

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Assessment and Accountability

NO.: AAC 10-16

COMMITTEE DATE: April 27, 2010

BOARD DATE: May 4, 2010

BAY STATE COLLEGE, INC.
ASSOCIATE IN SCIENCE IN NURSING

MOVED: The Board of Higher Education hereby approves the Articles of Amendment of **Bay State College, Inc.**, to award the **Associate in Science in Nursing**.

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Francesca B. Purcell, Ph.D., Associate Commissioner for Academic and P-16 Policy

BOARD OF HIGHER EDUCATION

May 2010

Bay State College, Inc.

Associate in Science in Nursing

INTENT

Bay State College, Inc., submitted an application in July 2009 to offer an Associate in Science in Nursing (ASN). The intent and purpose of the program will be to educate students who will be able to provide evidence-based nursing skills and to utilize critical thinking in their professional roles. Bay State College intends to provide students with supportive and quality educational preparation in the science and practice of nursing, preparing them for professional careers and increasing levels of higher education. Graduates will be ready to enter the profession in a diversity of roles and settings, reflecting the healthcare needs of the populations in Boston and surrounding areas.

The proposed program is intended to prepare students for the National Council Licensure Examination-Registered Nurse (NCLEX-RN). The National Council of State Boards of Nursing, Inc. (NCSBN) administers these examinations on behalf of its member boards which consist of the boards of nursing in the 50 states. Bay State College has set a goal of an 88-percent pass rate for program graduates sitting for this exam.

Bay State College will pursue accreditation by the National League for Nursing Accreditation Commission (NLNAC). The College intends to have NLNAC accreditation in place before the first graduating class of May 2012.

INSTITUTIONAL OVERVIEW

Bay State College, Inc., is a private, proprietary institution located in Boston, Massachusetts, and accredited by the New England Association of Schools and Colleges (NEASC). The College was first founded as a travel academy in 1946. Over the years, it has pursued a more comprehensive general education curriculum, with an emphasis on written and oral communication skills. Currently, Bay State offers associate and baccalaureate degree programs in business and commerce, allied health and other disciplines, which include the 2004 approval of the Bachelor of Science in Management, Bachelor of Science in Entertainment Management, and Bachelor of Science in Fashion Merchandising. The College is now seeking to offer the Associate in Science in Nursing.

ACADEMIC AND RELATED MATTERS

Curriculum (Attachment A)

Students must complete a total of 18 courses (70 credits) to complete the proposed ASN. In addition to 10 courses in general education, students will be required to complete eight nursing courses, five of which also incorporate practicum.

The proposed program has been designed to integrate classroom, laboratory and clinical experiences. Pedagogies utilized will include simulation and cognitive clinical exercises, which both support clinical reasoning. Technology and informatics will also be integrated throughout the program to support the rapidly increasing use of electronic and computerized equipment in nursing practice. Each student will build a portfolio to include items from all nursing courses enabling the students to reflect on and evidence their commitment and progress.

The proposed Bay State College curriculum is divided into five semesters. This is inclusive of four semesters following the traditional college academic schedule and one full summer session between year one and year two. Full-time students are expected to complete their program requirements in three years. It is projected that 75 percent of the nursing students admitted in the first two years will graduate within three years.

Bay State has chosen to utilize the Quality and Safety Education (QSEN) framework to guide the development and formation of the nursing curriculum. The faculty will also continue to closely monitor and evaluate other curriculum frameworks with an appreciation that this process may lead to beneficial enhancements or modifications to the model currently proposed.

The QSEN competencies that serve as the framework are used as defined by QSEN. Many of the course objectives are based on QSEN's knowledge, skills and attitudes (KSAs), for pre-licensure educational programs. The competencies are:

1. Patient-Centered Care – provision of competent nursing care based on respect for the patient's beliefs, values preferences and needs.
2. Teamwork and Collaboration – performance of the nursing role as a member of the interdisciplinary healthcare team and recognizing the value of all disciplines.
3. Evidence-Based Practice – integration of most current level of knowledge, based on research, with clinical expertise to deliver optimal care.
4. Quality Improvement – support and participate in collection and utilization of data to effect continuous improvement in quality and safety of care provided.
5. Safety – minimize risk of harm to patients and providers through both effectiveness of systems and individual performance.
6. Informatics – utilize data and technology to best support safe and effective care.

With two allied health programs that have been in existence for over 20 years, Bay State College has long-term relationships with various health care providers in the greater Boston area. In addition, there is an approved procedure for contracting and placement that may be used as the basis for a nursing specific clinical placement procedure. At the time of this application, several clinical agencies have expressed their interest in becoming one of the cooperating agencies to facilitate clinical experiences for Bay State College nursing students.

Admission Requirements

Applicants must have completed the following requirements at the time of application:

- A program application form
- High School GPA minimum of 2.7/4.0 or College GPA minimum of 2.7/4.0 based on at least 12 credits
- Life Science/Chemistry Lab Class with B or better.
- Achievement of a score on the Bay State College's English Placement Test sufficient to be placed into English II.
- Achievement of a score on the Bay State College's Math Placement Test sufficient to be placed into College Algebra.
- An interview with an admissions representative and nursing program chair/faculty member.
- A recent physical examination record demonstrating the applicant is in compliance with the NLN in addition to immunizations required by the Massachusetts Department of Health, etc. –form will be provided to all accepted students.
- Proof of participation in a comprehensive health insurance plan or comparable health insurance coverage for the duration of the program.

- Proof of current Cardiopulmonary Resuscitation (CPR) certification.
- Permission for Criminal/Sex Offender Record Information (CORI/SORI) checks as required by the program/clinical agencies.

Full-time day division tuition costs \$18,925 with an allied health program fee of \$475; a student services fee of \$375; and a student activities fee of \$50.

PROGRAM ENROLLMENT PROJECTION

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4
New Full Time	32	32	32	32
Continuing Full Time	0	26	26	26
New Part Time	6	6	6	6
Continuing Part Time	0	5	5	5
Totals	32	63	63	63

RESOURCES

Administration and Faculty

Susan Segal, MSN, RN, will chair the nursing program, and there is currently a second full-time faculty member. The next scheduled full-time faculty hire will be in May 2011. It is the goal and intention of Bay State College to recruit an experienced academic nurse educator with expertise in medical surgical nursing and experience in curriculum development. Bay State will hire additional faculty, taking into consideration the ratio of students to faculty in clinical rotations and laboratory sessions.

Library

The BSC Library houses approximately 6,000+ books, 3,300+ ebooks through NetLibrary, 90+ current print periodicals, 20 databases (including ProQuest Central; JSTOR, LexisNexis Academic; EBSCO, a suite of 7 databases; Infotrac, a suite of 8 databases; and Hoover's), 200+ videos and 170 DVDs. To date, BSC has collected 100+ nursing textbooks for the program faculty to review. BSC intends to purchase additional nursing specific reference books, subscribe to professional nursing journals, and purchase DVD collections and other audio/visual resources upon approval of this application and upon review by program faculty in preparation for the Initial Approval Status application to the Board of Registration for Nursing.

BSC is a member of the Boston Regional Library System (BRLS). The BRLS provides the College's students with access to 71 databases and allows students to take full advantage of the Interlibrary-Loan (ILL) service. This service, provided through BRLS, is a supplement to the College's collections, providing books and periodical articles at the request of students, faculty and staff. In addition, the Library is a member of the New England Library Network (NELINET), a library cooperative which provides consulting services and continuing education for staff, as well as opportunities to participate in consortium purchasing of library resources. The main branch of the Boston Public Library (BPL) is located two blocks from BSC's main campus. Bay State students have the benefit of the over 6 million books at the Boston Public Library, and the

nature of the College's relationship with the BPL allows for students to take full advantage of the numerous resources available, including rare books, manuscripts, CDs, videos, books on tape, records, photographs, an extended selection of periodicals, and cultural events.

Facilities and Equipment

BSC's main campus comprises four locations (two entire brownstones at 122 and 35 Commonwealth Avenue and two suites of offices and classrooms at 31 St. James Street and 437 Boylston Street) and six residence halls that occupy entire brownstones (164 Marlborough Street and 125, 127, 181, 260 and 262 Commonwealth Avenue). The combined total area of these facilities is approximately 82,800 square feet. All of these spaces are on long-term leases. 122 and 35 Commonwealth Ave. are owned by Bay State College's parent company.

The BSC campus is rapidly growing, and plans include the creation of a nursing skills laboratory at the 31 St. James Avenue campus where the Allied Health Department is located. Besides equipment and supplies already available in the Allied Health Department laboratories, BSC will purchase new equipment and supplies and add more office and storage space to be used in the nursing education program.

Fiscal Resources (Attachment D)

Bay State College submitted a budget for the first four years of the proposed program.

EVALUATION

Visiting Committee

The visiting team consisted of:

- Chair: Marie B. McCarthy, MS, RN, Vice President for Education, Lawrence Memorial/Regis College, Nursing and Radiography Programs;
- Ellen B. Ceppetelli, RN, MS, CNL, Director of Nursing Education, Dartmouth Hitchcock Medical Center; and
- Mary M. Tarbell, MS, RN, Dean, School of Nursing, Springfield Technical Community College.

The three-member visiting committee reviewed printed materials and carried out a site visit January 21-23, 2010, where the Committee toured the facilities and met with administrators, faculty, staff, and students.

Findings

The visiting committee found that the mission and purposes of the institution were accepted and widely understood by its administration, faculty, staff, and students and that it was apparent that there was strong support of the proposed associate degree nursing program by the President, administration, faculty, and future students. The visiting committee also commended Bay State College's process for evaluating ongoing student work and faculty effectiveness.

The visiting committee's recommendations focused primarily on the curriculum and faculty and included the following:

- Seek the assistance of an experienced nursing curriculum expert to enhance the quality and consistency of the curriculum.
- Select a curriculum framework to consistently guide all aspects of the academic program.
- Add member(s) to the planned Advisory Committee who have curriculum development expertise and/or academic appointments elsewhere.

- Establish an explicit set of goals and strategies for the planning of future full-time appointments of faculty with nursing education and curriculum development expertise which can guide the development and implementation of the curriculum and mentor other less experienced faculty.
- Provide professional development to existing faculty in order to transition them from the clinician role to the academic faculty role.
- Revise the clinical evaluation tool.

Institutional Response

Bay State hired an experienced curriculum consultant and chose the Quality and Safety Education (QSEN) framework upon which to base the nursing curriculum. The visiting committee subsequently cautioned the College that the QSEN framework only used by itself is an incomplete approach and recommended that Bay State continue to monitor and examine other curriculum frameworks which are comprehensive in nature. Bay State responded the use of a QSEN based framework was intended to be broadened by the incorporation of the specific Knowledge, Skills and Abilities (KSAs) attributed to each competency and that the College will closely monitor and evaluate other curriculum frameworks with an appreciation that this process may lead to beneficial enhancements or modifications to the model currently proposed.

The College provided an explicit plan for faculty hiring and professional development efforts as well as advisory committee membership confirming the necessity for nursing faculty members to possess expertise in the area of nursing education and curriculum development. The College sufficiently revised the clinical evaluation tool.

PUBLIC HEARING

The required public hearing was held on Wednesday, April 21, 2010, at 10 a.m. in the Department of Higher Education's office. No comments were offered in opposition to the proposed program.

STAFF ANALYSIS AND RECOMMENDATION

After a thorough evaluation of all documentation submitted, staff are satisfied that the proposed Associate in Science in Nursing by Bay State College, Inc., meets the criteria set forth in 610 CMR 2.08 in the Degree-Granting Regulations for Independent Institutions of Higher Education. Recommendation is for approval.

ATTACHMENT A: Curriculum Outline

Undergraduate Program Curriculum Outline

Required (Core) Courses in the Major (Total # courses required = 8)		
Course Number	Course Title	Credit Hours
NUR 101	Fundamentals of Nursing	4
NUR XXX	Introduction to Quality, Safety, and Professionalism in Nursing	3
NUR 151	Fundamentals of Nursing Practicum	2
NUR 111	Pharmacology for Nurses	3
NUR 118	Maternity, Childhood and Pediatrics	4
NUR 158	Maternity, Childhood and Pediatrics Practicum	3
NUR 211	Medical Surgical Nursing I	5
NUR 251	Medical Surgical Nursing I Practicum	3
NUR 201	Mental Health Nursing	3
NUR 251	Mental Health Nursing Practicum	1
NUR 212	Medical Surgical Nursing II	4
NUR 252	Medical Surgical Nursing II Practicum	3
NUR 202	Nursing Trends	2
	Subtotal Required Credits	40
General Education Courses (Total # courses required = 10)		
Indicate Distribution of General Education Requirements Below		# of Gen Ed Credits
Humanities Elective (includes CIN, COM, AHI, MUS, LIT)		3
FYE 101	First Year Experience	1
ENG 102	English II	3
BIO 201	Anatomy and Physiology I	4
BIO 202	Anatomy and Physiology II	4
BIO 112	Microbiology	3
MAT 200	Statistics	3
PSY 101	Psychology	3
PSY 203	Growth and Development	3
SOC 101	Sociology	3
	Subtotal General Education Credits	30

Curriculum Summary	
Total number of courses required for the degree	18
Total credit hours required for degree	70
Prerequisite, Concentration or Other Requirements:	
English I or ENG102 Placement, General Anatomy and Physiology, College Algebra or MAT200 Placement, Introduction to Chemistry or General Chemistry	

ATTACHMENT B: Budget

Associate of Science in Nursing (RN)	<u>Associate of Science in Nursing</u>					
	<u>Year 0</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Summary of Key Metrics						
# of campuses offering by Year End		1	1	1	1	1
FT faculty incl. prog. Chair	2	3	3	3	3	3
New Students starting		32	32	32	32	32
Graduates		0	24	24	24	24
Ending Population		26	26	26	26	26
	<u>Year 0</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Tuition revenue	\$	\$ 765,850	\$1,278,625	\$ 1,278,625	\$ 1,278,625	\$ 1,278,625
Other Fees		26,350	47,600	47,600	47,600	47,600
Institutional Aid		<u>(137,853)</u>	<u>(230,153)</u>	<u>(230,153)</u>	<u>(230,153)</u>	<u>(230,153)</u>
Total Revenue	\$	\$ 682,247	\$1,148,993	\$ 1,151,639	\$ 1,154,417	\$ 1,157,334
			68%	0%	0%	0%
Facilities and Instruction						
Instructor Salaries	48,750	145,442	187,930	194,508	201,315	208,361
Instructor Benefits		29,792	33,638	34,815	36,033	37,294
Cost of Books		26,505	50,274	52,788	55,427	58,198
Cost of Supplies		11,044	19,950	19,950	19,950	19,950
Cost of Classroom Space		16,533	50,592	51,604	52,636	53,689
Depreciation of Program Specific Instructional Equipment/Facility	<u>6,567</u>	<u>7,400</u>	<u>7,913</u>	<u>7,913</u>	<u>7,913</u>	<u>7,313</u>
Cost of Facilities and Instruction	\$55,317	\$236,716	\$ 350,297	\$ 361,577	\$ 373,275	\$384,806
Facilities and Instruction as % to Revenue		34.7%	30.5%	31.4%	32.3%	33.2%
Marketing and Admissions Costs						
Advertising Expense	1,600	1,605	1,677	1,753	1,832	-
Marketing Collateral and Postage Expense	10,000	10,000	10,000	10,000	10,000	10,000
Other variable Marketing and Admissions costs						
Marketing and Admissions Expense	\$ 11,600	\$11,605	\$11,677	\$11,753	\$11,832	\$10,000
		1.7%	1.0%	1.0%	1.0%	0.9%
Admin Expense						
Bad Debt Expense		17,056	28,725	28,791	28,860	28,933
Campus Staff Supporting Students		156,917	264,268	264,877	265,516	266,187
Program Chairperson- Corporate	112,500	112,500	116,438	120,513	124,731	129,096
Corporate Overhead Allocation						
Other Admin Expenses	<u>15,000</u>			<u>15,000</u>		
Total Admin Expense	\$127,500	\$ 286,473	\$ 409,431	\$ 429,181	\$ 419,107	\$ 424,217
		42.0%	35.6%	37.3%	36.3%	36.7%
Total Expenses	<u>\$194,417</u>	<u>\$ 534,794</u>	<u>\$ 771,405</u>	<u>\$ 802,510</u>	<u>\$ 804,214</u>	<u>\$ 819,023</u>
		78.4%	67.1%	69.7%	69.7%	70.8%
Contribution to Operating Surplus	<u>\$(194,417)</u>	<u>\$147,453</u>	<u>\$377,588</u>	<u>\$349,128</u>	<u>\$350,203</u>	<u>\$338,311</u>
		21.6%	32.9%	30.3%	30.3%	29.2%
Cumulative Contribution to Surplus	<u>\$(194,417)</u>	<u>\$ (46,964)</u>	<u>\$330,624</u>	<u>\$670,752</u>	<u>\$ 1,029,956</u>	<u>\$ 1,368,267</u>

Cash Flow:

Add back Depreciation	\$(187,850)	\$154,854	\$385,501	\$357,041	\$358,116	\$345,624
Deduct capital Expenditure	64,355	2,500	6,477	5,000	2,500	
Cash Flow	\$(252,205)	\$152,354	\$379,024	\$352,041	\$355,616	\$345,624