TASK FORCE FINDINGS FINAL REPORT

NURSING PROGRAM REVIEW

FALL 2007

HILLSBOROUGH COMMUNITY COLLEGE

TAMPA, FLORIDA

TASK FORCE MEMBERS
Chair: Risë W. Sandrowitz, Nursing Program Manager
       Sr. Ann Wiesen, Erwin Technical Center
       Leah Godfrey, Tampa General Hospital
       Dr. Mary Bendickson, HCC
       Mara Manis, HCC
       Sandy Strobel, HCC
       Joan Sager, HCC
       Janelle Maldonado, HCC nursing graduate
TABLE OF CONTENTS

I. Introduction .................................................. 2
II. Description of Unit ............................................ 3
III. Unit Planning Objectives ..................................... 4
IV. Task Force Findings .......................................... 5
    A. Strengths of Unit .......................................... 5
    B. Weaknesses of Unit ....................................... 6
    C. Recommendations for Improvement ....................... 7
V. Distribution List .............................................. 8
VI. List of Appendices ........................................... 9
       • Appendix A: Hillsborough Community College Mission, Vision, and Goals 9
       • Appendix B: Nursing Unit Plans 2005-2007, 2007-2009 10
       • Appendix C: Nursing Student Diversity Tables 18
       • Appendix D: Exit exam Scores 19
       • Appendix E: NCLEX-RN pass rates 20
       • Appendix F: Faculty credential requirements 21
       • Appendix G: Workforce statistics 23
       • Appendix H: Articulation agreements 24
       • Appendix I: Additional nursing programs 44
       • Appendix J: Faculty vacancies 45
       • Appendix K: Skills lab equipment 46
       • Appendix L: Lab coordinators’ schedules 47
       • Appendix M: FCNEA survey 48
       • Appendix N: Tutoring budget 49
Hillsborough Community College engages in a review of academic, academic support, and administrative areas for the following purposes:

1. To complement the institution’s strategic planning process requiring the internal development of unit plans with an external perspective in the review of those plans and the quality of programs and services.

2. To respond to intrinsic motivations for continuous improvement with a focus on the enhancement of institutional effectiveness and efficiency, student learning outcomes, and client satisfaction.

3. To respond to state mandates and accreditation requirements of the Southern Association of Colleges and School calling for a systematic review of all programs and services.

The review is conducted by a Task Force composed primarily of individuals outside the unit under review. The chair is a full time employee of the unit under review.

The charge to the Task Force is to identify strengths and weaknesses of the unit as guided by empirical evidence. From the list of strengths and weaknesses, the Task Force is to develop recommendations for improvement to capitalize on strength and weakness. The work of the Task Force is to be completed within a fall or spring semester culminating in a final report.

For academic areas, a judgment should also be rendered regarding viability of the program in context of service area demand, enrollment, and critical workforce needs.

Subsequently, two brief follow-up reports are to be drafted. The first follow-up report is due in the following semester. The second is due one year later at the conclusion of the semester in which the review was conducted. Each consists of a listing of the final recommendations with a few statements on the status of achievement.

Recommendations not achieved within one year may become unit planning objectives to ensure a continued focus on their attainment. Objectives that stem from review recommendations should be indicated as such in the Strategic Planning system of the College.
DESCRIPTION OF UNIT

The mission of Hillsborough Community College nursing program is to prepare safe and competent beginning practitioners of nursing who are eligible to take the registered licensing exam (NCLEX-RN) and take nursing positions in the many healthcare facilities of Hillsborough County. The nursing program is fully accredited by the Florida Board of Nursing and the National League of Nursing Accrediting Commission (NLNAC). The size of our graduating classes has consistently ranked the HCC nursing program between the top ten and twentieth community college nursing programs in the country.

Nursing is a limited access program. Applicants must complete twenty-one credits from prerequisite courses to be eligible to apply. The Basic Nursing Program is offered for students with no other nursing license at both Dale Mabry and Plant City campuses during daytime and evening/Saturday sections and requires four semesters for completion. Students are accepted for admission every fall and spring. The LPN-RN Transition Program is offered for LPNs who wish to increase their knowledge and skills and advance to the registered nurse level. Students are accepted for admission each summer at the Dale Mabry campus only. The Transition program requires three semesters for completion. All students are eligible to take a Transcultural Nursing course which takes a group of nursing students to observe nursing education and healthcare in Ecuador each summer.

Graduates of both the Basic and Transition programs are eligible to continue their education at any public Florida university BSN completion program based on state articulation agreements. In addition, HCC nursing has an articulation agreement with the University of Tampa.
UNIT PLANNING OBJECTIVES

2005-2007 objectives for the Nursing Program are as follows:

1. To increase the NCLEX-RN pass rate of graduates to 80%. This objective supports College Goal #1. Goal has been achieved.

2. To increase completion rate from 85% to 90%. This objective supports College Goal #1. Goal is not achieved as yet.

3. To increase enrollment to 600. This objective supports College Goal #3. Goal is not achieved as yet.

2007-2009 objectives for the Nursing Program are as follows:

1. Each faculty person will attend some professional conference with the goal of improving teaching skills. This objective supports College Goal #5. Goal is partially achieved.

2. Expand the nursing program to the Southshore campus by admitting an initial Class by 2009. This objective supports College Goal #3. The planning to achieve this objective is well underway.

3. The NCLEX-RN pass rate for our nursing graduates will reach 95%. This objective supports College Goal #1. We are currently at 93%; goal is almost achieved.
STRENGTHS OF THE UNIT

1. New curriculum format and inclusion of computerized exit exams have led to increased scores on the Exit Exam and increased NCLEX-RN pass rates. Source: Appendices D and E, pp. 19, 20

2. Diverse student body with 85% completion rate. Source: Appendix C, p. 18

3. Highly qualified and committed faculty who meet all SACS and NLNAC qualifications including significant number who are HCC graduates. Source: Appendix F, p. 21

4. Strong need for our graduates in the community workforce. Source: Appendix G, p. 23

5. Partnerships with stakeholders in the community. Source: Appendix H, p. 24
WEAKNESSES OF THE UNIT

1. Limitations to program growth due to competition for clinical space. There has been a proliferation of private institutions and two expanded university programs. *Source: Appendix I, p. 44*

2. Difficulty replacing faculty. Faculty postings receive fewer applicants and many decline HCC to take comparable positions elsewhere for higher salary. Many new faculty have little teaching experience. *Source: Appendix J, p. 45*

3. Age of equipment in skills labs. Dale Mabry lab has had no renovation in over ten years. Plant City is in the renovation process. *Source: Appendix K, p. 46*

4. Lacking of graduate tracking. Post graduate surveys have either not been done due to lack of personnel or results have been sparse. *Source: Task Force Observation*

5. No full-time lab coordinators. All lab instructors work part-time on both campuses creating inconsistencies. With two exceptions, all lab coordinators work only one day a week. *Source: Appendix L, p. 47*

6. No full-time staff assistant. We recently lost our staff assistant to a higher paying full-time position. A new part-time assistant has been hired. We rely heavily on part-time student workers to manage filing, answers phones, and prepare materials for orientation, current students, and graduates. Students cannot work with confidential information such as student files and must schedule their work around their own class times making for times when we have no help. *Source: Task Force Observation*

7. One program manager covering two campuses and actively planning for third. Comparable programs in Florida all have full-time directors and full-time assistant directors. *Source: Appendix M, p. 48*

8. Completion rates have not improved. There are no nursing tutors on either campus. Tutoring centers have been unable to retain nursing tutors. HCC Foundation funded a short-term tutoring project. However, pay was not adequate to keep them beyond a few months. *Source: Appendix N, p. 49*
1. Continue to find creative solutions for clinical experiences such as more weekends and smaller hospitals. Add more simulation equipment to provide alternatives to hospital experience.

2. Encourage adjuncts to consider full-time positions. Widen search for new faculty. Encourage faculty to participate in contract negotiations so that our salaries will be more competitive. Create mentoring plan for all new faculty.

3. Submit yearly request for Perkins Grant money and apply for other grants which may be used to buy updated equipment. Work with HCC Foundation on a plan to solicit donations from community hospitals to be used for lab equipment. Revive Nursing Alumni Association to celebrate HCC 40th Anniversary and create a fund raising campaign which acknowledges our contribution to the healthcare of Hillsborough County.

4. Work with Institutional Research to plan and conduct graduate surveys.

5. Hire one full-time person for each lab. If that is not possible, reduce the number of lab coordinators who work one day a week to fewer who will work additional days.

6. We strongly recommend one full-time staff assistant to deal with the enormous volume of inquiries, phone calls, emails, student requests, record keeping, and other tasks that accompany a highly regulated program of this size.

7. A reorganization plan that divides the duties into several categories: one person for day-to-day student and faculty responsibilities for each campus with the nursing program and one person for college wide functions, community responsibilities, meeting accreditation requirements and overseeing the entire program.

8. Creation of a success center for nursing students. It would include peer tutors as well as RN tutors. It could also include computers and remediation software to augment tutors. Funds for this would also come from either the HCC Foundation project or the Alumni Association project or some unknown as yet grant.
DISTRIBUTION OF THE FINAL REPORT

The final report and all follow-ups will be distributed by the chair to the President’s Cabinet, appropriate deans and/or directors, unit heads, task force members, and all campus libraries. It will be posted to Public Folders and disseminated electronically to the HCC community.
Appendix A

VISION

Hillsborough Community College will deliver education of the highest standards enabling a diverse community of life-long learners to achieve their maximum potential in a global society.

MISSION

Hillsborough Community College, a public, comprehensive institution of higher education, empowers students to excel through its superior teaching and service in an innovative learning environment.

2007-09 College Goals and Strategic Initiatives

Goal 1. Advance student success through a focus on the achievement of learning outcomes for all students with the active involvement of all employees.

Strategic Initiatives

A. Increase the college preparatory course completion rate in reading to the state average (CSF, B-5).

B. Increase the retention rate of students enrolled in degree programs to exceed the state average (CSF, B-4).

C. Improve student learning outcomes in Gateway courses (QEP, 49).

D. Increase the Associate of Arts graduation rate to the state average (CSF, A-4).

Goal 2. Foster partnerships with the local and global communities to position the College as a premier educational institution for college transfer, career workforce and economic development, lifelong learning, and community initiatives.

Goal 3. Enhance access, flexibility, and responsiveness to meet the changing educational needs of the students and the community.

Strategic Initiatives

A. Reexamine the complete array of program offerings to ensure they are responsive to community need and workforce demands (CSF, A-4).

B. Expand opportunities for electronic access to instructional and student service delivery in user-friendly, web-based applications (CSF, B-2).

Goal 4. Provide the necessary human, financial, physical, and technological resources to ensure a high quality learning environment and an efficient organization.

Strategic Initiatives

A. Successfully launch the new South Shore Center.

B. Leverage technology to streamline administrative processes and reduce the percentage of budgeted expenditures for overhead functions (FCCS Cost Analysis).

Goal 5. Promote an institutional culture that values the individual; fosters diversity; and encourages professional development, action, creativity, and risk taking.

Strategic Initiative

A. Encourage hiring practices that will result in a faculty that is more reflective of the student body profile and the citizenry of Hillsborough County (CSF, C-3).

Goal 6. Continuously improve programs and services through a systematic and ongoing process of strategic planning, assessment, and review in which a “culture of evidence” guides our direction.

- Approved by the Board of Trustees, August 30, 2006
In support of the instructional mission of the college, the Nursing program provides training to prepare students for employment as beginning registered nurse positions. The program prepares students to take the NCLEX-RN licensing exam upon program completion. The program is accredited by the FL Board of Nursing and the National League of Nursing Accrediting Commission to award an Associate of Science degree in Nursing.

Planning Facilitator(s):  Rise W. Sandrowitz

Unit Planning Process:
The nursing faculty meet once a month during the college year. All full-time faculty are required to attend; adjuncts are invited. Curriculum, program outcomes, and student evaluations are discussed to determine appropriate changes. The Nursing Advisory Committee composed of area hospitals, nursing programs, faculty, and students meets twice a year and adds input to need for change. Nursing submits annual reports to the FL Board of Nursing and NLNAC for continuing accreditation. Graduation rates and faculty qualification are part of these reports. All full-time faculty receive annual evaluation by the dean with non-tenured faculty evaluated twice. Adjuncts are evaluated each semester by the program manager. Students evaluate each course including the instructors and clinical sites each semester. Changes may be made based upon the student evaluations.

External Trends:

<table>
<thead>
<tr>
<th>Trend or Event</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. National and local nursing shortage.</td>
<td>1. It is anticipated that the number of applicants will continue to be large and that we will find ways to expand the program. We will also look for ways to increase our graduation rate.</td>
</tr>
<tr>
<td>2. Competition from area programs for clinical space.</td>
<td>2. We will expand into new facilities and evening/week-end times.</td>
</tr>
</tbody>
</table>

Constituent Needs:
The program provides Hillsborough county and the surrounding communities’ hospitals, nursing homes, out-patient clinics, doctors’ offices, and community health facilities with competent beginning registered nurses. There is a local nursing shortage of between 12 to 20% depending on the specialty. Demographics including the aging of the population and the average age of RNs of 45 years foretells continued shortage and high demand for new graduates. Interest in nursing is very high and enrollment is expected to grow only limited by space at clinical sites and our ability to hire enough qualified faculty.
Unit Objective: 1. Increase the NCLEX-RN pass rate of graduates to 80%

Objective Type: Information/Com. Technology Facilities Diversity

Target date: 8/1/2005  Position responsible: program manager and faculty

This unit objective supports achievement of the

College Goal: 1. Promote institutional learning through excellence in teaching, support services, and instructional delivery systems.

State Performance Standard:

Priority Initiative:

Review Recommendation: We are expected to maintain a pass rate no lower than 10% below national average.

Total cost to achieve this objective: $2,000

Cost exceeds unit base

<table>
<thead>
<tr>
<th>Category</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Part-time salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Hourly salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Contract salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Professional development</td>
<td>$0</td>
</tr>
<tr>
<td>Capital costs</td>
<td>$0</td>
</tr>
<tr>
<td>Expenses</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

Describe costs: Purchase additional review software

Strategies:
1. Evaluate all exams for congruence with NCLEX-RN style questions.
2. Increase NCLEX review software.

Expected Outcomes/Success Criteria: NCLEX-RN increase to 80% with the next graduating class 5/05

Means of Assessment: FL Board of Nursing sends results of testing

Results of Assessment: Latest FL Bd of Nursing data reports a pass rate of 85.2%

Our latest NCLEX results for graduates from 2006-2007 are now 93% passing at first attempt

Status: Accomplished

Use of Assessment Results: We must analyze the reasons for the improvement in pass rate so that it will continue.

Appendix B
**Unit Objective:** 2. Increase completion rate from 85% to 90%

Objective Type: Information/Com. Technology
Facilities
Diversity

Target date: 5/1/2005
Position responsible: program manager and faculty

This unit objective supports achievement of the College Goal:
1. Promote institutional learning through excellence in teaching, support services, and instructional delivery systems.

State Performance Standard:
Priority Initiative:
Review Recommendation: Stakeholders are anxious to have as many students graduate as possible to meet the nursing shortage need.

**Total cost to achieve this objective:** $4,750

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Part-time salaries</td>
<td>$1,000</td>
</tr>
<tr>
<td>Hourly salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Contract salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Professional development</td>
<td>$0</td>
</tr>
<tr>
<td>Capital costs</td>
<td>$0</td>
</tr>
<tr>
<td>Expenses</td>
<td>$3,750</td>
</tr>
</tbody>
</table>

Describe costs: Salaries for tutors and workshop. Expense money for assessment testing

**Strategies:**
1. Add nursing tutors
2. Assess learning needs of incoming students
3. Plan test-taking strategies workshop

**Expected Outcomes/Success Criteria:**
Increased completion rate from 85% to 90%

**Means of Assessment:** A/R/R

**Results of Assessment:** No change as yet

New curriculum is fully implemented but has not led to change in completion rate. The first group with new orientation plan has not yet graduated.

**Status:** In progress

Use of Assessment: Full implementation of the new curriculum should lead to success with this expected outcome.

Results: Changes in student orientation should lead to greater student success.
Unit Objective: 3. Increase enrollment to 600

Objective Type: Information/Com. Technology Facilities Diversity

Target date: 8/30/2005 Position responsible: program manager and dean

This unit objective supports achievement of the
College Goal: 3. Enhance access, flexibility, and responsiveness to meet the changing educational needs of the students and the community.

State Performance Standard:
Priority Initiative:
Review Recommendation: Due to the enormous number of applicants and limitations on available seats, we are turning away too many qualified applicants. We need to expand into non-traditional times and broaden clinical opportunities.

Total cost to achieve this objective: $300,000

Cost exceeds unit base

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time salaries</td>
<td>$300,000</td>
</tr>
<tr>
<td>Part-time salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Hourly salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Contract salaries</td>
<td>$0</td>
</tr>
</tbody>
</table>

Describe costs: Four New full-time faculty will be needed to achieve this goal.

Strategies:
Add new cohorts

Expected Outcomes/Success Criteria:
Nursing enrollment will reach 600 by 8/30/05

Means of Assessment: Data from A/R/R

Results of Assessment: Not achieved as yet. Appropriation of grant money in 2006 will allow an additional evening/wee-end program that will increase enrollment numbers. At present, we have not grown to 600. The faculty has been involved with curriculum change and is resistant to expansion. Difficulty in filling vacant faculty lines and limitations in the clinical areas has impeded expansion.

Status: In progress

Use of Assessment
Grant monies were used to bring in a class of 30 summer 2006.

Results:
Planning for an additional admission opportunity each summer will make this objective achievable. Target for implementation is summer 2008.
Unit Mission: In support of the instructional mission of the college, the Nursing program provides training to prepare students for employment as beginning registered nurse positions. The program prepares students to take the NCLEX-RN licensing exam upon program completion. The program is accredited by the FL Board of Nursing and the National League of Nursing Accrediting Commission to award an Associate of Science degree in Nursing.

Planning Facilitator(s): Rise W. Sandrowitz

Unit Planning Process: The nursing faculty meet once a month during the college year. All full-time faculty are required to attend; adjuncts are invited. Curriculum, program outcomes, and student evaluations are discussed to determine appropriate changes. The Nursing Advisory Committee composed of area hospitals, nursing programs, faculty, and students meets twice a year and adds input to need for change. Nursing submits annual reports to the FL Board of Nursing and NLNAC for continuing accreditation. Graduation rates and faculty qualifications are part of these reports. All full-time faculty receive annual evaluation by the dean with non-tenured faculty evaluated twice. Adjuncts are evaluated each semester by the program manager. Students evaluate each course including the instructors and clinical sites each semester. Changes may be made based upon the student evaluations.

External Trends:

<table>
<thead>
<tr>
<th>Trend or Event</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>A national nursing shortage including a shortage of nursing faculty motivates all established nursing programs to increase the size of classes and improve completion rates</td>
<td>Increase pressure to graduate nurse and increase pressure to admit more students</td>
</tr>
</tbody>
</table>

Constituent Needs: The program provides Hillsborough county and the surrounding communities' hospitals, nursing homes, out-patient clinics, doctors' offices, and community health facilities with competent beginning registered nurses. There is a local nursing shortage of between 12 to 20% depending on the specialty. Demographics including the aging of the population and the average age of RNs of 45 years foretells continued shortage and high demand for new graduates. Interest in nursing is very high and enrollment is expected to grow only limited by space at clinical sites and our ability to hire enough qualified faculty.
Appendix B

**Unit Objective:** Each faculty person will attend some professional conference with the goal of improving teaching skills.

Objective Type: Information/Com. Technology Facilities Diversity

Target date: 5/1/2008 Position responsible: Program manager

Does this objective originate from a program review recommendation?

*This unit objective supports achievement of the*

College Goal: 5. Promote an institutional culture that values the individual; fosters diversity; and encourages professional development, action, creativity, and risk taking.

Strategic Initiative: Not Applicable.

**Total cost to achieve this objective:** $30,000  
**Cost exceeds unit base**

- Full-time salaries $0  
- Professional development $30,000
- Part-time salaries $0  
- Capital costs $0
- Hourly salaries $0  
- Expenses $0
- Contract salaries $0

Describe costs: We have 50% new faculty who will grow in their teaching skills with opportunities to learn how to more effective teachers. Many faculty go to conferences but often the newest faculty who could benefit the most do not go. Students should have improved learning with faculty who are more effective instructors which will be evidenced by increased retention and completion rates.

**Strategies:**  
All nursing faculty will be provided information on available courses and a timeline for application of FSPD funds.

**Expected Outcomes/Success Criteria:**  
Student retention rates improve 10% with improved instruction

**Means of Assessment:**  
Existing data source

**Results of Assessment:**

**Status:**

**Use of Assessment Results:**
**Unit Objective:** Expand the nursing program to the Southshore campus by admitting an initial nursing class by 2009.

<table>
<thead>
<tr>
<th>Objective Type</th>
<th>Information/Com. Technology</th>
<th>Facilities</th>
<th>Diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target date</td>
<td>7/1/2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Position responsible</td>
<td>dean and program manager</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Does this objective originate from a program review recommendation?

*This unit objective supports achievement of the*

<table>
<thead>
<tr>
<th>College Goal</th>
<th>3. Enhance access, flexibility, and responsiveness to meet the changing educational needs of the students and the community.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Strategic Initiative</th>
<th>4-A. Successfully launch the new South Shore Center (Assessment: Dedication of campus).</th>
</tr>
</thead>
</table>

**Total cost to achieve this objective:** $310,000  
Cost exceeds unit base

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time salaries</td>
<td>$80,000</td>
</tr>
<tr>
<td>Part-time salaries</td>
<td>$30,000</td>
</tr>
<tr>
<td>Hourly salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Contract salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Professional development</td>
<td>$0</td>
</tr>
<tr>
<td>Capital costs</td>
<td>$150,000</td>
</tr>
<tr>
<td>Expenses</td>
<td>$50,000</td>
</tr>
<tr>
<td>Expenses</td>
<td>$0</td>
</tr>
</tbody>
</table>

Describe costs: A fully equipped new skills lab must be created. Also we need a new full-time faculty line plus several adjuncts and a lab supervisor.

**Strategies:**
Identify community needs for a local nursing program by contacting local stakeholders. Work with Hillsborough school district as a partner in creating an LPN-RN joint program.

**Expected Outcomes/ Success Criteria:**
The nursing program will have an initial class by spring 2009

**Means of Assessment:** exiting data source

**Results of Assessment:**

**Status:**

**Use of Assessment**

**Results:**
**Unit Objective:** The NCLEX pass rates for our nursing graduates will reach 95%

Objective Type: Information/Com. Technology Facilities Diversity

Target date: 7/1/2009 Position responsible: Program manager

Does this objective originate from a program review recommendation?

This unit objective supports achievement of the

College Goal: 1. Advance student success through a focus on the achievement of learning outcomes for all students with the active involvement of all employees.

Strategic Initiative: Not Applicable.

**Total cost to achieve this objective:** $2,000

<table>
<thead>
<tr>
<th>Costs</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Part-time salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Hourly salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Contract salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Professional development</td>
<td>$0</td>
</tr>
<tr>
<td>Capital costs</td>
<td>$0</td>
</tr>
<tr>
<td>Expenses</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

**Strategies:**
Evaluate new curriculum format. Identify weak areas and plan modifications.

**Expected Outcomes/Success Criteria:**
NCLEX pass rate of 95% or above

**Means of Assessment:** Board of Nursing reports

**Results of Assessment:**

**Status:**
Use of Assessment
Results:
### DIVERSITY OF NURSING STUDENTS

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Native Alaskan</td>
<td>0</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
<td>4</td>
</tr>
<tr>
<td>Black, Non-Hispanic</td>
<td>13</td>
</tr>
<tr>
<td>Hispanic</td>
<td>14</td>
</tr>
<tr>
<td>White, Non-Hispanic</td>
<td>66</td>
</tr>
<tr>
<td>Other/Unknown</td>
<td>3</td>
</tr>
</tbody>
</table>

Table 1. Percentage of Nursing Students by Race/Ethnicity

<table>
<thead>
<tr>
<th>Gender</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>87</td>
</tr>
<tr>
<td>Male</td>
<td>13</td>
</tr>
</tbody>
</table>

Table 2. Percentage of Nursing Students by Gender

<table>
<thead>
<tr>
<th>Age</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 and younger</td>
<td>20</td>
</tr>
<tr>
<td>26-30</td>
<td>39</td>
</tr>
<tr>
<td>31-40</td>
<td>30</td>
</tr>
<tr>
<td>41-50</td>
<td>10</td>
</tr>
<tr>
<td>51-60</td>
<td>1</td>
</tr>
<tr>
<td>61 and older</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 3. Percentage of Nursing Students by Age
Appendix D

EXIT EXAM SCORES (HESI)

<table>
<thead>
<tr>
<th>Date</th>
<th>Fall 2005</th>
<th>Spr 2006</th>
<th>Su 2006</th>
<th>Fall 2006</th>
<th>Spr 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>776</td>
<td>823</td>
<td>818</td>
<td>757</td>
<td></td>
</tr>
<tr>
<td></td>
<td>813</td>
<td>809</td>
<td>844</td>
<td>828</td>
<td></td>
</tr>
<tr>
<td></td>
<td>786</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>884</td>
<td>853</td>
<td>898</td>
<td>853</td>
<td>819</td>
</tr>
<tr>
<td></td>
<td>858</td>
<td>861</td>
<td>874</td>
<td></td>
<td>841</td>
</tr>
</tbody>
</table>

Source: Elsevier Publishing Co.
Appendix E

NCLEX-RN PASS RATES

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Percentage Passed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003-2004</td>
<td>77</td>
</tr>
<tr>
<td>2004-2005</td>
<td>78</td>
</tr>
<tr>
<td>2005-2006</td>
<td>88</td>
</tr>
<tr>
<td>2006-2007</td>
<td>93</td>
</tr>
</tbody>
</table>

Source: Florida Board of Nursing
(c) The nursing education program shall continue to meet the Standards for Nursing Education until all of the enrolled students are graduated or until the last student is transferred.
(d) The date of closure is the date on the degree, diploma, or certificate of the last graduate or the date on which the last student was transferred.

(2) Closing as a result of withdrawal of approval.
(a) When the Board withdraws approval of a nursing education program, the parent institution shall comply with the following procedures:
1. The parent institution shall prepare a written plan for termination of the program and shall submit the plan to the Board within 60 days of receipt of the notice of withdrawal of approval.
2. The parent institution shall present a plan for the transfer of students to other approved programs within a timeframe established by the Board.
(b) The date on which the last student was transferred will be the date of closure.

(3) Storage of Records. The Board shall be advised for the arrangements for storage of permanent records.

64B9-2.015 Standards of Nursing Education.
(1) Nursing Education programs shall have consistent organization and administrative procedures as follows:
(a) The parent institution shall be approved by the appropriate accrediting agency.
(b) There shall be an organizational chart for the nursing education program, which clearly delineates the lines of authority, responsibility and channels of communication.
(c) There shall be statements of purpose, philosophy and objectives/outcomes, which are consistent with those of the parent institution and Standards of Nursing Education.
(d) There shall be written policies on admission, transfer, readmission, promotion, and retention, congruent with the parent institution, which are periodically reviewed and available upon request.
(e) There shall be evidence of financial support and resources to meet the goals of the nursing education program. Financial resources include adequate educational facilities, equipment and qualified administrative, instructional and support personnel.
(f) There shall be a system of records within the parent institution for the maintenance and issuance of student transcripts and final records.

(2) Resources. The parent institution shall provide financial and administrative support and resources to the nursing program that includes:
(a) Classroom space, laboratories, and office space for the nursing program.
(b) Nursing resource library holdings to include textbooks, journals and instructional media that are pertinent, recent, and have appropriate content and reading level.
1. A regular schedule for evaluation and deletion of outdated books and instructional media.
2. Teaching materials to include a variety of current technological aids for both group and self-instruction.
(c) Secretarial, clerical, and other support personnel services.
(d) Counseling services and remedial assistance for students.

(3) Nursing Program Director Qualifications.
(a) The director of any nursing program shall be a currently licensed registered nurse in Florida (which may include practice under the terms of Rule 64B9-3.009, F.A.C.). Notification of the appointment must be submitted to the Board.
(b) The director of a professional nursing program shall have a bachelor's degree in nursing plus a masters or doctoral degree in nursing, and preparation in education and administration, 5 years of experience in academic, clinical, or administrative nursing, or any combination thereof. Past August 2006, incumbent directors will be exempted from meeting this standard.
(c) The director of a practical nursing program shall have a minimum of a Bachelor's degree in nursing, and preparation in education and administration, 3 years of experience in academic, clinical, or administrative nursing, or any combination thereof. Past August 2006, incumbent directors will be exempted from meeting this standard.
(d) The director of the nursing program shall not be assigned curriculum instructional duties that would impair program administration.
(e) The director of the nursing program shall have authority to administer the program in accordance with the policies of the parent institution and in relation to:
1. Development and maintenance of an environment conducive to the teaching/learning process;
2. Leadership within the faculty for the development and implementation of the curriculum;
3. Faculty recruitment, development, and evaluation;
4. Liaison with the Board;
5. Establishment of clinical sites.

(4) Faculty.
(a) There shall be sufficient faculty with educational preparation and nursing expertise to meet the objectives and purposes of the nursing education program.
(b) Nursing faculty shall have the following qualifications:
1. Each nurse faculty member shall be currently licensed to practice professional nursing in Florida (which shall include practice under the terms of Rule 64B9-3.009, F.A.C.).
2. By August 2009, sixty percent (60%) or more of the nursing faculty in a professional nursing program shall hold a bachelor’s degree in nursing plus a masters or doctoral degree in nursing. Each nursing faculty member who does not meet this requirement shall have a bachelor’s degree in nursing and meet one of the following requirements:
   a. Have the equivalent of at least three years of full time experience in clinical practice as a registered nurse.
   b. Be actively engaged in studies leading to the next highest degree for which eligible. The degree must be in nursing or a related field.
   c. Have current certification as an A.R.N.P. in Florida.
   d. Have at least two years of full time experience as a nurse educator.
3. Fifty percent (50%) or more of the nursing faculty in a practical nursing program shall hold a bachelor’s degree in nursing.
   Each faculty member who does not meet this requirement shall meet two of the following requirements:
   a. Have the equivalent of at least two years of full-time experience in clinical practice as a registered nurse;
   b. Be actively engaged in studies leading to the next highest degree for which eligible. This degree must be in nursing or a related field;
   c. Have the equivalent of at least two full-time years of experience as a nurse educator;
   d. Have current certification as an A.R.N.P. in Florida.
4. Faculty shall demonstrate theoretical and clinical competence for each assigned area of instruction.
5. Variances or waivers to the academic qualifications for nursing faculty shall be justified and must be approved by the Board in accordance with Section 120.452, F.S.
   a. For practical nursing program faculty, an individual who is a RN but is not enrolled in a bachelors or higher degree in nursing program is limited to a maximum of three calendar years.
   b. For professional nursing program faculty, a BSN prepared individual who is not enrolled in a masters or higher degree in nursing or related field program is limited to a maximum of three calendar years.
   c. For professional nursing faculty, a BSN prepared individual who is enrolled in a masters in nursing or related field program shall be approved annually on an individual basis and is limited to a maximum of five calendar years.
   d. The number of faculty variances shall not exceed 20 percent of the number of full time nurse faculty employed (not FTE) by the program.
(c) Nursing Faculty Responsibilities:
1. Developing, implementing, evaluating, and updating the purpose, philosophy, objectives/outcomes, and organizational framework of the nursing program.
2. Developing, implementing and evaluating the curriculum.
3. Developing, evaluating, and revising student admission, progression, retention, and graduation policies within the policies of the institution.
4. Participating in academic advising and guidance of students.
5. Providing theoretical instruction and clinical or practicum experiences.
6. Monitoring instruction provided by preceptors.
7. Evaluating student achievement of curricular objectives/outcomes related to nursing knowledge and practice.
8. Providing for evaluation of teaching effectiveness in accordance with parent institution policy.
9. Participating in activities which facilitate maintaining the faculty member’s own nursing competence and professional expertise in the area of teaching responsibility and maintaining clinical competence through clinical experience, workshops, and/or continuing education.
10. Participating in a faculty organization, which meets regularly at scheduled and recorded meetings, and provides for faculty involvement in the operation of the program.
A-7, Economic Development

High Demand Occupations

Shown below are the top 11 occupations projected to have the highest growth in Hillsborough County requiring completion of a certificate or associate degree. Also shown are programs offered by HCC which respond to the occupations including their enrollments and graduates for 2005-06. The final column indicates if the occupation is designated as High Wage.

<table>
<thead>
<tr>
<th>Occupations</th>
<th>Job Growth to 2012</th>
<th>College Program</th>
<th>Enrolled</th>
<th>Grads</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Nurses</td>
<td>2,350</td>
<td>Nursing R.N.</td>
<td>654</td>
<td>225</td>
<td>High Wage</td>
</tr>
<tr>
<td>Nurses Aides</td>
<td>1,329</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Licensed Practical Nurses</td>
<td>4,887</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Real Estate Sales Agent</td>
<td>767</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Computer Support Specialists</td>
<td>548</td>
<td>All computer offerings</td>
<td>593</td>
<td>68</td>
<td>---</td>
</tr>
<tr>
<td>Medical Secretaries</td>
<td>446</td>
<td>Medical Records, Transcribing, Office Administration</td>
<td>112</td>
<td>8</td>
<td>---</td>
</tr>
<tr>
<td>Cosmetologists</td>
<td>327</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Automotive Service Technicians</td>
<td>323</td>
<td>Program offering pending</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Fitness Trainers</td>
<td>310</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Dental Hygienists</td>
<td>298</td>
<td>Dental Hygiene</td>
<td>85</td>
<td>8</td>
<td>High Wage</td>
</tr>
</tbody>
</table>

Corporate Training

The Corporate Training Center of HCC provides training and other business services to large organizations, small businesses, and individual employees of the Tampa Bay region and beyond. Shown below are the numbers of clients using this service as represented by enrollment.
TECH PREP ARTICULATION AGREEMENT

PRACTICAL NURSING
AND
ASSOCIATE DEGREE NURSING
(ADN Transition Option)

In a continuing effort to serve the needs of students in technical programs, Hillsborough Community College agrees to award college credit for Erwin Technical Center graduates toward an Associate in Science degree in the Nursing Program as delineated below:

<table>
<thead>
<tr>
<th>Erwin Technical Center</th>
<th>Hillsborough Community College Courses</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion of:</td>
<td>Program Requirements</td>
<td></td>
</tr>
<tr>
<td>Practical Nursing</td>
<td>NUR 1213C Nursing Process I</td>
<td>10</td>
</tr>
</tbody>
</table>

This agreement makes it possible for a student who has completed the Practical Nursing program at Erwin Technical Center to receive 10 hours of college credit at Hillsborough Community College. The transferring student must furnish an official copy of his/her transcript indicating program completion. The student must matriculate at least 15 credit hours in Associate Degree Nursing (ADN Option) requirements, not including general education requirements, at Hillsborough Community College on either a full-time or part-time basis to have these credits noted on his/her transcript.

Documentation of competencies will be provided as agreed upon by instructors from Erwin Technical Center and Hillsborough Community College. Methods of documentation may include written examination and/or performance assessment. Hillsborough Community College will review the contents of the curriculum and the qualifications of instructors of students wishing to receive transition credit from the Practical Nursing program to the Associate Degree Nursing (ADN Option) Program. The purpose of this review is to verify that competencies are being taught and are equivalent to the Hillsborough Community College course(s) which has been designated as equivalent.

Erwin Tech Graduates (completers) will be eligible to receive college credit for five years from the date of their graduation.

This agreement is effective beginning 6/20/07 and will be an ongoing agreement.

The agreement may be terminated by either party upon 60 days written notice.
The attached Articulation Agreement Documentation references the following Hillsborough Community College program/certificate/diploma:

**Associate Degree Nursing (LPN to RN Transition)**

Articulation will be with:

- **Erwin Technical Center**
  - (Institution)
- **Practical Nursing**
  - (Program)

<table>
<thead>
<tr>
<th>Secondary Course</th>
<th>Secondary Course Title</th>
<th>Course Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Completion of Practical Nursing

<table>
<thead>
<tr>
<th>HCC Course Number</th>
<th>HCC Course Title</th>
<th>Course Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>NUR 1213C</td>
<td>Nursing Process I</td>
<td>10</td>
</tr>
</tbody>
</table>

Appendix H
Documentation of coursework:

Identify the types of documentation examined to determine that the articulated courses represent coursework and learning outcomes that are consistent with the degree, certificate, or diploma being articulated and that the content is comparable and appropriate college-level work:

- x Curriculum frameworks
- x Course syllabi
- ___ Other (Describe Below)

Review of final examinations after review of curriculum frameworks.

We hereby agree that the competencies in the above stated secondary program have been reviewed and determined to be equivalent to the competencies contained within Hillsborough Community College's course(s) listed in this document. Furthermore, the signature of the HCC faculty representative and the Director of Technical Programs signifies the faculty representative has reviewed the comprehensive final examination and deemed the examination as meeting the standards of the measurement of the competencies being awarded articulated credit by HCC.

Hillsborough County Public Schools:

[Signature]
Tech Prep ART

Hillsborough Community College:

[Signature]
Faculty Member

[Signature]
Director of Technical Programs
TECH PREP ARTICULATION AGREEMENT

PRACTICAL NURSING
AND
ASSOCIATE DEGREE NURSING
(ADN Transition Option)

In a continuing effort to serve the needs of students in technical programs, Hillsborough Community College agrees to award college credit for Brewster Adult Technical Center graduates toward an Associate in Science degree in the Nursing Program as delineated below:

<table>
<thead>
<tr>
<th>Brewster Adult Technical Center</th>
<th>Hillsborough Community College Courses</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion of: Practical Nursing Program</td>
<td>Program Requirements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>NUR 1213C Nursing Process I</td>
<td>10</td>
</tr>
</tbody>
</table>

This agreement makes it possible for a student who has completed the Practical Nursing program at Brewster Adult Technical Center to receive 10 hours of college credit at Hillsborough Community College. The transferring student must furnish an official copy of his/her transcript indicating program completion. The student must matriculate at least 15 credit hours in Associate Degree Nursing (ADN Option) requirements, not including general education requirements, at Hillsborough Community College on either a full-time or part-time basis to have these credits noted on his/her transcript.

Documentation of competencies will be provided as agreed upon by instructors from Brewster Adult Technical Center and Hillsborough Community College. Methods of documentation may include written examination and/or performance assessment. Hillsborough Community College will review the contents of the curriculum and the qualifications of instructors of students wishing to receive transition credit from the Practical Nursing program to the Associate Degree Nursing (ADN Option) Program. The purpose of this review is to verify that competencies are being taught and are equivalent to the Hillsborough Community College course(s) which has been designated as equivalent.

Brewster Graduates (completers) will be eligible to receive college credit for five years from the date of their graduation.

This agreement is effective beginning 6/20/07 and will be an ongoing agreement.
The agreement may be terminated by either party upon 60 days written notice.

HILLSBOROUGH COMMUNITY COLLEGE

By: ____________________________
   Daniel M. Coton
   Chair, Board of Trustees

Attest: __________________________
   Gwendolyn W. Stephenson
   President

Date: 6/20/07

Craig Johnson
Interim Education and Student Development

HILLSBOROUGH COUNTY SCHOOL BOARD

By: ____________________________
   Jack R. Lamb
   Chair, School Board

Attest: __________________________
   MaryEllen Elia
   Superintendent

Date: JUL 3 1 2007

APPROVED AS TO FORM AND LEGALITY

______________________________
COLLEGE ATTORNEY
HILLSBOROUGH COMMUNITY COLLEGE
The attached Articulation Agreement Documentation references the following Hillsborough Community College program/certificate/diploma:

**Associate Degree Nursing (LPN to RN Transition)**

Articulation will be with:

**Brewster Adult Technical Center**
(Institution)

**Practical Nursing**
(Program)

<table>
<thead>
<tr>
<th>Secondary Course</th>
<th>Secondary Course Title</th>
<th>Course Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion of Practical Nursing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HCC Course Number</th>
<th>HCC Course Title</th>
<th>Course Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>NUR 1213C</td>
<td>Nursing Process I</td>
<td>10</td>
</tr>
</tbody>
</table>
Documentation of coursework:

Identify the types of documentation examined to determine that the articulated courses represent coursework and learning outcomes that are consistent with the degree, certificate, or diploma being articulated and that the content is comparable and appropriate college-level work:

- × Curriculum frameworks
- × Course syllabi
- ____ Other (Describe Below)

Review of final examinations after review of curriculum frameworks.

We hereby agree that the competencies in the above stated secondary program have been reviewed and determined to be equivalent to the competencies contained within Hillsborough Community college's course(s) listed in this document. Furthermore, the signature of the HCC faculty representative and the Director of Technical Programs signifies the faculty representative has reviewed the comprehensive final examination and deemed the examination as meeting the standards of the measurement of the competencies being awarded articulated credit by HCC.

Hillsborough County Public Schools:

[Signature]

[Signature]

Hillsborough Community College:

[Signature]

[Signature]
NARRATIVE REQUIREMENTS

Abstract

The need for nurses nationwide is well documented and well known. Hillsborough County is no different. As will be illustrated herein, nursing vacancies are arguably Hillsborough County’s greatest occupational need. The proposal that follows addresses this critical community need by forming a unique partnership between Hillsborough County’s regional workforce agency (Workforce Alliance), University Community Hospital (UCH), and Hillsborough Community College (HCC).

Through the partnership, HCC proposes to expand its current RN program and add 24 RN student slots per year. Students will be selected from two sources: 1) Individuals currently underemployed at University Community Hospital (UCH); and 2) underemployed members of the community, transitional workers, and displaced workers as identified by the Workforce Alliance.

Student tuition, fees, and books will be paid by UCH and the Workforce Alliance on an on-going basis respectively. Classroom and laboratory space will also be provided by UCH and much of the instruction will take place on-site at the hospital. The Job’s for Florida’s Future Grant monies will be utilized by HCC to fund non-reoccurring costs including faculty salaries, laboratory instructor salaries, HESI Exams, and lab supplies. It is estimated that the shortest period of time it could take a student to finish the programs is approximately 3 years once they are selected and begin course work. This time frame also assumes that students will have to complete prerequisites.
After the first year of implementation, tuition and fees from year one will provide for the on-going financial support of the program. The current proposal is funded at $241,734 in non-reoccurring costs to implement the program.

I. Project Description

a. The current project is an expansion of HCC’s existing RN program. However, since the expanded program will be subsidized by the Workforce Alliance funds it will be exclusively available to qualifying underemployed UCH staff and transitional/dislocated workers as identified by the Workforce Alliance.

b. The goals of the current project are to address the educational and employment needs of the Hillsborough County community by offering underemployed and/or unemployed citizens training in the high skill and high wage occupation of nursing. Specific goals include the following: increase the number of nursing graduates at HCC; place all graduates in high paying jobs; and decrease the number of the underemployed/unemployed in Hillsborough County.

c. The targeted occupation for this project is registered nurse. Registered nurse is listed on the Regional Targeted Occupation Lists for Region 15. Percent growth for registered nurses is 45.22% with 1,397 annual openings at an average wage of $21.43 per hour. Further, nursing is included in Enterprise Florida’s sectors under Life Sciences.

d. The much publicized national nursing shortage affects the west central Florida area with vacancy rates from 10.1% in pediatrics to 17.2% in adult medical/surgical units according to the Florida Hospital Association latest figures. With the average age of nurses at 45 years and a turnover rate of 12 to 22.8%
depending on the specialty, the need is critical to use every means available to increase the number of nursing graduates from nursing programs in the area. Not only will the program move the underemployed/unemployed into high skill/high wage occupations adding tax dollars to the State Treasury, but these individuals will also be providing a valuable and potentially life saving services to the community in general.

e. The RN program at HCC is an AS degree program. It is anticipated that the majority of participants will complete the degree program resulting in approximately 24 AS degrees in nursing every year beginning with the first graduating class in 2008. Progression points are awarded by the State after the completion of 6, 12, 24, 36, and 48 credit hours.

f. HCC’s RN program currently accepts qualified high school graduates once they have completed specific prerequisite courses and facilitates workplace literacy skills by providing training in the high skill/high wage occupation of nursing. The program focuses on training under and unemployed individuals in an effort to increase their workplace literacy and radically improve their employment, financial, and overall quality of life.

g. HCC currently has articulation agreements for LPN to RN with the Hillsborough County School District and RN to BSN with all BSN State supported programs in the State of Florida through the Statewide Articulation Agreement.

h. Students will receive their training through traditional classroom instruction, laboratory instruction, and clinical instruction in hospitals. Classroom and
laboratory space will also be provided by UCH and much of the instruction will take place on-site at the hospital.

II. Student Information

a. The target populations for the program include adults that are under or unemployed. Students will come from two sources: 1) The Workforce Alliance will identify and provide funding to complete the RN program for their clients who qualify as financially disadvantaged and are underemployed, unemployed, transitional workers, and displaced workers; and 2) UCH will identify employees who are underemployed as staff in a variety of positions (e.g., LPN, CNA, etc.) at the hospital.

b. The number of students to be served by this partnership is 30 students per year beginning in the 2005-2006 academic year. The program will continue as a self-supporting program thereafter and is anticipated to serve the community until the need for nurses subsides.

c. Students will be recruited from two sources: 1) The Workforce Alliance processes hundreds of applications from those seeking employment and/or better jobs every week. The Workforce Alliance will identify and select those under and unemployed individuals who are most in need and show the greatest potential to successfully complete the RN program. UCH will identify and select underemployed staff members to participate who show the greatest interest and potential to excel in the RN program. HCC will verify basic skills and academic standing of all individuals selected.
d. Several methods are used to ensure participants complete the RN program. The methods include, but are not limited to tutoring resources, cohort format, individualized help of instructors, students may fail and repeat one course, and students may withdraw and repeat one course.

e. The students will benefit from the program by being trained for and obtaining high skill/high wage RN jobs. As previously stated, RN jobs are among the most needed and highest paying occupations in Hillsborough County. Students who successfully complete the program will either already be employed by UCH and will be promoted into higher paying jobs or easily obtain employment in the Tampa Bay area. Further, nurses are in high demand and the addition of 24 registered nurses per year into the aging community can only help to alleviate the growing shortage of trained nurses in Hillsborough County and the State.

f. As previously stated, the target populations for the program include adults that are under or unemployed. Students will come from two sources: 1) The Workforce Alliance will identify and provide funding to complete the RN program for their clients who qualify as financially disadvantaged and are underemployed, unemployed, transitional workers, and displaced workers; and 2) UCH will identify employees who are underemployed as staff in a variety of positions (e.g., LPN, CNA, etc.) at the hospital.

III. Project Management

a. The program will be staffed by four new nursing faculty, one new part-time lab instructor, the existing nursing program manager, the existing AS Dean, and a variety of existing support staff. Nursing program faculty are required to meet all
Appendix H

Florida Board of Nursing and the National League of Nursing Accrediting Commission (NLNAC) and HCC faculty credential requirements including a Master of Science in Nursing.

b. The management information and information system and processes that will be used to monitor the program and report participant performance/goals follow current State requirements. The student database report is submitted to the State up to five times per reporting year and includes enrollments, completions, and placements on RN students.

IV. Collaboration

a. This program will be done in collaboration with University Community Hospital and the Workforce Alliance (regional workforce agency). It is anticipated that other hospital partners will be included in the program as the years progress.

b. The roles and responsibilities of each of the partners are as follows:

1. Hillsborough Community College – Will secure all necessary State/National approvals for implementing the program, provide learning and student support services, provide instruction, and obtain access to lab space and equipment.

2. University Community Hospital – Provide program participants, provide new clinical slots for participants (in addition to ones currently available to HCC and School District students), provide classroom and laboratory space to students at the hospital.
3. Workforce Alliance, Inc. – Identify potential program participants and provide some or all of the funding needed for tuition, books, and supplies.

c. Letters of commitment from UCH and Workforce Alliance are included.

V. Workforce Development Impact

a. The targeted occupation for this project is registered nurse. Registered nurse is listed on the Regional Targeted Occupation Lists for Region 15. Percent growth for registered nurses is 45.22% with 1,397 annual openings at an average wage of $21.43. Further, nursing is included Enterprise Florida’s sectors under Life Sciences. The need for registered nurses will continue well into the future as our population ages and as the State of Florida continues developing the High Tech Corridor.

b. According to the Florida Hospital Association, nursing shortages range from 10.1% in pediatrics to 17.2% in adult medicine and surgery. Further, turnover rates vary from 19% to 23% and the average age for RNs is 45. Locally the need for RNs is greater still. According to the 2003-2004 Regional Targeted Occupations List for Hillsborough County, the percentage of job growth for RNs is 45% with 1,397 annual openings. These RNs can expect to earn an average salary of $21.43 per hour. These statistics make RNs one of the most needed and highest paying occupations in Hillsborough County. HCC currently has approximately 4 applications for every available RN program spot available. The lack of adequate numbers of nursing training programs is well known throughout
the country and the pressure on all programs to continue to produce qualified nursing is increasing. That being the case, placement for RNs is essentially 100%. Further, completers will find opportunities to continue their education by enrolling in an articulated (Statewide Articulation Agreement) program such as is offered as USF.

c. The current proposal was completed in partnership with University Community Hospital and Workforce Alliance to address the growing need for qualified nurses and to specifically target underemployed and unemployed individuals. As previously stated, nursing programs across the State and Nation are at student capacity and educators are looking for creative ways to expand enrollment. The current proposal represents one such model. The proposal links industry, education, workforce development, and State funding to meet what is arguably the most significant need of the Hillsborough County and the State of Florida.

d. 2003-2004 Regional Targeted Occupations List Region 15 (45.22% growth, 1,397 annual openings, $21.43 average salary); Enterprise Florida Key Sectors (Life Sciences); and Department of Labor 2002 to 2012 Employment Projections (27.3% growth by 2012 or 623,000 jobs nationwide, $48,090 median salary in 2002).

VI. Business and Industry Impact

a. The RN program partnership will assist in attracting and expanding the life sciences industry within the community and State and help meet the employment needs of the rapidly expanding health science industry by
increasing the number of RNs available for employment in a wide variety of occupations associated with the life sciences. In addition, we intend to expand the current model to additional hospitals as start-up funding and didactic, laboratory, and clinical resources become available. Expansion of the model will further assist the County and State in achieving the goal of expanding and attracting the life sciences industry to Florida.

b. The Tampa Bay region economic condition in 2003 included the following according to Enterprise Florida: population was 3.8 million, 4.4% unemployment rate, per capita income was below the State average, median age of residence was higher than State average at 41.7 years of age, 85.4% White, 10.2% Black, 9.4% Hispanic, high school graduates 80.8% (Bureau of Labor Statistics), bachelor degree or higher 25.1% (Bureau of Labor Statistics), employed in other services 28.1%, employed in professional or business services 17.0%, employed in healthcare and social assistance 11.3%, construction and real estate 8.2%, transportation/warehousing/wholesale trade 7.9%, education services 7.2%, government 6.1%, manufacturing 5.7%, finance and insurance 4.5%, information 2.5%, and agriculture/natural resources/mining 1.5%. Largest employers in Tampa Bay Region in descending order are: employment services, restaurants, hospitals, government, grocery stores, fast food, offices of physicians, building equipment contractors, department stores, and services to buildings.
c. The RN program partnership will assist in attracting and expanding the life sciences industry within the community and State and help meet the employment needs of the rapidly expanding health science industry by increasing the number of RNs available for employment in a wide variety of occupations associated with the life sciences. The program will directly result in 40 additional jobs per year beginning with the first graduating class in 2008. It is anticipated that 24 additional jobs will be filled each year after.

d. The local economic development specialists (Workforce Alliance) is partnering with HCC to identify underemployed and unemployed individuals to participate in the RN program. The Workforce Alliance and all similar organizations recognize the critical need for additional RNs in the community.

e. The local business that will be most directly affected by the RN program in UCH as underemployed employees will be participating in the program. Further, individuals selected by the Workforce Alliance will be attending class and conducting clinicals at UCH. It is expected that this model will expand to other local hospitals.

VII. Sustainability

a. The program will continue after the grant money is expended by funds generated from the tuition and fees of the initial class of students. The funds for the tuition and fees of the initial class will be provided for by the
Appendix H

Workforce Alliance and UCH. Student expenditures are expected to be minimal for initial and future students.

VIII. Implementation Timeline

a. July 2005 through August 2006 – new faculty hiring process
b. July 2005 through August 2006 – classroom and lab preparation at UCH
c. July 2005 through August 2006 – purchase lab equipment and supplies
d. July 2005 through August 2006 – student taking pre-requisite courses
e. August 2006 – first group enters first year of training (self sufficient program; no grant monies needed)
f. May 2007 – first group finishes first year of program (self sufficient program; no grant monies needed).
g. June 2007 – first group begins second year of training (self sufficient program; no grant monies needed).
h. August 2007 – second group begins program (self sufficient program; no grant monies needed).

IX. State Requirement for Reading

a. HCC offers “The Front Porch Florida Family Literacy Program”. This program offers families workshops on literacy and empowerment including teaching parents to read to their children and providing reading materials at no cost. Further, HCC’s efforts at reducing the need for remediation and serving the community routinely includes literacy components that encourage reading as a key value.

X. State Requirement for Dissemination
Appendix H

a. HCC utilizes direct mail, community outreach, attends high school career
days, brochures, CDROMS, billboards, electronic signs, and
TV/radio/movie preview adds to recruit students. Information will be
shared through professional association events and workshops as well as
through State related meetings and workshops.
Appendix I

PROLIFERATION OF ADDITIONAL NURSING PROGRAMS

Until 2004, the entry nursing programs in Hillsborough County included:
- one LPN program - Erwin Technical Center
- two A.S programs – HCC and PHCC (only doing specialties in Tampa)
- one BSN program - USF
- two BSN completion programs with little impact on clinical space - USF and UT
- one BSN completion program - FL Southern College in Lakeland, little impact

Since 2004, the following programs have been approved by the Florida Board of Nursing:
- three LPN programs – Brewster, Tampa Bay Technical, Gulf Coast College
- two AS programs – Keiser and Florida Metropolitan University (now Everest)
- three BSN entry level programs – UT, South University, Florida Southern College

Source: Tampa Bay Area Coordinating Council
Appendix J

FACULTY VACANCIES

Nursing had five vacancies for 2006-2007. We had 18 qualified applicants. We offered interviews to all.

Five declined the interview based on the potential assignment.
Four either declined the interview or cancelled the interview based on HCC salary.
Three accepted positions.
Three interviewed but were not offered positions.
Three were interviewed but declined based on HCC salary offer or better offers elsewhere.

Source: HCC Jobline
Appendix K

NURSING SKILLS LAB EQUIPMENT

The only new equipment we have acquired in the past 5 years are two high fidelity human simulators and two IV catheter simulators both purchased Summer semester 2006 and funded by a Florida Succeed grant.

We purchased 2 infusion pumps between 5 and 10 years ago.

Since Spring semester 2006, students purchase a skills lab kit with all disposable supplies plus their own stethoscope and blood pressure cuff.

Hospitals update equipment on the following schedule (based on statistics from TGH):
All new hospital beds every 10 years (2005)
All new IV infusion pumps every 10 years (2007)
Replace all IV tubing supplies and minor equipment every 1-3 years
Mannequin/parts every 3-7 years depending on usage

Source: Leah Godrey, Director of Nursing Operations, TGH
Appendix L

NURSING SKILLS LAB COORDINATORS

Dale Mabry lab – Judy Mogilewski: 2-3 days a week
   Mariame George: 1 day a week
   Sosama Abraham: 1 day a week
   Leni Samuels: 2 day a week

Plant City Lab - Salley Finney: 1-2 days a week
   Barbara Van Gundy: 1-2 days a week
Appendix M

ORGANIZATIONAL STRUCTURE
FLORIDA COMMUNITY COLLEGE
NURSING PROGRAMS

7 Programs have nursing as separate and independent divisions.

Neighboring programs all have dean/director who is a nurse and an assistant dean/program director for nursing.

8 other programs of 400 or more students all have directors/deans and assistants.

Source: survey of FCNEA
Attendees: Dr. Clark, Rise Sandrowitz, Chantal Hevia

The Tier 1 short term goals were identified as follows:

1. Expand hours that the lab is open to give greater access to students.
2. Request funding for a tutor who will be available in the lab during expanded hours.
3. Acquire remedial software that can be used in the lab

1. Current Hours

Monday: 4:00 p.m – 8:00 p.m.
Tuesday, Wednesday: 8:00 a.m. – 4:00 p.m.
Thursday: noon – 8:00 p.m.
Friday: 8:00 a.m. – 2:00 p.m.
Saturday: 8:00 a.m. – 4:00 p.m.

2. Proposed additional hours of tutor and open lab recommended for immediate implementation:

Monday 8:00 a.m. – 4:00 p.m.
Tuesday 4:00 p.m. – 8:00 p.m.
Wednesday 4:00 p.m. – 8:00 p.m.
Thursday 8:00 a.m. – 12:00 p.m.
Friday 2:00 p.m. – 4:00 p.m.

=22 additional hours per week
x 10 weeks remaining in semester
= 220 total hours
x $16 per hour
= $4,400
+$ 700 (20% of total in benefits)
= $4,200 TOTAL Tutor/Lab Costs

Results: New lab hours
Monday – Thursday 8:00 a.m. – 8:00 p.m.
Friday, Saturday 8:00 a.m. – 4:00 p.m.

3. Remedial software could be purchased and put on the computer in the lab so that students will have access during current and expanded hours.

Cost: $5,800

TOTAL REQUEST
$4,200 lab tutor
+$ 5,800 remedial software
$10,000