. Do **not** pay for any expenses, airfare, conference fees, lodging, etc. until you have been notified that an approved Travel Request (TR) # has been issued. (You may, however, **without paying**, register for the conference and/or make lodging reservations at any time.) Any payments made prior to approved travel may jeopardize reimbursement.

All travel expenses must be submitted **within 30 days of the last travel date** to con-finance@usf.edu

Registration

Prepayment of registration fees for conferences, conventions, formal meetings, seminars and workshops is often required or advisable. Pre-payment should be via **Pcard** (an authorized university purchasing card). Someone will be available in the Business Office on Thursdays, should you want to register and have them pay the registration fee with a **Pcard**.

The traveler may also pre-pay or pay on site and request reimbursement.

Airfare

Airfare reservations should be made using any commercial airline. It requires the most efficient and economical means of travel, considering time of the traveler, impact on the productivity of the traveler, cost of transportation, and per diem or subsistence required. USF Travelers will be reimbursed for all airline fares in economy and coach, or equivalent classes.

If airfare exceeds \$500 for North America (including Puerto Rico and US Virgin Islands), documented airfare comparisons from an aggregator showing the full range of fares across carriers are required to be completed at the time of booking and included in the Receipt Package.

If the airline used charges additional fees for checking baggage, USF Travelers will be reimbursed for up to a maximum of two (2) bags. A receipt is required for each baggage expense claimed over \$25.*

USF does not pay for cancellation or change fees for airfare unless there is a valid business reason for the change. Any additional charges for changing flight plans due to personal reasons or for the convenience of the Traveler will be borne by the Traveler.

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STANDARD OPERATING PROCEDURE



Business Office

SOP No: FIN-001

SOP Title: Travel Procedure

If a traveler chooses a multi-destination or otherwise circuitous air route for personal reasons, or chooses to drive to a long-distance destination rather than flying, the traveler will be reimbursed only the amount that round trip airfare to and from the business event would have cost. Any additional expenses incurred for personal travel should be paid out of pocket rather than prepaid on PCard. In such cases, the traveler is responsible for pulling comparable airfare—prior to the travel—showing the range of fares available, if only the round-trip business fare were being purchased.

Domestic Lodging

For domestic lodging, justification in Archivum Travel is required if the nightly hotel cost per person (including taxes and fees) exceeds \$250.

If the hotel cost exceeds \$250 and is the conference or convention location, “conference hotel” may be used as justification in Archivum.

Domestic lodging will be reimbursed at the single occupancy rate unless a room is shared by multiple USF travelers resulting in a cost savings to the University.

- An itemized lodging receipt showing zero balance due must be included with the Receipt Package sent to Travel.

Car Rental

University employees in need of a rental car for official business are required to use the State of Florida contract with Avis Budget Group. The Avis AWD code A113400 or the Budget BCD code T417600 must be provided at the time of reservation and pick-up and it is the responsibility of the traveler to ensure that the contract terms are applied. Avis and Budget contract rates are available for both in-state and out of state rentals.

The terms of the contract are inclusive of fees and provide collision/loss damage waiver insurance and reasonable daily price points. To avoid incurring unallowable expenses, all travelers on USF business should use the contracted vendors whenever possible.

USF allows for the rental of compact class cars. An exception to the vehicle class rule is allowed when the car is shared with other USF business Travelers or when transporting materials or equipment; business justification must be provided in Archivum Travel.

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STANDARD OPERATING PROCEDURE



Business Office

SOP No: FIN-001

SOP Title: Travel Procedure

Other Ground Transportation

Receipts are required for all ground transportation. This includes limos, taxis, Uber and Lyft. Maximum tips for reimbursement cannot exceed 18%.

Incidentals

Actual incidental expenses incurred while on USF business will be reimbursed. While it is strongly advised that receipts be obtained whenever possible, receipts are always required for PCard expenses and for all out of pocket incidental expenses over \$25.

Travelers should use the most efficient and economical available parking. In Tampa, that would be the Economy lot.

Portage will be reimbursed at \$1 per bag, with a maximum of \$5 per incident. Receipts are not required for portage.

A receipt is required for the following expenses and should be included with the Receipt Package:

- ☐ Supplies for events (Limit \$100)
- ☐ Services (Limit \$200)
- ☐ Communication expenses (phone calls, internet access, fax needed for business purposes)
- ☐ Photocopies needed for business purposes

Domestic Meals

Domestic Travelers will be paid meal allowances pursuant to F.S. 112.061 (6) (a-c) as follows:

Breakfast	\$6
Lunch	\$11
Dinner	\$19
Total for day	\$36

Meals for first and last days of Domestic Travel are based on times of departure and return. On first and last days, travel must begin before 6am and extend past 8am to qualify for breakfast; begin before noon and extend past 2pm to qualify for lunch; and begin before 6pm and extend past 8pm to qualify for dinner.

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STANDARD OPERATING PROCEDURE



Business Office

SOP No: FIN-001

SOP Title: Travel Procedure

Deductions from the meal allowance will be made for any meals provided or included in a conference registration.

There is currently no meal reimbursement for one day travel not involving an overnight stay.

Grant Funded

Faculty attending conferences or presenting research will be reimbursed consistent with the appropriate grant provisions. Contact Earle Trott @ etrott@usf.edu for assistance.

7. FORMS/TEMPLATES TO BE USED



Pre-Travel

Authorization Request

Pre-Travel Authorization Form:

8. EXTERNAL REFERENCE

University of South Florida Travel Website: [Travel \(usf.edu\)](https://travel.usf.edu)

9. CHANGE HISTORY

SOP no.	Effective Date	Significant Changes	Previous SOP no.
FIN-001	3/17/2023	Initial version	N/A

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