

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Assessment and Accountability **NO.:** AAC 08-09
COMMITTEE DATE: April 17, 2008
BOARD DATE: April 25, 2008

MOVED: The Board of Higher Education hereby approves the application of
Curry College to award the **Master of Science in Nursing**.

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.
Contact: Aundrea Kelley, Associate Vice Chancellor for Academic Policy

BOARD OF HIGHER EDUCATION

April 2008

Curry College

Master of Science, Clinical Nurse Leader

INTENT

Curry College, an independent, New England Association of Schools and Colleges (NEASC) accredited institution, located in Milton, Massachusetts, submitted a proposal to offer the Master of Science in Nursing with a focus on preparing students as Clinical Nurse Leaders (CNL). The aim of this program is to provide registered nurses with a graduate degree that will enable them to meet CNL certification standards required by the American Association of Colleges of Nursing (AACN). Currently, the University of Massachusetts Amherst is the only higher education institution in Massachusetts that offers a CNL Master's degree.

The CNL is a new nursing role that was developed by the AACN in conjunction with a national panel of practice agencies to implement the Institute of Medicine mandate to reduce medical errors and provide safe and effective patient care in the United States. The CNL is a clinical nurse, prepared at the master's level as a generalist, who functions as part of an interdisciplinary team by communicating, planning, and implementing care directly with other health care professionals—including physicians, pharmacists, social workers, clinical nurse specialists and nurse practitioners. The CNL role is not meant to be one of administration or management. Graduates of the proposed program will be eligible for employment as CNLs in hospitals and clinical sites throughout the region and the nation.

INSTITUTIONAL OVERVIEW

Curry's mission, approved by the Board of Trustees in spring of 1991, is "to develop liberally-educated persons who are able to gain and to apply knowledge humanely, intelligently, and effectively in a complex, changing world." The earliest form of Curry College was a Boston-based school of elocution, founded in 1879 by Anna Baright. Following Ms. Baright's marriage to Reverend Samuel S. Curry, the pair established the College's direct institutional precursor, the School of Expression, which was instituted in 1885 and formally incorporated in 1888. In 1938 the Massachusetts Legislature granted the institution the power to confer the degrees of Bachelor of Science of Oratory and Master of Science of Oratory. In 1943 the institution adopted the corporate name, Curry College, in honor of its founders. The College relocated to its present site in Milton in 1952, and three years later was authorized to grant the degrees, bachelor of arts and bachelor of science. The College was granted authority to award honorary degrees in 1971, an Associate in Science in Nursing in 1976, a Master of Education in 1982, the Master of Arts in Criminal Justice in 1997, and the Master of Business Administration in 2004.

The Curry College undergraduate nursing program began in September 1977 and has grown since its founding in response to changes to the nursing profession. The first graduates of the traditional four-year Registered Nurse (RN) program graduated in 1983. In 1988 the nursing program expanded to the Plymouth branch campus. Currently, the College has a traditional four-year RN program, an accelerated program and an RN to Bachelor of Science program. The Curry undergraduate nursing program is accredited by the Commission on Collegiate Nursing Education (CCNE).

ACADEMIC AND RELATED MATTERS

Admission Requirements

Along with official transcripts and other general application material and procedures, a candidate for admission in the CNL program must submit evidence of a baccalaureate degree in nursing from an accredited nursing program, with a preferred undergraduate GPA of 3.00, a current non-restricted RN license (a Massachusetts RN license will be required before classes begin), and successful completion of a college-level statistics course.

Tuition

For the 2006-2007 academic year, the program cost for the accelerated second bachelor nursing program is \$27,745. Full-time undergraduate tuition is \$23,400 per academic year, and the tuition for the part-time RN-BS is \$325 per credit hour.

Projected Enrollments

The target audience for the CNL program is registered nurses who seek advancement through master's level education and who wish to continue working in direct patient care. The majority of students are expected to be working full time in the nursing profession; hence, the program will be offered part time. Many of the students recruited initially are expected to be Curry nursing alumni who have expressed interest in the proposed program.

Originally, the campus expected to enroll a total of 45 students per year in both the Milton and Plymouth campuses for the first four years of the program; however, the College amended its projected enrollment to a total of 15 students for the first year per the suggestions of the Visiting Committee's evaluation. The College plans to start the program at one site and then expand the program incrementally.

Curriculum (Appendix A)

The Master of Science in Nursing program at Curry College was designed, based upon the AACN's *Working Paper on the Clinical Nurse Leader (2003)*. The curriculum is designed to be completed over five semesters in a cohort-based model. The first two semesters primarily comprise "core" courses, common to all master-level nursing programs. Clinical practice is introduced in the last three semesters. The Curry College CNL program will require 460 clinical hours, as required by AACN guidelines. Beth Israel Deaconess Medical Center, Jordan Hospital, South Shore Hospital and Milton Hospital have all submitted letters, indicating an interest in offering clinical placements to Curry College CNL students. The College currently maintains clinical contracts with the majority of Boston-area hospitals, and the expectation is that students may also develop clinical placements within their place of employment.

Licensure

After successful completion of the proposed program, graduates will be eligible for the CNL Certification Examination™, developed under the auspices of the AACN. The Curry program will submit an application to AACN to formally approve all CNL graduates as certification-eligible

and allow graduates to take the CNL™ Certification. The College expects that at least 90 percent of graduates will pass the examination.

RESOURCES

Faculty and Staff

In AY2007-2008 the College's Division of Nursing will have 17 full-time faculty. Of the 17, ten are doctorally prepared. The College is committed to hiring a graduate director and one additional full-time faculty to the Division of Nursing in AY2008-2009. All new faculty hired to teach in the graduate program will have doctoral preparation, including part-time faculty. Nursing faculty will be expected to teach across all programs, both undergraduate and graduate.

Library and Information Technology

Students in the proposed program will have access to several full-text electronic databases and an on-line public access catalogue. Reference assistance will also be available to students either on-line or in person. The College is also committed to expanding the current library staff position, serving nursing students from half time to full time in the 2008-2009 academic year.

Facilities

The main Milton campus includes two major academic buildings. The Plymouth campus features eight lecture-style classrooms, a computer lab, a student computer resource area, a student reception area and administrative offices and other miscellaneous administrative space.

The CNL program will make use of the Nursing Resource Center (NRC) at the Milton campus. In order to ensure that the NRC is adequately equipped to provide for a master's-level assessment course, the Division of Nursing engaged a consultant to evaluate the NRC. According to the College, the physical space was found to be excellent; but upon recommendations from the evaluator, the CNL program budget has allocated expenditures to add to the quality of the NRC.

FISCAL (APPENDIX B)

The College submitted a budget for the proposed program, indicating institutional support for the program. A copy of the budget is attached as Appendix B.

EVALUATION

In December 2007 the proposed program was reviewed by an outside Visiting Committee, comprising faculty members who currently work in CNL programs. The members included Jean DeMartinis, PhD, Associate Professor, University of Massachusetts Amherst; Wanda E. Anderson, Nursing Reference Librarian, Boston College' and Susan B. Sepples, Ph.D., Associate Professor, University of Southern Maine. The Visiting Committee expressed overall strong support for the program, with some specific suggestions for improvement, including the size of the beginning cohort and the capacity of clinical placements to absorb students. The Visiting Committee recommended that the new program be initiated in phases, with a smaller cohort than what was initially planned, who will be placed in a circumscribed number of

partnering affiliates. The Visiting Committee stressed that the proposed clinical sites must demonstrate an understanding of the new CNL role and capacity to train and support students in this new role.

In response, the College amended its projected enrollment and affirmed plans to start the program at one site and then expand the program incrementally. Curry decreased its original planned cohort size and obtained letters of support from four proposed clinical sites, outlining their anticipated roles in developing the skills students will need to function effectively as CNLs.

PUBLIC HEARING

The required public hearing was held on April 4, 2008, at the Saltonstall Building in Boston, Massachusetts. No comment was offered in opposition to the proposed program.

STAFF ANALYSIS AND RECOMMENDATION

The staff has thoroughly reviewed all documentation submitted by Curry College and external reviewers and is satisfied that the program meets the requirements of 610 CMR 2.08. Staff recommendation is for approval of the Master of Science in Nursing at Curry College.

Appendix A

Curriculum Requirements

<u>Master of Science: Nursing—Clinical Nurse Leader Program</u>		
		<u>Credits</u>
<u>Semester 1 – Fall</u>		
NSG 6200	Advanced Pathophysiology	3
NSG 6000	Advanced Assessment and Clinical Reasoning	3
NSG 6100	Leadership and Role Seminar	2
<u>Semester 2 – Spring</u>		
NSG 6300	Nursing Science and Evidence-Based Practice	3
NSG 6500	Advanced Pharmacology	3
NSG 6040	Research and Statistical Analysis	3
<u>Semester 3 – Fall</u>		
NSG 6400	Nursing: Quality Management of the Environment	3
NSG 6401	Practicum 1– Quality Management of the Environment (80 hours clinical)	2
NSG 6450	Health Policy, Systems and Financing	2
<u>Semester 4 – Spring</u>		
NSG 6700	Outcome Decision Analysis	3
NSG 6701	Clinical Leadership Practicum 2 - Outcomes Management (80 hours)	2
NSG 6600	Health Information Management	2
<u>Semester 5 – Fall-Spring</u>		
NSG 7892	Capstone Course: CNL- Seminar (scholarly project)	3
NSG 7893	Capstone-Clinical: Mentored Immersion (300 hours)	3
	<i>Total Courses Required</i>	<i>14</i>
	<i>Total Credits Required</i>	<i>37</i>
	<i>Prerequisite, Concentration or Other Requirements:</i>	<i>none</i>

Four Year Budget
Master of Science CNL
Program

15 WITH GROWTH OVER TIME

classes
 launch Fall
 '08

revised spring '08

YEAR 1 **YEAR 2** **YEAR 3** **YEAR 4**

		FY '07	FY '08	FY '09	FY '10	FY '11	FY '12
REVENUE							
tuition				\$127,224	\$360,041	\$508,400	\$568,260
application fees @ \$50				\$500	\$1,250	\$1,500	\$1,500
total revenue				\$194,184	\$479,534	\$797,860	\$986,706
EXPENSES							
Program approval expenses (Board of Higher Ed-- application fee, site visit)	notes 4500, BHE; 500 airfare; 1700 hotel; 800 food --already embedded in Ce Admin budget		\$7,500				
Library Consultant			\$500				
Lab Consultant			\$600				
Subtotal Program Development Expenses			\$8,600				
Release time fall to continue development	at undergrad SL rate	\$8,738	\$9,164				
Release time spring to develop proposal	at undergrad SL rate	\$17,476	\$9,164				
New Assistant Director in CE/Grad Studies	hire for half year in January '08; full year thereafter		\$20,000	\$20,000	\$20,974	\$21,995	\$23,067
Grad Program Director/FT Faculty #1				\$77,654	\$81,537	\$85,614	\$89,895
Additional Full time Faculty Member #2	assumes rank of Associate Professor with 5.10% increase each year			\$65,169	\$68,493	\$71,986	\$75,657
Additional Full time Faculty Member #3	assumes rank of Associate Professor with 5.10% increase each year				\$68,493	\$71,986	\$75,657
Summer Admin time	4 weeks @ 1/36 of Grad Dir pay			\$8,628	\$9,060	\$9,513	\$9,988
Winter Admin Time	2 weeks= 80 hours			\$2,560	\$2,640	\$2,720	\$2,720
Faculty Expenses (assumes grad SL rates) (see below)							
2008-2009	18 credit hours total need to be taught (assume 12 cr taught by Director as part of load; 6 credits taught by FT faculty #2; no part time teaching)						
2009-2010	50 credit hours total need to be taught (assume 12 cr taught by Director as part of load and 24 credits covered by FT faculty member #2; 14 credits taught by FT faculty #3; no part time teaching)						

** SL rates
 divided by
 3= per
 credit

FY '09
 \$5,910 / 3
 =
 \$1,970/cr.

FY '10
 \$6,198/ 3 =
 \$2,066/cr.

revised spring '08

				YEAR 1	YEAR 2	YEAR 3	YEAR 4	
		FY '07	FY '08	FY '09	FY '10	FY '11	FY '12	
2010-2011	69 credit hours total need to be taught (assume 12 cr taught by Director as part of load and 24 credits covered by FT faculty member #2 and 24 credits taught by FT faculty member #3; thus 9 credits taught by PT faculty)					\$19,494		FY '11 \$6,499/ 3 = \$2,166/cr.
2011-2012	74 credit hours total (assume 12 cr taught by Director as part of load and 24 credits covered by FT faculty member #2 and 24 credits taught by FT faculty member #3; thus 14 credits taught by PT faculty)						\$31,808	FY '12 6,815/3 = 2,272/cr.
benefits @ 30%			\$6,000	\$52,203	\$75,359	\$84,992	\$92,638	
Subtotal Salary Expenses		\$26,214	\$44,328	\$226,214	\$326,556	\$368,300	\$401,430	
recruitment, outreach, fairs				\$2,000	\$2,000	\$2,000	\$2,000	
orientation food, student advising events, graduation receptions				\$2,000	\$2,500	\$2,500	\$2,500	
instructional expenses	includes Cori checks, desk copies, copying, office supplies, lab disposables			\$5,000	\$6,000	\$6,000	\$6,000	
AAACN Business meeting	travel and registration costs for annual business meeting			\$3,000	\$3,000	\$3,000	\$3,000	
faculty and staff mileage expenses				\$500	\$1,000	\$1,000	\$1,000	
assessment (EBI surveys)						\$2,000	\$2,000	
marketing expenses (brochure, advertising)	in FY '08 for brochure and first direct mail campaign		\$10,000	\$40,000	\$40,000	\$40,000	\$40,000	
Library resources	critical subscription electronic databases (annual expense)			\$12,221	\$12,221	\$12,221	\$12,221	
Subtotal Operating Expenses			\$10,000	\$64,721	\$66,721	\$68,721	\$68,721	
Total Expenses		\$26,214	\$62,928	\$290,935	\$393,277	\$437,021	\$470,151	
Net				-\$96,751	\$86,257	\$360,839	\$516,555	
CAPITAL EXPENSES (separate budget process)								
computer and furniture for Grad director	computer already purchased; furniture is still in FY '08 Cap X but not spent yet		\$2,000					
computer and furniture for assistant dir CE-Grad	computer already purchased; furniture is still in FY '08 Cap X but not spent yet		\$2,000					
computer and furniture for new faculty hires	may already be included elsewhere because this is one of the contractual faculty hires for FY '09			\$2,100	\$2,100			
Media resources/ streaming video for Nursing Resource Center	capital investment; one time expense			\$19,100				
Technology equipment for Nursing Resource Center	capital investment; one time expense			\$27,000				
TOTAL CAPITAL EXPENSES			\$4,000	\$48,200	\$2,100	\$0	\$0	