

BOARD OF HIGHER EDUCATION
REQUEST FOR BOARD ACTION

BHE BHE 23- 24

BOARD DATE: February 14, 2023

APPROVAL OF LETTER OF INTENT OF MASSACHUSETTS COLLEGE OF LIBERAL ARTS TO AWARD THE BACHELOR OF SCIENCE IN NURSING AND AUTHORIZATION FOR FAST TRACK REVIEW

MOVED: The Board of Higher Education (BHE) has evaluated the Letter of Intent of the Massachusetts College of Liberal Arts to award the **Bachelor of Science in Nursing** and has determined that the proposal substantially aligns with BHE criteria. The BHE authorizes the Commissioner to review the program and to make a final determination on degree-granting authority pursuant to the Fast Track Review protocol subject to the following condition:

- MCLA's Phase II Application must include all data required in the Department's "Full Academic Program Proposal Template," including data demonstrating, to the Commissioner's satisfaction, a robust collaboration between MCLA and Berkshire Community College (BCC) as it relates to the larger nursing pathway in western Massachusetts, and the BHE's expectations that public higher education institutions will work together collaboratively.

The BHE further charges the Commissioner with ensuring that MCLA's Fast Track Phase II Application materials fully and clearly meet the condition stated above. Upon the conclusion of his review, the Commissioner shall report back to the BHE the outcome of his final determination on the proposal.

VOTED: Motion advanced to the full BHE by the Executive Committee without a recommendation on 2/6/2023; Motion subsequently amended by DHE Staff to include conditions noted above, and new language on page 13; Motion adopted by the BHE on 2/14/2023.

Authority: Massachusetts General Laws Chapter 15A, Section 9(b), AAC 18-40

Contact: Winifred M. Hagan, Ed.D., Senior Associate Commissioner for Strategic Planning and Public Program Approval

BOARD OF HIGHER EDUCATION
February 2023
Massachusetts College of Liberal Arts
Letter of Intent
Bachelor of Science in Nursing

DEGREE TITLE ABSTRACT ON INTENT AND MISSION OF PROGRAM

The Massachusetts College of Liberal Arts (MCLA) proposed Bachelor of Science in Nursing was approved by the Massachusetts College of Liberal Arts Board of Trustees on November 14, 2022. The LOI was circulated on November 15, 2022.

Comments were received from Berkshire Community College (BCC) expressing concern that the proposed program will cause unintended negative impacts on Berkshire's ADN program. BCC indicated that it has had a successful associate degree nursing (ADN) program for over 50 years and provided a Practical Nurse (PN) program since 1985. BCC further noted that it provides an educational mobility program to current LPNs who wish to continue their education and become registered nurses. These LPNs can enter the program in the 3rd semester and complete their studies to bridge as an LPN to ADN in two semesters. The cost of tuition and fees at BCC for a full-time, in-state student is \$6,692 per year, providing quality education at an affordable cost. BCC raised the concern that a decline in the number of students enrolling in nursing programs may not be able to sustain two nursing programs in the region. BCC further expressed concern that the proposed BSN is likely to exacerbate a serious shortage of clinical nursing education sites in the region, and that BCC students are likely to lose placements to MCLA students in the proposed BSN program.

MCLA responded to BCC's declining enrollment concern noting that MCLA recruits from a broad population of students including many from out of state. MCLA expects this to have the added benefit of attracting graduates to remain in the region. In response to the concern about clinical placements, MCLA holds that there are more than enough clinical placements for both institutions. MCLA supported this notion with documentation from employers in the region including Berkshire Health Systems, Integritus Healthcare, Southwestern Vermont Health Care, and Berkshire Place elder care. These employers affirm the urgent need for a BSN program in

rural Berkshire County. Berkshire Health Systems also provided MCLA with a second letter of support stressing the importance of a BSN program at MCLA. In reviewing the proposal, BHE staff noted that there is a Mass Transfer pathway in nursing and BCC students currently have opportunities to transfer to both Fitchburg and Worcester State universities. Staff underscored this fact in comments to MCLA and requested evidence that MCLA would work to back map the proposed BSN program such that a MassTransfer opportunity would be made available at MCLA. Staff further emphasized the importance of BCC and MCLA to lead *together* with employers in the region to expand the pipeline of nursing and health care opportunities.

A. ALIGNMENT WITH MASSACHUSETT'S GOALS FOR HIGHER EDUCATION

Address Gaps in Opportunity and Achievement in Alignment with Campus-Wide Goals

The Massachusetts College of Liberal Arts (MCLA) has planned that the proposed Bachelor of Science in Nursing (BSN) program is directly linked to its strategic plan through a needs assessment that was part of the plan. MCLA's first goal in its strategic plan is to respond to community needs. MCLA further finds that in Berkshire County healthcare is the largest and fastest-growing industry, experiencing a distinct shortage in baccalaureate-prepared registered nurses.

In addition, recognizing the social, political, and economic conditions in the region MCLA plans that the proposed nursing program will require an approach that will mitigate contextual disparities. With a culturally and ethnically diverse population in the region, MCLA plans that in the design of the program and its support mechanisms, it will be essential that nursing students learn to provide culturally competent patient care in the context of a culturally competent BSN program. MCLA anticipates that when faculty relate to students in culturally competent ways, it provides students with learning opportunities to understand and relate to their patients' needs. MCLA further holds that when faculty and students communicate with cultural awareness and sensitivity, patient care is improved, and the region can be moved closer to achieving health equity.

Program or Department Supports to Ensure Student Retention and Completion

MCLA reports that existing academic support services and resources that will be available to assist students in the proposed program are sufficient to ensure quality as evidenced by regular evaluation of how well these services are currently meeting student needs. MCLA's Disability Resource Center, Academic Advising and Support Services and TRIO Support Services are calibrated to work in concert, providing students a campus hub for general advising, academic support, career development, as well as study abroad/away, and resources for students with disabilities and learning differences ¹.

Alliances and Partnerships with PK-12, Other IHE's, Community Employers

MCLA plans that prospective students in nursing and health sciences can prepare for their careers through Mass Hire's Youth Works ² (MHYW) program and MCLA's Internship Incentive program, a partnership with Massachusetts Department of Higher Education's State University Internship Incentive Program prior to applying to MCLA. The MHYW program is often a summer program designed to provide youth with career readiness training and internship opportunities in healthcare and a variety of other sectors. MCLA's Internship Incentive Program is also aligned with healthcare partners by placing health sciences students with internships in the Berkshire region. Employers who provide internships in Berkshire County include Berkshire Health Systems, the Brien Center, Berkshire Family and Individual Resources, Pathlight Group, Berkshire County ARC, MOLARI Employment and Healthcare Services, Hillcrest Educational Centers, MA Probation Services, and Berkshire Family YMCA. Each of these employers regularly posts jobs, internships, and temporary positions through the Mass Hire Career Center ³ and MCLA's

¹ *TRIO Student Support Services (mcla.edu) retrieved 1/4/23*

² Massachusetts offers many programs for in-school and out-of-school youth that provide a pathway to a GED, HiSET, high school diploma, higher education, industry-recognized training, and a career. These programs are funded by the Workforce Innovation and Opportunity Act.

MassHire youth training and employment opportunities | Mass.gov retrieved 1/10/23

³ The MassHire Berkshire Career Center creates and sustains powerful connections between businesses and jobseekers through a statewide network of employment professionals. MassHire Programs & Services are funded in full by US Department of Labor (USDOL) Employment and Training Administration grants. masshireberkshirecc.com) retrieved 1/10/23

Handshake ⁴ online career development tool that was adopted earlier this year. Handshake notes that it is the largest career community for students and recent graduates.

MCLA plans that once the proposed BSN program is fully approved it will turn to the varied needs of college students seeking a BSN, from traditional first-year undergraduates to MassTransfer and community college students as well as adult learners looking to build on a previous credential. MCLA plans that its first priority once the proposed program is approved, will be to add an RN-to-BSN program which will directly address the needs of ADN students from BCC and other community colleges across the region.

In addition, MCLA reports that its admissions staff are prepared to work with students who prefer to complete nursing pre-requisites at a community college and transfer into MCLA for upper-level courses and nursing instruction. The MCLA Office of Admissions is developing tailored admissions and recruitment materials for prospective transfer students and their community college advisors to show how MCLA's program will adhere to all tenets of the Nursing Transfer Compact. Also, MCLA has a dedicated transfer professional in the Office of Admission and a staff member in the Registrar's Office working on individual articulation agreements with all community colleges. MCLA will follow the same recruitment and A2B Transfer Pathway program for the nursing program as with all other programs. As articulated in the Curriculum Outline (Form 1A, attached), nursing specific courses total 56 credits, allowing up to 64 non-nursing credits to be transferred to the MCLA BSN program. This is expected to support community college partners, especially Berkshire Community College.

It is expected that Berkshire Health Systems (BHS) will be a strong partner hosting MCLA nursing students for clinical experiential learning throughout their health care system including acute care, long term care and community health. These varied clinical sites are expected to produce a high-impact learning environment for students to gain the academic and pragmatic skills they will need to succeed.

⁴ MCLA's centralized online job listing portal accessed by students and alumni. This network posts full and part time jobs, internships and volunteer opportunities for free.

MCLA has worked closely the North Adams public schools, specifically Drury High School, to establish an early college program. The district received \$150,000 from the Executive Office of Education to begin this work and is working on the next phase of approval. The MCLA/Drury Early College program will offer three specific "pathways" that students could focus on: health sciences, education, and computer science. The health sciences pathway will provide students with the opportunity to take key prerequisite Nursing courses. MCLA will continue expand its Commonwealth Dual Enrollment Program offerings to include opportunities for all local high school students to take appropriate prerequisite Nursing courses once the program is approved. In addition, MCLA expects to build a dual-enrollment pathway with McCann Technical School for Practical Nursing students. It should also be noted that McCann's simulation labs are co-located at Berkshire Health System's North Adams location, just a floor below MCLA's dedicated space, providing for future collaboration. AS well, MCLA has partnered with MassHire and Berkshire Health Systems to host a continuing education Certified Nursing Assistant training program, beginning in January 2023 at the MCLA facilities at Berkshire Health Systems North campus.

Once established, MCLA plans that the proposed nursing program will have a community of interest advisory board that will meet annually to discuss opportunities for program community engagement, outreach, and ways to improve the overall quality of the nursing education unit.

Relationship to MassHire Regional Blueprints

As previously noted, MCLA's first strategic plan goal is to respond to the regional and national communities with a particular focus on student and employer needs. In 2017, MCLA addressed the growing needs of regional healthcare providers and the critical job placement shortage by offering two new majors, community health education and health sciences. The Berkshires' regional economic development organization, 1Berkshire, released its Regional Blueprint 2.0 with targeted action steps. It noted healthcare as the most critical need and the region's number one industry representing 13.5% of all jobs. Additionally, healthcare contributes \$702,000,000 to the Berkshires' gross regional product and employs nearly 11,500 people (1Berkshire Regional Blueprint 2.0). MCLA has remained engaged in identifying workforce trends and demands in the county. MCLA was a full participant with the education regional planning team that wrote the

Berkshire Regional Workforce Skills Planning Blueprint. MCLA is a member of Workforce Partners, part of the Berkshire Mass Hire Workforce Board.

MCLA's proposed BSN program is a direct response to the regional economy's need for healthcare professionals in the Berkshire Regional Planning Blueprint. The healthcare and social assistance fields are clustered as the most prioritized industry, collectively accounting for 13,500 jobs in the county. Outpacing all other industries combined, healthcare and social assistance had been projected to grow by 6% or about 800 jobs by 2022. Berkshire County currently has the highest job vacancy rate since the 1990s, exceeding the state's average at 5.1% and 4.8%, respectively. These facts coupled with the continuing challenges that employers face in filling positions with qualified applicants speak to the need to develop a pipeline for healthcare careers in the Berkshires, particularly baccalaureate-prepared registered nurses.

Further, MCLA finds that with an aging population, the provision of rural health services will grow in importance, and it will be necessary to continue to prepare a high-quality workforce. According to workforce development research, Berkshire County's healthcare industry has a supply gap with more openings than applicants, remains aligned with the region's economic development strategic focuses, and can offer career pathways that enable healthcare professionals to grow their careers without having to relocate. Nursing is the most in demand occupation in Berkshire County with many unfilled nursing vacancies within Berkshire Health Systems alone.⁵ Berkshire County is experiencing a significant shortage of registered nurses, particularly those educated at the baccalaureate level. It is anticipated that the proposed BSN program at MCLA will directly respond to the needs of the rural healthcare industry in Berkshire County and beyond. Nearby Southwestern Vermont Health Care (SVHC) a four-time Magnet® designated hospital⁶ requires a significant number of BSNs within their workforce and is facing approximately 50 nursing vacancies through retirement.

⁵<https://pm.healthcaresource.com/CS/berkshire/#/results> retrieved 1/4/23

⁶ A magnet hospital is a medical center that allows nurses to care for patients throughout the health care process. Magnet status is the highest credential for hospitals in America. Retrieved 1/10/23 <https://www.indeed.com/career-advice/career-development/what-is-magnet-hospital>

Duplication

MCLA noted that the proposed BSN will be the first-ever program in Berkshire County as well as the only program within an hour's drive in the rural tri-state area (Massachusetts, Vermont, and New York) of northwestern Massachusetts.

Innovative Approaches to Teaching and Learning

MCLA's nursing program will be co-located on the main campus and in dedicated space at Berkshire Health System's North Adams location, just over a mile from campus. While all co-requisite lab courses will remain on the main campus, nursing specific courses and labs will be held at the BHS site. The BHS location houses MCLA classrooms and faculty offices and includes a state of the art, high-fidelity Simulation Lab (SIM Lab). The state-of-the-art simulation lab space is vital to the success of the BSN program. For nursing students, this high-fidelity simulation lab includes bays for nursing and medical surgical simulation, pediatric simulation, durable SIM man patient simulation, and nursing skills simulation; a control room with tech and observation for the fidelity labs, with four beds for assessment and fundamental training; and a debrief room and classroom. All rooms include cameras, microphones, and tech as well as a learning management system. Simulation learning in the lab can augment clinical experiential learning to provide students with a variety of clinical scenarios they might not have the opportunity to experience in this rural setting. In addition to the simulation lab, the college received a \$20,000+ grant, part of which has purchased "low-fidelity" nursing laboratory equipment such as patient beds, wheelchairs, manikins as well as linens and other basic nursing lab necessities.

To ensure a reliable, evidence-based approach to nursing student success, MCLA faculty have selected Assessment Technology Institute (ATI) resources⁷ throughout the curriculum. Through

⁷ ATI products are designed to work together, informing one another, reinforcing concepts, and solidifying ideas. It's not about measuring students against one another; it's about providing the information and remediation students need to ultimately prepare and pass the NCLEX®. Retrieved 1/4/23 <https://www.atitesting.com/educator>

tutorials, case studies, and intuitive assessments, ATI learning products focus on the foundations of becoming a professional nurse and the essentials skills needed to excel in the classroom and clinical settings. Its inventory of products helps students learn core nursing curriculum and pass the NCLEX-RN exam. As part of this comprehensive product integration, all nursing students will be required to take nationally normed ATI tests throughout the curriculum. A live NCLEX-RN review course will also be included in this nursing educational collaboration. A thorough integration of the ATI products will better incorporate knowledge application and include interpretive questions into each course. During ATI practice and proctored assignments, students are presented with clinical situations for which they are required to make progressive decisions regarding nursing care.

B. ALIGNMENT WITH CAMPUS STRATEGIC PLAN AND MISSION

Priority Rationale and Support of Strategic Plan and Overall Mission of Institution

MCLA has underscored its continuing commitment to think differently in these challenging times by creating new educational opportunities for students including the development of the new baccalaureate in nursing (BSN) program. Due to the rural character of the region, the BSN program is planned to promote accessibility and equity for students in pursuit of a quality nursing education in Berkshire County and surrounding areas. It is also planned that a nursing program at MCLA will collaborate with various types of agencies to address social and environmental health issues in the region. It is expected that the addition of newly purchased nursing equipment will enable the proposed program to enroll 100 students to participate in the proposed BSN program over the next four years, enrolling the first 25 students into the nursing major in Fall 2024 and continuing to enroll 25 new baccalaureate nursing students each year.

Program Goals and Learning Objectives (Form B)

It is planned that the baccalaureate nursing education curriculum will extend over a 4-year period sufficient to provide essential, sequenced learning experiences to enable students to

develop nursing competence. After completing the 4-year program, it is expected that nursing students will be awarded a Bachelor of Science in Nursing and be eligible for the National Council Licensure Examination (NCLEX).

It is planned that program goals and objectives will examine four (4) key elements: program retention, NCLEX-RN pass rates, job placement, and lifelong learners/graduate school. A systematic plan for evaluation is expected to yield information through formal reports that are comprehensive and contain details of each outcome including data that is trended and tracked.

ALIGNMENT WITH OPERATIONAL AND FINANCIAL OBJECTIVES OF INSTITUTION

Enrollment Projections (Form C, Appendices)

This 4-year, residential BSN program has an anticipated initial enrollment date of fall 2023 for pre-nursing students. As previously noted, 25 students will be formally accepted into the nursing major at the conclusion of their first year of study once academic performance in required science and math courses can be established. It is anticipated that the first BSN class will graduate in May, 2027. In 2019, Southern Vermont College, the only baccalaureate nursing program in this rural tri-state region, closed its doors, leaving a critical gap in the BSN-educated nursing pipeline. As a result of this closure, addressing the most in-demand employer need in the county, it is anticipated that the MCLA BSN program will support a variety of healthcare facilities that serve this rural area.

Recruitment of an academically qualified and diverse student body will be the focus. Applicants to MCLA's BSN program must meet the entrance and graduation requirements established by the College including academic preparation at the high school level, and potential pre-nursing requirements of higher-level math and science courses. It is anticipated that some of these students will represent a wide array of diversity in learning needs and expectations. MCLA plans to participate in MassTransfer for nursing students and other recruitment strategies for adult

students are previously described in the *Alliances and Partnerships* section this motion. Understanding these diverse needs will help faculty and students develop collaborative partnerships that will foster the acquisition of the attitudes, knowledge, and skills necessary to become a MCLA baccalaureate-prepared registered nurse. It is anticipated that approximately 10 students each year will transfer to other on-campus majors, including Health Science.

As the only baccalaureate nursing program in this rural tri-state area, MCLA aspires to attract high-quality students who currently live in the region or nearby and create pathways for graduates to begin their nursing careers in and around Berkshire County. MCLA Admissions Department already receives several hundred annual inquiries into their health and medical science offerings with well over 25% of those inquiries coming from prospective students seeking a BSN program each year.

Resources and Financial Statement of Estimated Net Impact on Institution

(Form D Appendices)

The BSN program will have sufficient fiscal resources to meet the program outcomes and objectives. Guided by the strategic planning process, MCLA has added new academic programs, invested in faculty and students, and expanded facilities and technology. MCLA manages financial resources strategically and dynamically to support the mission and to advance the goals of the strategic plan. The College is financially sound based on standard assessment ratios of debt, reserves, return on net assets and viability, and plans carefully in order to be flexible and responsive to changing needs and opportunities.

MCLA's partnership with Berkshire Health Systems is substantial and growing. BHS recognizes the importance of high-quality education and training for baccalaureate nursing students and consequently has provided the college with space at the BMC-North location. This includes teaching and research space in the Medical Arts Building. This provides students with valuable resources and a strong connection to the largest healthcare employer in Berkshire County. As previously noted, part of MCLA's continued state and federal grant outreach, MCLA has received grant funding to build a high-fidelity nursing simulation lab. Grant funding received for these areas to date is in excess of \$600, 000 as reflected in **Form D**: "Cost Categories:

Facilities/Space/Equipment (*Grant-funded /pre-paid*)". As mentioned in the Innovation section, all rooms are planned to include cameras, microphones, and tech as well as a learning management system. Simulation learning in the lab can augment clinical experiential learning to provide students with a variety of clinical scenarios they might not have the opportunity to experience in this rural setting. In addition to the simulation lab, the college has received a \$20,000+ grant, part of which has purchased "low-fidelity" nursing laboratory equipment such as patient beds, wheelchairs, manikins as well as linens and other basic nursing lab necessities.

The College has three main sources of revenue: the state appropriation which is set through the Commonwealth's annual budget process for all public higher education segments (the state universities, community colleges, and the University of Massachusetts system); student fees, established annually by the Board of Trustees; and fundraising and grants managed through the MCLA Foundation, Inc. as reflected in **Form D**: "Revenue Resources: Grants". Additionally, MCLA is actively pursuing various federal and state grant funding opportunities to further support its nursing and health sciences programming.

Addendum- BHE Executive Committee Discussion

Concerns were expressed during the BHE's Executive Committee (EC) meeting on February 6, 2023 regarding the extent of collaboration between MCLA and Berkshire Community College (BCC) as it relates to the larger nursing pathway in western Massachusetts, and to the BHE's expectation that public higher education institutions will work together collaboratively and not competitively. Accordingly, in working to fully address the EC concern, DHE staff have added a proposed condition to the motion requiring that during the Phase II review of MCLA's proposal, MCLA must provide evidence, to the Commissioner's satisfaction, of greater collaboration between institutions in keeping with BHE criteria.

STAFF REVIEW AND VALIDATION

Staff thoroughly reviewed the **LOI** proposing full degree granting authority for the **Bachelor of Science in Nursing** submitted by the **Massachusetts College of Liberal Arts**. Staff validate that the **LOI** includes the data required by the Massachusetts Board of Higher Education. Staff

recommendation is for BHE conditional authorization for the Commissioner to review the program pursuant to the Fast-Track review protocol, subject to MCLA submitting, to the Commissioner's satisfaction, evidence of a robust collaboration between MCLA and BCC as it relates to the larger nursing pathway in western Massachusetts, and the BHE's expectations that public higher education institutions will work together collaboratively. Further, the Commissioner will be required to report back to the full BHE on his review and determination upon the completion of the Fast-Track review.

Form A1: LOI Undergraduate Program Curriculum Outline

<i>Required (Core) Courses in the Major (Total # courses required = 26)</i>		
<i>Course Number</i>	<i>Course Title</i>	<i>Credit Hours</i>
BIOL 150	Intro to Biology	4
CHEM 150	Intro to Chemistry	4
SOCI 100	Intro to Sociology	3
BIOL 342	Anatomy & Physiology I FSU WSU	4
BIOL 343	Anatomy & Physiology II FSU WSU	4
MATH 232	Intro to Statistics	3
BIOL 240	Genetics	4
HLTH 210	Human Growth & Development FSU WSU	3
PSYC 100	Intro to Psychology FSU	3
BIOL 320	Microbiology FSU WSU	4
HLTH 300	Ethical Issues in Healthcare (CCAP)	3
NURS 200	Intro to Professional Nursing Practice	3
NURS 201	Adult Physical Assessment	4
NURS 202	Fundamentals	5
NURS 210	Pathophysiology/Pharmacology I FSU	3
NURS 211	Medication Calculation	1
NURS 301	Nursing Care of the Adult & Older Adult I	6
NURS 302	Nursing Care of the Adult & Older Adult II	6
NURS 303	Mental Health Nursing	4
NURS 304	Nursing Children & Families	4
NURS 305	Maternal-Newborn Nursing	4
NURS 400	Nursing Research	3
NURS 401	Population/Community Health	4

NURS 402	Nursing Leadership	5
NURS 410	Issues & Trends in Professional Nursing	2
NURS 411	Preparation for Licensure	2
	Sub Total Required Credits	95
Elective Courses (Total # courses required: 2) (attach list of choices if needed)		
HLTH 105	Medical Terminology (optional, suggested)	1
HLTH 110	Intro to Healthcare (optional, suggested)	3
BIOL 101	Seminar for Entering Majors (optional, suggested)	1
MATH 102	Mathematics for Liberal Arts (optional, suggested)	3
PHED 120	Emergency Medical Response (Healthcare Provider-level CPR) (optional, suggested)	3
	Sub Total Elective Credits	11
Distribution of General Education Requirements		
<u>See pages 20-22</u>		# of Gen Ed
Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		Credits
Freshman Seminar (meets 1 CCA or CHH core) *		3
PHED 215 Lifetime Wellness		3
ENGL150 English Comp II		3
Language Arts core course (CLA)		3
Creative Arts core courses (CCA) x2*		6
Human Heritage core courses (CHH) x2*		6
Sub Total General Education Credits		21

Curriculum Summary	
Total number of courses required for the degree	26 BSN-required courses
Total credit hours required for degree	95 BSN-required credits 120 total credits for graduation
Prerequisite, Concentration or Other Requirements: none	

Form B: LOI Goals and Objectives

Goal	Measurable Objective	Strategy for Achievement	Timetable
<p>Program Retention: Offer a baccalaureate nursing program in a supportive learning environment that promotes educational excellence</p>	<p>70% of learners, who begin the BSN program (sophomore year) and do not voluntarily withdraw, will complete the nursing program within 3 years with grades of "C" or better in the nursing courses as evidenced by registrar graduation report</p>	<p>Early identification of at-risk students, utilization of onsite student resources, Disability Resources and TRIO Student Success Services. Disability Resources continues to offer a Testing Center, adjacent to our main office and proctors' exams for students with approved testing accommodations. We have a shared Computer Lab with TRIO support services with future plans to offer a variety of assistive technology hardware and software tools designed to meet the needs of students with various disabilities. Students wishing to strengthen their study skills, Disability Resources provides access to a formal learning and</p>	<p>Ongoing review of student success/challenges through 1:1 student advising and ongoing review of registrar reports</p>

		<p>study skills assessment (LASSI) as well as 1:1 success coaching on a limited basis. Workshops that target study skills are offered throughout the semester with 24/7 access to online resources within the <i>Success Zone</i>. First year students are invited to Start Strong each fall and over the course of eight weeks learn what routines, experiences and changes are going to help them to be successful at MCLA. TRIO provides educational coaching, student support sessions known as "TRIO Works", and community engagement for social and cultural enlightenment.</p>	
<p>NCLEX-RN Pass Rates:</p> <p>Prepare students with a quality education that affords them the</p>	<p>At least 80% of BSN graduates will pass the National Council Licensure Examination (NCLEX-RN)</p>	<p>To ensure the most expansive, current, evidence-based approach to nursing student success, Assessment Technology Institute (ATI) resources will be integrated</p>	<p>Ongoing assessment of NCSBN reports</p>

<p>opportunity to achieve career success through professional RN licensure</p>	<p>on their first attempt as reported on the National Council of State Boards of Nursing (NCSBN) report.</p>	<p>throughout the curriculum. Through tutorials, case studies, and intuitive assessments, ATI learning products focus on the foundations of becoming a professional nurse and the essentials skills needed to excel in the classroom and clinical settings.</p> <p>ATI's vast inventory of products helps students learn core nursing curriculum and pass the NCLEX-RN. As part of this comprehensive product integration, all nursing students will be required to take nationally normed ATI tests throughout the curriculum. A live NCLEX-RN Review Course will also be included in this nursing educational collaboration.</p> <p>Ongoing review of NCSBN reports</p>	
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<p>Job Placement:</p> <p>Prepare nursing graduates to provide excellence in patient care in diverse settings which meets the needs of the local community.</p>	<p>80% of BSN graduates who seek employment will be employed as a professional nurse within one year of licensure</p>	<p>Alumni survey (6-12 months post-graduation)</p> <p>Annual advisory board meetings with communities of interest (including representatives from area long term care, community health, acute care facilities)</p>	<p>Ongoing outreach to alumni and communities of interest</p>
<p>Lifelong Learning:</p> <p>Offer a baccalaureate nursing program that instills lifelong learning and provides basic preparation for graduate education in nursing.</p>	<p>BSN graduates will report on the graduate survey a 50% possibility of pursuing graduate education or specialization certification within 5 years after graduation</p>	<p>Curriculum framework will integrate importance of ongoing learning in professional nursing beginning with the first nursing course in fall sophomore year.</p> <p>Alumni survey (6-12 months post-graduation)</p>	<p>Ongoing outreach to alumni</p>

Form C: LOI Program Enrollment

	Year 1	Year 2	Year 3	Year 4	Year 5
New Full-Time	35	35	35	35	35
Continuing Full-Time	0	25	50	75	75
New Part-Time	0	0	0	0	0
Continuing Part-Time	0	0	0	0	0
Totals	35	60	85	110	110

Form D: LOI Program Budget

One Time/ Start Up Costs		Annual Enrollment				
	Cost Categories	Year 1	Year 2	Year 3	Year 4	Year 5
	Full Time Faculty <i>(Salary & Fringe)</i>	128, 000	430, 000	640, 000	880, 000	880, 000
	Part Time/Adjunct Faculty <i>(Salary & Fringe)</i>	47, 000	93, 000	110, 000	158, 000	214, 000
	Staff	No added cost	No added cost	No added cost	No added cost	No added cost
	General Administrative Costs		22, 000	30, 000	37, 000	37, 000
	Instructional Materials, Library Acquisitions		25, 000	20, 000	20, 000	20, 000
	Facilities/Space/Equipment <i>(Grant-funded /pre-paid)</i>	No added cost	No added cost	No added cost	No added cost	No added cost
	Field & Clinical Resources <i>(Clinical partnerships)</i>	No added cost	No added cost	No added cost	No added cost	No added cost
	Marketing	10, 000	10, 000	10, 000	10, 000	10, 000

	Other (Specify)					
One Time/Start-Up Support			Annual Income			
	Revenue Sources	Year 1	Year 2	Year 3	Year 4	Year 5
	Grants <i>(Please also see anticipated funding described in narrative page 9.)</i>	106, 000	106. 000	53, 000	53, 000	TBD
	Tuition	396, 000	680, 000	960, 000	1,245, 000	1,245,000
	Fees		25,000	60, 000	105, 000	105, 000
	Departmental	none	none	none	none	None
	Reallocated Funds	none	none	none	none	none
	Other (specify)					
	TOTALS					

Additional References

- American Association of Colleges of Nursing (2020). Fact Sheet: Nursing Shortage Retrieved from <https://www.aacnnursing.org/news-information/fact-sheets/nursing-shortage>.
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MCLA List of General Education Offerings (Course Numbers, Titles, and Credits)

Language & Culture (CLA):

ITAL 102 Elementary Italian II 3 cr

Prerequisite: [ITAL 101](#)

Attributes: Language Arts (CLA)

MODL 102 Special Topics in Modern Language 3 cr

Attributes: Language Arts (CLA)

Repeatable: Unlimited Credits

SPAN 102 Elementary Spanish II 3 cr

Prerequisite: [SPAN 101](#) or equivalent

Attributes: Language Arts (CLA)

Creative Arts (CCA):

ART 201 Studio: Art & Society 3 cr

Attributes: Core Creative Arts (CCA)

ARTH 117 Introduction to Art History 3 cr

Attributes: Core Creative Arts (CCA)

ARTH 217 Contemporary Art 3 cr

Attributes: Core Creative Arts (CCA)

CCCA 101 Creative Arts: Methods and History 3 cr

Attributes: Core Creative Arts (CCA)

CCCA 102 The Art of Madness 3 cr

Attributes: Core Creative Arts (CCA)

CCCA 110 Topics in Creative Arts 3 cr

Repeatable: Unlimited Credits

CCCA 202 The Good Earth: The Theme of Agrarianism 3 cr

Attributes: Core Creative Arts (CCA), Environmental Studies (ENVI)

CCCA 203 Inventing Modernism3 cr

Attributes: Core Creative Arts (CCA)

CCCA 205 Popular Hollywood Films: 1950s3 cr

Attributes: Core Creative Arts (CCA)

CCCA 206 Rumi's Vision3 cr

Attributes: Core Creative Arts (CCA)

CCCA 207 Children's Literature: A Lively Art3 cr

Attributes: Child & Family Studies Minor (C&FS), Core Creative Arts (CCA)

CCCA 209 Contemporary American Poetry and The Times3 cr

Attributes: Core Creative Arts (CCA)

DANC 100 Introduction to Dance3 cr

Attributes: Core Creative Arts (CCA)

ENGL 208 Experiments in Creative Writing3 cr

Attributes: Core Creative Arts (CCA)

ENGL 210 Essentials of Film3 cr

Attributes: Core Creative Arts (CCA)

ENGL 250 Introduction to Literature3 cr

Attributes: Core Creative Arts (CCA)

ENGL 250H Honors: Introduction to Literature3 cr

Attributes: Core Creative Arts (CCA), Honors Program (HONR)

ENGL 270 Literary Genre3 cr

Attributes: Core Creative Arts (CCA)

Repeatable: Unlimited Credits

MUSI 251 Introduction to Music3 cr

Attributes: Core Creative Arts (CCA)

MUSI 253 World Music3 cr

Attributes: Core Creative Arts (CCA)

PHIL 120 Art and Philosophy3 cr

Attributes: Core Creative Arts (CCA)

PHIL 120H Honors: Art and Philosophy3 cr

Attributes: Core Creative Arts (CCA), Honors Program (HONR)

THEA 120 Introduction to Performance3 cr

Attributes: Core Creative Arts (CCA)

THEA 200 Introduction to Theatre3 cr

Attributes: Core Creative Arts (CCA)

Human Heritage (CHH):

CCHH 101 Utopian Visions Fact and Fiction3 cr

Attributes: Core Human Heritage (CHH)

CCHH 110 Topics in Human Heritage3 cr

Attributes: Core Human Heritage (CHH)

Repeatable: Unlimited Credits

CCHH 210 American Women Regionalist Writers3 cr

Attributes: Core Human Heritage (CHH), Women Gender Sexuality Studies (WMST)

CCHH 220 Popular History and Biography3 cr

Attributes: Core Human Heritage (CHH)

CCHH 221 Divine Witness3 cr

Attributes: Core Human Heritage (CHH)

CCHH 223 The Great Depression3 cr

Attributes: Core Human Heritage (CHH)

CCHH 230 Introduction to Latinx Studies3 cr

Attributes: Cross-Cultural and Social Justice (CCSJ), Core Human Heritage (CHH), Women Gender Sexuality Studies (WMST)

ENGL 207 Introduction to American Ethnic Studies3 cr

Attributes: Cross-Cultural and Social Justice (CCSJ), Core Human Heritage (CHH)

ENGL 265 Literary Theme3 cr

Attributes: Core Human Heritage (CHH)

Repeatable: Unlimited Credits

HIST 104 Modern World Civilization3 cr

Attributes: Core Human Heritage (CHH)

HIST 113 United States History to 18773 cr

Attributes: Core Human Heritage (CHH)

HIST 114 United States History after 18773 cr

Attributes: Core Human Heritage (CHH)

HIST 125 World Regional Geography3 cr

Attributes: Core Human Heritage (CHH)

HIST 220 Reformers, Rebels, Revolutionaries in East Asia3 cr

Attributes: Core Human Heritage (CHH)

HIST 230 War, Science, and Society3 cr

Attributes: Core Human Heritage (CHH)

HIST 240 Reacting to the Past3 cr

Attributes: Core Human Heritage (CHH)

HIST 250 Museums, Monuments & Memory3 cr

Attributes: Core Human Heritage (CHH)

HONR 100 The Nature of Human Nature3 cr

Attributes: Core Human Heritage (CHH), Honors Program (HONR)

IDST 150 Introduction to Cross-Cultural & Social Justice Studies3 cr

Attributes: Cross-Cultural and Social Justice (CCSJ), Core Human Heritage (CHH)

IDST 150H Honors: Introduction to Cross-Cultural and Social Justice3 cr

Attributes: Core Human Heritage (CHH), Honors Program (HONR)

PHIL 100 A First Course in Philosophy3 cr

Attributes: Core Human Heritage (CHH)

PHIL 110 World Religions3 cr

Attributes: Core Human Heritage (CHH)

PHIL 110H Honors: World Religions3 cr

Attributes: Core Human Heritage (CHH), Honors Program (HONR)

PHIL 200 Logic and Critical Reasoning3 cr

Attributes: Core Human Heritage (CHH)

PHIL 200H Honors: Logic and Critical Reasoning3 cr

Attributes: Core Human Heritage (CHH), Honors Program (HONR)