

**BACCALAUREATE PROPOSAL APPLICATION**  
**Form No. BAAC-02**

Section 1007.33(5)(d), Florida Statutes, and Rule 6A-14.095, F.A.C., outline the requirements for a Florida College System baccalaureate program proposal. The completed Proposal form shall be submitted by the college president to the Chancellor of the Florida College System at [ChancellorFCS@fldoe.org](mailto:ChancellorFCS@fldoe.org). In addition, a printed version shall be mailed to the Division of Florida Colleges at 325 West Gaines Street, Suite 1544, Tallahassee, Florida 32399-0400.

The proposal requires completion of the following components:

- Program summary
- Program description
- Workforce demand and unmet need
- Planning process
- Enrollment projections and funding requirements
- Student costs: tuition and fees
- Program implementation timeline
- Facilities and equipment specific to program area
- Library and media specific to program area
- Academic content
- Program termination
- Appendix tables
- Supplemental materials

Florida College System Institution Name: Tallahassee Community College  
 Florida College System Institution President: Dr. Jim Murdaugh

PROGRAM SUMMARY			
1.1	Program Name:	Nursing	
1.2	Degree type:	<input checked="" type="checkbox"/> Bachelor of Science	<input type="checkbox"/> Bachelor of Applied Science
1.3	How will the program be delivered (check all that apply):	<input checked="" type="checkbox"/> Face-to-face	<input checked="" type="checkbox"/> Hybrid <input checked="" type="checkbox"/> Online only
1.4	List the counties in the college's service district:	Gadsden, Leon, Wakulla	
1.5	Degree CIP code (6 digit):	51.3801	
1.6	Anticipated program implementation date:	Spring 2016	
1.7	What is the primary associate degree pathway for admission to the program?	Associate in Science in Nursing	
1.8	Is the degree a STEM focus area?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

1.9	List program concentration(s) (if applicable):	N/A
1.10	Will the program be designated such that an eligible student will be able to complete the program for a total cost of no more than \$10,000 in tuition and fees?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**PROGRAM DESCRIPTION**

2.1 Describe the program.

The Bachelor of Science in Nursing (BSN) degree proposed to be offered at Tallahassee Community College (TCC) is designed for currently licensed Florida registered nurses who have completed an Associate in Science Degree in Nursing (ADN) and who reside in the TCC service district of Gadsden, Leon, and Wakulla counties. The curriculum complements the course work and clinical experiences of the ADN, providing a seamless and efficient pathway to a higher degree, the BSN.

**WORKFORCE DEMAND AND UNMET NEED**

3.1 Describe the career path and potential employment opportunities for graduates of the program.

First, this credential will provide working registered nurses with workforce pathways to higher level positions, including entry into leadership and management. Second, the degree provides part-time and non-working registered nurses the baccalaureate credential now required for many entry level positions in our community. Third, the BSN provides individuals with a pathway into master’s and doctoral nursing programs at the two state universities in TCC’s service district.

3.2 Describe the workforce demand, supply and unmet need for graduates of the program that incorporates, at a minimum, the shaded information from appendix tables A.1.1 to A.1.3.

The Florida Department of Economic Opportunity (DEO) projects average openings of 114 registered nursing jobs per year in the three-county region that TCC serves (Table A.1.1). FSU and FAMU together graduate approximately 200 nurses per year (Table A.1.2). Table A.1.3 shows there is no unmet need for registered nurses.

These data do not account for the actual hiring of FAMU and FSU nurses; over 75% of those graduates leave the region after graduation and are not available for hire.

Further, these data do not address the need to provide a pathway for currently

working ADN's to acquire the baccalaureate so that they can fulfill the needs described by local employers. There are no ADN to BSN programs in the TCC district. Please see additional data and local need in sections 3.3 and 3.4.

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- 3.3 Describe any other evidence of workforce demand and unmet need for graduates as selected by the institution, which may include qualitative or quantitative data information, such as local economic development initiatives, emerging industries in the area or evidence of rapid growth, not reflected in the data presented in appendix tables A.1.1 to A.1.3. For proposed programs without a listed SOC linkage, provide a rationale for the identified SOC code(s).

Workforce demand is higher than the data indicate because graduates of FSU and FAMU do not stay in the district after graduation. FDOE (2013) reported that FSU and FAMU graduated 199 BSNs in 2012; of those only 46 (23%) remained in the local workforce. If approximately 25% of these students remain in the region annually, the gap for the most recent year is 63.

119 FSU graduates + 85 FAMU graduates = 204 (Table A.1.2)

25% remain in the region = 51

Annual need is 114. (Table A.1.3)

Gap: 114-51 = 63.

While the gap indicated above is significant, local business and community leaders believe more growth in the health industry is likely in the community. Health Sciences and Human Performance Enhancement is one of seven major industry sectors targeted by the Economic Development Council of Tallahassee/Leon County (Taledc.com website). Tallahassee Memorial Health President and CEO O'Bryant shared the community's vision to improve health care management and to become "a center of transition across the nation" (Comments at Board of Trustees workshop).

TCC has received support from a variety of health providers in the community who believe this proposal will enhance opportunities throughout the community, and the Greater Tallahassee Chamber of Commerce passed a resolution supporting the proposal due to its belief that the proposal "enhances the business climate of Florida's Capital city".

Status reports on nursing supply, demand, and education indicate a strong demand for baccalaureate nursing degrees (Florida Center for Nursing Status Report, July 2013). As can be seen from **Table 1**, during the academic year 2011-2012, 58 percent of qualified students statewide were turned away from BSN programs because of limited capacity. FCN data on program capacity are not reported for Gadsden/Leon/Wakulla counties because state universities serve the entire state. In addition, no RN to BSN graduates were reported by FCN because

there is no RN to BSN program in this region.

**Table 1. Bachelor of Nursing Program Capacity**

Academic Year 2011-2012	Florida BSN Programs
# Qualified applicants	8,094
# Students admitted	3,424
# Applicants turned away	5,504
% of Applicants turned away	58%
# Students graduated	2,523
# RN-BSN graduates	1,959

*Source: Florida Center for Nursing Status Report, July 2013*

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- 3.4 If the education level for the occupation identified by the Florida Department of Economic Opportunity presented in appendix table A.1.1 is below a bachelor's degree, provide justification for the inclusion of that occupation in the analysis.

The Robert Wood Johnson Foundation Initiative on the Future of Nursing, a joint enterprise with the Institute of Medicine, determined that hospitals should establish a goal of 80% BSN staffing for nurses.

To provide 80% BSN prepared nurses for the 114 annual openings described in Section 3.2, 91 hires are required annually.

The nursing students who attend FAMU and FSU are from diverse areas of the state and nation, and they tend to leave the region for employment after they graduate. Fewer than 25% of the graduates from these two universities seek employment and establish roots in the service district (FDEO, 2013). Therefore, the annual number of university graduates likely to stay in the region is about 50, leaving a gap of about 40 BSN hires annually.

Tallahassee Memorial HealthCare (TMH) has shared its strategic goal to become a magnet hospital in a letter supporting TCC's efforts. In order for TMH to accomplish its goal, approximately 460 currently employed TMH nurses would need to obtain a BSN degree within the next five years and 80% of all new hires would need to have the BSN.

Tallahassee Memorial Healthcare (TMH) advertises nationally for BSN credentialed applicants to fill its annual vacancies, but despite these efforts, 44% (572) of its current RNs do not hold the BSN. TMH reported an annual BSN hiring gap of 55 per year.

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**Table 2** presents the educational level of nurses in TCC’s service district. In 2011, there were estimated to be 3,248 working registered nurses in Gadsden, Leon, and Wakulla counties (Florida Center for Nursing State Report, July 2013). The Robert Wood Johnson Foundation Initiative on the Future of Nursing recommends that the proportion of nurses with a baccalaureate degree should increase to 80% by 2020. Applying the 80% goal to the current workforce indicates that there is a need for 1,504 associate degree nurses to obtain a baccalaureate degree in Gadsden, Leon, and Wakulla counties.

**Table 2. Educational Level of Nurses**

Academic Year 2011-2012	Gadsden/Leon/ Wakulla
# Registered Nurses (ADNs + BSNs)	3,248
# BSNs	1,094
80% Benchmark for RN with BSN	2,598
Gap Between Current BSN and Goal	1,504

*Source: Florida Center for Nursing Status Report, July 2013*

## PLANNING PROCESS

### 4.1 Summarize the internal planning process.

In October 2012, Mark O’Bryant, CEO of Tallahassee Memorial Healthcare (TMH) met with TCC President Murdaugh and Provost Barbara Sloan to discuss the possibility of TCC offering a Bachelor of Science in Nursing (BSN) (**Appendix A**). In February 2013, representatives from both TMH and Capital Regional Medical Center (CRMC) attended the District Board of Trustees (DBOT) workshop to discuss their healthcare employment needs. The hospital representatives stated their need for more BSN prepared nurses. The representatives also expressed a preference for TCC graduates because, being local, they are less likely to move (**Appendix B**). The Board took no official action at that time, but because these local employers expressed a need for BSN prepared nurses, President Murdaugh asked Dean Nied and Provost Sloan to begin investigating the need for an ASN-BSN program in the community.

Dean Nied and Provost Sloan met with various faculty and staff in Spring 2013 to gather data for a needs analysis. Provost Sloan provided preliminary findings to President Murdaugh in April 2013, detailing the local options as well as providing information on the feasibility of TCC offering the degree (**Appendix C**).

Based on the results of internal discussions and the preliminary findings report, nursing faculty co-chairs Lauren Campbell and Tara Hayes included a discussion of local need at the May and October 2013 Advisory Board meetings (**Appendix D**). Provost Sloan began discussions with on-campus university partners (Barry University, Embry Riddle Aeronautical University, Flagler College, St. Leo University, and Thomas University) regarding the BSN option. Previously, in 2011, the partners had asked about the possibility of TCC offering the baccalaureate; at that meeting, Provost Sloan explained that TCC had no immediate plans so to do, but stressed that the College reviews its curricular offerings on a regular basis (**Appendix E**). In Fall 2013, Provost Sloan met with each of the partners individually to discuss TCC's perceived need for the RN to BSN program (**Appendix F**). Provost Sloan confirmed that none of the partners, with the exception of Thomas University which was already offering the degree external to its TCC partnership, had the capacity to offer the RN to BSN program at TCC.

Furthermore, she shared that President Murdaugh remained committed to their programs and that TCC had no current intention to compete with the partners in on-campus programs. In these meetings, each partner identified areas of potential growth; most felt their next expansion would be in graduate degrees, an arena outside the stated purpose of TCC's 2+2 partnership.

At the October 2013 Board of Trustees meeting, Provost Sloan and Dean Nied presented a workshop proposing the BSN at TCC. The Board approved moving forward with the RN to BSN on a 6 to 1 vote (**Appendix G**).

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#### 4.2 Summarize the external planning process.

During the TCC presidential search process in 2010, representatives from TMH discussed, at public forums, their need for more BSN credentialed nurses. At each Leon County forum, the TMH representative asked the presidential candidates about TCC's future plans for offering baccalaureate degrees. Barbara MacArthur, the Chief Nursing Officer, indicated that the hospital's strategic plan included a goal to acquire magnet status by 2020; this will require the hospital to employ an 80% baccalaureate credentialed nursing staff. MacArthur specified that the hospital valued TCC graduates highly and believed TCC could provide TMH employees with the best option for a BSN.

In Spring 2011, TCC committed to seeking national accreditation from the Accreditation Commission for Education in Nursing (ACEN) for its Associate in Science degree in Nursing (ADN) program. TCC concluded it would not consider a nursing baccalaureate without first obtaining this national accreditation for its AS degree. In addition, both FSU and FAMU had RN to BSN program options at this time.

In October 2012, Mark O'Bryant, CEO of TMH met with President Murdaugh and Provost Sloan to discuss the possibility of TCC offering a Bachelor of Science in Nursing (BSN). O'Bryant confirmed TMH's need for baccalaureate prepared nurses and asked that TCC offer the degree for current ADN nurses (**Appendix A**). At the February 2013 DBOT meeting, Dean Nied presented a workshop on TCC's healthcare programs. Guests from both local hospitals spoke concerning their healthcare needs. Both Ann McClean, Assistant CNO for CRMC, and Barbara Alford, Interim VP/CNO for TMH, expressed great confidence in TCC students and declared a preference for TCC students because of their roots within the community. No formal action was taken regarding the degree at this meeting, but TCC began an internal and external process to determine the viability of offering the degree. (**Appendix B**)

When considering ACEN accreditation, TCC had explored the local marketplace for RN to BSN options in the community. By 2013, the options in the community had narrowed. FSU had suspended its RN to BSN online program in Fall 2011, and FAMU's program, though not formally suspended, had no students enrolled. When FSU suspended its program, Thomas University (based in Thomasville, Georgia, and licensed to operate in Tallahassee) developed local agreements with both TMH and CRMC to offer the RN to BSN option in a combination on site/online format.

Given these changes in the local environment, TCC began more extensive talks with local institutions. In October 2013, Provost Sloan and Dean Nied met with Dianne Speake, interim FSU Dean of Nursing. Dean Speake explained that FSU had suspended the online RN-BSN program because it had been diverting counseling and staffing resources from their other programs. Dean Speake indicated that the resumption of the program was not in their five-year plan, and that the focus of her program was on developing accelerated BSNs (for individuals with baccalaureates in other disciplines) and on increasing their master's and professional research programs. She acknowledged the local need and encouraged TCC to meet that need (**Appendix H**).

In October 2013, Provost Sloan and Dean Nied also met with FAMU Interim Dean of Nursing, Ruena Norman, and Interim Provost Rodner Wright. Both Dean Norman and Provost Wright confirmed that FAMU was not actively promoting its RN to BSN and did not have any objections to TCC's proposed program. Instead, FAMU is focusing upon strengthening its master's degree nursing program. In another joint meeting, Interim Provost Wright and FAMU Associate Vice President Gita Pitter confirmed that FAMU's interest was in increasing enrollments in many of their current baccalaureate programs through strengthened 2+2 articulation with TCC (**Appendix I**).

Provost Sloan initiated conversations with TCC's five private university partners

housed on the TCC campus. Provost Sloan reiterated TCC's intent to work as partners with these institutions, and not to compete with their offerings on the TCC campus. Three of these institutions expressed no plans to develop nursing programs and offered no objection to TCC's proposed program. The remaining two institutions, Barry University and Thomas University, do have accredited nursing programs: Barry University, however, does not include the RN to BSN option in its Tallahassee area strategic plan and therefore supports TCC's plan; Thomas University indicated it will continue its RN to BSN program as an online option to Tallahassee area residents, but expressed no objections to the TCC proposal because its current focus is on advanced degrees and on those students already with a baccalaureate. (**Appendix F**).

Representatives from both universities and from TCC University Partners were invited to the October 2013 Board of Trustees meeting to share their goals with the Board members (**Appendix G**).

TCC submitted the Letter of Intent in December 2013 to the Office of the Chancellor of the Florida College System. The letter was then sent to all SUS, ICUF and CIE institutions. After waiting the required 100 days, and having received neither public nor private responses, TCC proceeded with a survey of potential students and local employers. This survey indicates strong support for the program.

#### Employer Survey

A BSN Employer Interest Survey was sent to the healthcare administrators at six facilities in the College's service district. Five administrators responded for a response rate of 83% (**Appendix K**).

100% of respondents believe there is a need for more educational programs in Gadsden, Leon, and Wakulla counties that prepare nurses at the BSN level. 100% also indicated that they support TCC's intent to develop a BSN program. Overall, respondents indicated that there would be 339 registered nurse vacancies in the next one to three years and 357 vacancies in the next four to five years. Letters of support from local employers and the Tallahassee Chamber of Commerce are included in **Appendix L**.

#### Student Survey

To assess the level of internal student interest in a BSN, an online survey was deployed to TCC nursing students. Of the 170 students who were sent a survey invitation, 107 (63%) completed the survey. This represents a high response rate. Survey results are provided in **Appendix M: Bachelor of Science in Nursing**

**Student Interest Survey.** All respondents (100%) indicated they were “interested” or “very interested” in pursuing a bachelor’s degree in nursing. 88% of respondents reported that they would be interested in obtaining a BSN at TCC. In conclusion, there is strong support among nursing students who completed the survey for TCC to offer a BSN. A majority indicated that they plan to pursue a BSN in one to two years after graduation.

FSU and FAMU have both hired new presidents since initial discussions. President Murdaugh has met with both, and both confirmed continued support of TCC’s proposal.

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**4.3 List engagement activities; this list shall include APPRiSe, meetings, and other forms of communication among institutional leadership regarding evidence of need, demand, and economic impact.**

	Date(s)	Institution	Description of activity
APPRiSe	N/A		
Public universities in college’s service district	October 2013	Florida State University	Meeting: Provost Sloan and Dean Nied met with Dianne Speake, interim FSU Dean of Nursing
	October 2013	Florida A&M University	Meeting: Provost Sloan and Dean Nied met with Ruena Norman, interim FAMU Dean of Nursing, and Rodner Wright, Interim Provost
	Spring 2015	Florida State University and Florida A & M University	President Murdaugh, President Mangum, and President Thrasher met (group meets regularly with intent of discussing local impact and needs of the 3 institutions) and confirmed support for BSN at TCC.
Regionally accredited institutions in	Spring, 2011; Spring	Barry University; Embry Riddle Aeronautical	2011-2012—discussions with all on campus university partners in which TCC

the college's service district	2012; October 2013	University, Flagler College, St. Leo University, and Thomas University	<p>committed to not competing with successful on campus programs already in place.</p> <p>October 2013—Individual meetings between Provost and partners regarding their intent and/or capacity to offer the AS to BS on TCC's campus. None, except Thomas University (TU), was interested or had institutional mission to do so. TU had an existing program offered through each hospital) not through TCC partnership. Because the hospitals approached TCC about offering the degree, TU decided to refocus. Its enrollments were small or some terms, non-existent, so they chose to move to accelerated BSN for students with baccalaureates in other professions.</p> <p>TCC's Board of Trustees invited all partners to October 2013 meeting to discuss their interest and plans. None expressed an interest in offering the A.S. to B.S. in nursing. Most indicated if they expanded at all, it would probably be in graduate degrees.</p>
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**ENROLLMENT PROJECTIONS AND FUNDING REQUIREMENTS**

5.1 Provide a brief explanation of the sources and amounts of revenue that will be used to start the program.

TCC plans to admit 30 students in the first academic term (Spring 2016). Students will be able to attend full time or part time. To develop the budget, TCC is planning for students, each fall and spring semesters, to take 3 or 6 credits of lower level General Education or math/science and 6 credits of upper level nursing

courses; the plan also includes one lower division and two upper division courses in Summer term. Students can then complete the 48 credits needed in five semesters. In the second year 30 new students will be admitted in fall and 30 more in spring.

Revenues are based on each admission class taking 6 hours of lower division and 12 hours of upper division courses in fall and spring. In the summer semester, each class will take 3 or 6 hours of lower level and 3 hours of upper level courses. Class size is assumed to be a constant 30:1 ratio in all upper level courses. Courses are offered on a continuing basis and none of the nursing courses have required prerequisites. Therefore, students may move through the program more quickly or more slowly depending on their circumstances.

The budget shows a need for some Florida College Program Funds to be used to support the program. Should those funds not be available, TCC will reduce expenses as needed in areas of counseling and support services or by using more part time faculty.

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5.2 Provide a narrative justifying the estimated and projected program enrollments, outcomes, revenues and expenditures as they appear in Appendix Table A.2.

Enrollment projections are based on information TCC received from students and employers. In addition to determining the need for graduates, TCC surveyed students and local employers to determine interest in enrollment. Recent graduates and current students were surveyed and xxx indicated they were xxx likely to enroll in the program. Both hospitals will encourage current and potential employees to enroll, and both in district hospitals will offer scholarships to their employees who enroll in TCC's program.

The budget assumes a current full time faculty member can be reassigned 50% to the program in year one, one new faculty will be hired in year two. TCC has currently committed funding to assist two current TCC faculty with reimbursement dollars to complete their doctorates. Academic administration represents 20% reassigned time each year for one full time faculty member to coordinate the program. Travel funds will support faculty and administrative professional meetings and professional growth. Materials and supplies cover recruiting materials as well as supplies and materials for faculty use in the classroom. Healthcare programs will add a .5 FTE student specialist (counselor) in year two and increase that position to full time in year three to accommodate the extra students. Support services include evening custodian and security; maintenance hours are increased as additional courses and nights of instruction are added in years three and four. Library funds will be used for recurring database costs and special faculty requests for classroom support.

TCC will use consultants to assist with both accreditation processes, and the budget includes onsite visit costs for both SACSCOC and ACEN.

The budget can be self-sustaining should legislative funding not be available; this would require an increased use of 40 to 50% part time staffing. TCC has included only minimal Florida College System Program Funds in the budget; however, the long term budget will not easily accommodate infrastructure, remodeling, or equipment needs over time; TCC is working with local benefactors to establish a fund in TCC's Foundation that can be used to sustain non-recurring costs associated with the program. It is anticipated that within five years, TCC will have a sustainable source to supplement the program budget should the need arise.

TCC has included funds in its 2015-2016 budget to get the program started in Spring as follows:

Full Time Faculty: TCC is recruiting nursing faculty as part of its overall recruitment plan for 2015-16. Because some areas of the college have lost enrollments, a position was moved from another division. The cost budgeted is for a faculty to begin teaching BSN courses in Spring 2016. Funds have been added to the 2015-2016 budget for part time salaries for Spring and Summer 2016. Recurring and non-recurring expenses are planned in the 2015-16 budget for administration, materials, travel, professional services, support services, and library resources, for a total of \$85,000 in new dollars for personnel and operation. No equipment or facilities funds are needed.

## STUDENT COSTS: TUITION AND FEES

- 6.1 Anticipated cost for a baccalaureate degree (tuition and fees for lower and upper division credit hours) at the proposing FCS institution (tuition and fees x credit hours).

	Cost per credit hour			Number of credit hours		Total cost
Tuition & Fees for lower division:	\$100.83	X	Credit hours	90	=	\$9,074.70
Tuition & Fees for upper division:	\$128.51	X	Credit hours	30	=	\$3,855.30
Tuition & Fees (Total):	\$	X	Credit hours	120	=	\$12,930.00

- 6.2 Estimated cost for a baccalaureate degree (tuition and fees) at each state university in the college's service district.

Institution Name: Florida A&M University

Tuition & Fees:	\$151.78	X	Credit hours	120	=	\$18,214
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Institution Name: Florida State University

Tuition & Fees:	\$240.55	X	Credit hours	120	=	\$28,866
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- 6.3 Estimated cost for a baccalaureate degree (tuition and fees) at each nonpublic institution in the college's service district (if available)\*

Institution Name: No institutions were reported in IPEDS in the TCC service district who offered the AS to BS in nursing.

Tuition & Fees:	\$	X	Credit hours	--	=	\$-,---
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Institution Name:

Tuition & Fees:	\$	X	Credit hours	--	=	\$-,---
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Institution Name:

Tuition & Fees:	\$	X	Credit hours	--	=	\$-,---
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Institution Name:

Tuition & Fees:	\$	X	Credit hours	--	=	\$-,---
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Note. \*If the institution does not provide the tuition cost per credit hour, please provide the cost information provided on the institution's website.

## **PROGRAM IMPLEMENTATION TIMELINE**

7.1	APPRISe notice:	N/A
7.2	Board of Trustees approval:	October 21, 2013
7.3	Notice of Intent:	December 17, 2013
7.4	Completed proposal submission:	July 30, 2015
7.5	Targeted State Board of Education consideration:	August 26, 2015
7.6	Targeted SACSCOC approval (if applicable):	December 15, 2015
7.7	Targeted initial teacher preparation program approval(if applicable):	N/A
7.8	Targeted date upper division courses are to begin:	Spring 2016

## **FACILITIES AND EQUIPMENT SPECIFIC TO PROGRAM AREA**

- 8.1 Describe the existing facilities and equipment that will be utilized for the program.

The department of nursing at TCC is housed in the Ghazvini Center for Healthcare Education (GCHE) an 85,000 square foot building that opened in the fall of 2011. GCHE includes a state of the art Simulation Center with 14 adult simulators, 7 pediatric/neonatal, and infant simulators, 4 IV simulators and a maternal simulator. The Simulation Center is staffed by three fulltime employees, thus allowing nursing faculty to focus on student teaching and learning. GCHE also has a dedicated library, librarian, and a 60 seat computer lab. The nursing department has three dedicated skills labs and is staffed by baccalaureate nurses.

- 8.2 Describe the new facilities and equipment that will be needed for the program (if applicable).

The department of nursing is fully equipped with state-of-the-art supplies, equipment, and simulators. There is no need for any additional purchases.

## **LIBRARY AND MEDIA SPECIFIC TO PROGRAM AREA**

- 9.1 Describe the existing library and media resources that will be utilized for the program.

The Ghazvini Library provides print and electronic resources to supplement the nursing curriculum. Several subscription databases, such as MEDLINE, CINAHL Plus, Proquest Nursing, and Nursing@Ovid currently provide access to scholarly journal articles. Additionally, the Joanna Briggs Institute EBN database provides access to evidence-based nursing summaries, and a small print journal collection is also maintained. Print and e-book collections are actively curated to ensure currency. A DVD collection and the FMG streaming video service provide videos on a variety of health subjects. Links to all recommended

library and internet resources are provided to students through the library's nursing subject guide: <http://tcc.fl.libguides.com/nursing>.

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- 9.2 Describe the new library and media resources that will be needed for the program (if applicable).

The college has an extensive collection of largely online resources, but will expand the collection to include CINAHL Complete; this will add over 600 full text journal titles to the collection. Other resources will be added at faculty request.

## ACADEMIC CONTENT

- 10.1 List the admission requirements for the program.

Admission requirements for the program are as follows:

- TCC baccalaureate degree application
- Graduation from an accredited Associate in Science Degree in Nursing program
- Valid, unrestricted, unencumbered RN license in the state(s) the student will reside while completing any portion of the course work

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- 10.2 What is the estimated percentage of upper division courses in the program that will be taught by faculty with a terminal degree?

TCC plans to offer four upper division courses a semester when the program begins and a minimum of one of the four (25%) will be taught by a terminally-degreed Registered Nurse; TCC anticipates providing 50% of instruction by doctoral faculty at inception. This percentage will increase as more of the current nursing faculty complete their doctoral degrees in nursing. The long term goal is to have 100% of the RN to BSN curriculum taught by RNs with terminal degrees in nursing. SACSCOC faculty guidelines will be used to evaluate degrees and courses taken.

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- 10.3 What is the anticipated average student/teacher ratio for each of the first three years based on enrollment projections?

TCC plans to admit 30 students in Spring 2016; the student teacher ratio will be 30:1 in each course in the degree program.

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- 10.4 What is the anticipated SACSCOC accreditation date, if applicable?

TCC submitted a Letter of Intent for Substantive Change for Level II to SACSCOC in Fall 2014. TCC will submit a full application immediately upon program

approval by the State Board of Education. TCC will also submit a prospectus for substantive change to offer the BSN specifically.

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10.5 What is the anticipated Florida Department of Education initial teacher preparation approval date, if applicable?  
N/A

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10.6 What specialized program accreditation will be sought, if applicable?

TCC's Associate in Science degree in nursing program is accredited by the Accreditation Commission for Education in Nursing (ACEN). TCC will seek accreditation for the Bachelor of Science in Nursing program from the same agency.

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10.7 What is the anticipated specialized program accreditation date, if applicable?

The following accreditation timeline is based on the assumption the RN to BSN program will offer the first courses in Spring 2016.

**Accreditation Timeline**

Semester	Activity
Fall, 2016	Submit candidacy packet
Spring, 2017	Receive permission to apply for accreditation
Spring—Summer, 2017	Write self-study
Summer, 2017	Submit self-study
Fall, 2017	Site visit
Spring, 2018	Full accreditation awarded

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10.8 Are there similar programs listed in the Common Prerequisites Manual for the CIP code (and track, if any) proposed for this program?       Yes       No

51.3801 Nursing, Track 2/2

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10.9 List the established common prerequisites for this CIP code (and track, if any) as listed in the Common Prerequisites Manual proposed for this program:

Most of the common prerequisites are part of the ADN degree. The complete list of required courses and accepted variations is in **Appendix N**. TCC will accept any courses listed in the Common Prerequisite Manual.

- BSCX085 Anatomy and Physiology I
- BSCX085L Anatomy and Physiology I
- BSCX086 Anatomy and Physiology II

- BSCX086L Anatomy and Physiology II Lab
- CHMXXXX\* Chemistry
- DEPX004 Human Development
- HUNX201 Science of Nutrition
- MCBX004 Microbiology
- MCBX004L Microbiology Lab
- PSYXXXX Psychology
- STAX023\* Statistics

\*These lower division courses are not required for the ADN degree, but are required for the BSN degree. Students will complete these credits, consequently, while completing the ADN to BSN program. They do not need to be completed prior to acceptance.

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10.10 Describe any proposed revisions to the established common prerequisites for this CIP (and track, if any).

N/A

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10.11 List all courses required once admitted to the baccalaureate program by term, in sequence. For degree programs with concentrations, list courses for each concentration area. Include credit hours per term, and total credits for the program:

This program is designed for registered nurses who have completed an Associate in Science degree in nursing (RN to BSN). The degree requires 120 semester credit hours and includes the 72 hours earned in the Associate in Science degree in nursing, an additional 18 hours of general education and lower level courses, and 30 credit hours of upper level nursing courses. TCC accepts all course alternatives in the Common Prerequisites Counseling Manual (CPCM) for CIP: 51.3801 (track 2 of 2). Students who desire to transfer comparable courses from other institutions should speak with an academic adviser.

In addition to the 72 hours accepted from the AS in Nursing, the following 48 hours are required for the 120 credit hour degree:

<b>Additional Lower Division Courses and General Education</b>		<b>18 credit hours</b>
ENC1102 or EN1141	Communications General Education	3 credit hours*
Choose One	Humanities General Education	3 credit hours*
CHM1030	General Chemistry for Allied Health	3 credit hours**
STA2023	Statistics	3 credit hours*
TCC Social Science	General Education TCC Social Science Core	3 credit hours*
TCC Social Science	General Education TCC Social Science Core	3 credit hours*

<b>BSN Major Program Specific</b>		<b>30 credit hours</b>
NUR 3065	Health Assessment	3 credit hours
NUR 3125	Pathophysiology	3 credit hours
NUR 3273	Health Promotion	3 credit hours
NUR3655	Cultural Issues in Nursing	3 credit hours
NUR 3827	Leadership and Management for Nursing	3 credit hours
NUR 4169	Research and Evidence-Based Practice in Nursing	3 credit hours
NUR 4684	Population-Based Nursing	3 credit hours
NUR 4870	Nursing Informatics	3 credit hours
NUR 4891	Professional Issues in Nursing	3 credit hours
NUR 4950	BSN Capstone Course	3 credit hours
<b>TOTAL</b>		<b>120 credit hours</b>

*\*General Education Credit—18 hours \*\*Students may take a chemistry general education rather than Chemistry for Allied Health, or students may use microbiology (MCBx004) from AS for 3 hours of general education.*

*Note: Students must fulfill the Florida foreign language requirement by completing two credits in high school of the same foreign language or equivalent at the college level.*

The courses are designed to be taken by full time or part time students and do not need to be taken in sequence; they may be taken in any term and in any sequence, with the exception of the capstone course, which should be taken in the final semester.

Classes will be offered in block format sessions of seven weeks each; this will allow students to take two courses during each regular academic semester. Block scheduling has proven particularly successful for working adults. The General Education courses are offered frequently in the regular class schedule and can be easily accommodated into this scheduling format. A sample Schedule is as follows:

#### Fall 2016 (9 credits)

Main Session: Communications general education 3 credits

Session A: NUR 3065 3 credits

Session B: Nur 3125 3 credits

#### Spring 2017 (9 credits)

Main Session CHM 1020 3 credits

Session A: NUR3273 3 credits

Session B: Nur3655 3 credits

#### Summer 2017 (9 credits)

Main Session: Humanities general education 3 credits

Session A: NUR3827 3 credits

Session B: NUR4169 3 credits

#### Fall 2017 (9 credits)

Main Session: STA2023 3 credits

Session A: NUR4684 3 credits

Session B: NUR4879 3 credits

#### Spring 2017 (12 credits)

Main Session: two social science general education 2 at 3 credits each  
Session A: NUR4891 3 credits  
Session B: NUR4950 3 credits

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10.12 Is the program being proposed as a limited access program? (If yes, identify admission requirements and indicate enrollment capacity):  Yes  No

### **PROGRAM TERMINATION**

11.1 Plan of action if program must be terminated, including teach-out alternatives for students.

Included in TCC's academic planning process is a "teach-out" procedure for any program should the need occur. The procedure is SACSCOC compliant and includes the following steps:

- TCC will stop accepting new students to the program.
- TCC will develop a timeline and schedule for continuation of courses needed by currently enrolled students.
- TCC will notify currently enrolled students, in writing, of the schedule of courses and last semester to be offered.
- TCC will work with individual students on an academic plan to assure opportunity to complete the program or to assist in transfer to a program at another institution.
- Faculty teaching in the program will be assigned to other programs for which they are qualified to teach, will be offered the opportunity to take up to 18 hours of graduate credit in a related field for which TCC needs qualified faculty, or, if no other alternative exists, will be terminated in accordance with TCC policy and state and federal laws governing such termination.
- TCC will notify appropriate state agencies of the program termination.

**Appendix Table A.1.**

**INSTRUCTIONS FOR COMPLETING THE DEMAND SECTION OF APPENDIX TABLE A.1.1 and A.1.1.2:** To complete the following table, use the [CIP to Standard Occupational Classification \(SOC\) crosswalk](#) of the U.S. Department of Education to identify the SOC codes for occupations associated with the proposed program’s CIP code. Fill in Table A.1.1 using the employment projections data produced by the Florida Department of Economic Opportunity (DEO), pursuant to Section 445.07, F.S., for the workforce region aligned with the college’s service district for each SOC code associated with the proposed program’s CIP code. The employment projections data may be accessed at <http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/employment-projections>. For proposed programs without a listed SOC linkage, identify the appropriate SOC codes for which the program prepares graduates. Insert additional rows as needed. The total job openings column value shall be divided by eight to reflect total annual job openings. The annualized salary shall be calculated by multiplying the average hourly wage times 40, and then multiplying that value times 52. Complete table A.1.1.2 in the same manner as A.1.1 for any additional sources of employment projections. Duplicate Table A.1.1.2 for additional sources as needed.

<b>DEMAND: FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY (DEO) EMPLOYMENT PROJECTIONS</b>										
A.1.1	Occupation			Number of Jobs				Salary		Education Level
	Name/Title	SOC Code	County/Region	Base Year 2014	Projected Year 2022	Level Change	Total Job Openings (divided by 8)	Avg. Hourly Wage	Annualized Salary	
	Registered Nurse	291141	Region 5	3,068	3,557	489	114	\$27,91	\$58,053	Associate
								\$--,---	\$--,---	
								\$--,---	\$--,---	
								\$--,---	\$--,---	
								\$--,---	\$--,---	
								\$--,---	\$--,---	
							<b>Total</b>	---	\$--,---	\$--,---



**INSTRUCTIONS FOR COMPLETING THE ESTIMATES OF UNMET NEED SECTION OF APPENDIX TABLE A.1.3:** To complete the following table, column A should be derived from Tables A.1.1 and A.1.1.2 and the totals in columns B and C should be derived from Table A.1.2. Input the figures in the “Total” row in Table A.1.1 and A.1.1.2 for total job openings and Table A.1.2 for most recent year and 5-year average (these figures should be same for all sources). The range of estimated unmet need should be derived from 1) subtracting the figure in column B from the figure in column A and 2) subtracting the figure in column C from the figure in column A. Add rows for additional sources as needed.

**ESTIMATES OF UNMET NEED**

A.1.3	DEMAND	SUPPLY		RANGE OF ESTIMATED UNMET NEED	
	(A) Total Job Openings (divided by 8)	(B) Most Recent Year	(C) 5-year average or average of years available if less than 5 years	(A-B) Difference	(A-C) Difference
DEO	114	220	224	-106	-110
Other: (List here)					

### Appendix Table A.2

**INSTRUCTIONS FOR COMPLETING THE PROJECTED BACCALAUREATE PROGRAM ENROLLMENT SECTION OF APPENDIX TABLE A.2:**

To complete the following table, enter the projected enrollment information for the first four years of program implementation. Unduplicated headcount enrollment refers to the actual number of students enrolled. Full-time equivalent (FTE) refers to the full-time equivalent of student enrollment.

PROJECTED BACCALAUREATE PROGRAM ENROLLMENT		2015-16	2016-17	2017-18	2018-19
A.2.1	Unduplicated headcount enrollment:				
A.2.1.1	Admitted Student Enrollment (First-time)	30	60	60	60
A.2.1.2	Total Admitted Student Enrollment	30	90	120	120
A.2.2	FTE Enrollment:				
A.2.2.1	Program Student Credit Hours (Resident)	360	1,440	1,800	1,800
A.2.2.2	Program Student Credit Hours (Non-resident)	0	0	0	0
A.2.2.3	Total Program Student Credit Hours	360	1,440	1,800	1,800
A.2.2.4	Program FTE (30 credits) - (Resident)	12.0	48.0	60.0	60.0
A.2.2.5	Program FTE (30 credits) - (Non-resident)	0.0	0.0	0.0	0.0
A.2.2.6	Total Program FTE	12.0	48.0	60.0	60.0

**INSTRUCTIONS FOR COMPLETING THE PROJECTED DEGREES AND WORKFORCE OUTCOMES SECTION OF APPENDIX TABLE A.2:**

To complete the following table, enter the projected number of degrees awarded, the projected number of graduates employed and the projected average starting salary for program graduates for the first four years of program implementation.

PROJECTED DEGREES AND WORKFORCE OUTCOMES		2015-16	2016-17	2017-18	2018-19
A.2.3	Degrees	0	0	60	60
A.2.4	Number Employed	0	0	60	60
A.2.5	Average Starting Salary	\$0	\$0	\$50,000	\$

**INSTRUCTIONS FOR COMPLETING THE REVENUES AND EXPENDITURES SECTION OF APPENDIX TABLE A.2:** To complete the following table, enter the projected program expenditures and revenue sources for the first four years of program implementation.

<b>REVENUES AND EXPENDITURES</b>				
<b>I. PROJECTED PROGRAM EXPENDITURES</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
<b>INSTRUCTIONAL</b>				
1. Faculty Full-Time FTE	0.5	1.0	2.0	2.0
2. Faculty Part-Time FTE	0.5	1.0	1.0	1.0
1. Faculty Full-Time Salaries/Benefits	40,000	80,000	160,000	160,000
2. Faculty Part-Time Salaries/Benefits	9,000	18,000	18,000	18,000
3. Faculty Support: Lab Assistants	0	0	0	0
<b>OPERATING EXPENSES</b>				
1. Academic Administration	20,000	20,000	20,000	20,000
2. Materials/Supplies	2,500	4,000	5,000	5,000
3. Travel	2,000	4,000	4,000	4,000
4. Communication/Technology	0	0	0	0
5. Library Support	0	0	0	0
6. Student Services Support	0	20,000	40,000	40,000
7. Professional Services	2,500	5,000	5,000	0
8. Accreditation	0	2,500	5,000	0
9. Support Services	4,000	6,000	8,000	8,000

<b>CAPITAL OUTLAY</b>				
1. Library Resources	5,000	5,000	5,000	5,000
2. Information Technology Equipment	0	0	0	0
3. Other Equipment	0	0	0	0
4. Facilities/Renovation	0	0	0	0
<b>TOTAL PROJECTED PROGRAM EXPENDITURES</b>	<b>\$85,000</b>	<b>\$164,500</b>	<b>\$270,000</b>	<b>\$260,000</b>
<b>II. NATURE OF EXPENDITURES</b>				
1. Recurring	82,500	157,000	260,000	\$260,000
2. Nonrecurring	2,500	7,500	10,000	0
<b>TOTAL</b>	<b>\$85,000</b>	<b>\$164,500</b>	<b>\$270,000</b>	<b>\$260,000</b>
<b>III. SOURCES OF FUNDS</b>				
<b>A. REVENUE</b>				
1. Special State Nonrecurring	0	0	0	0
2. Upper Level - Resident Student Tuition Only	33,044	132,178	165,222	165,222
Upper Level - Nonresident Student Fees Only	0	0	0	0
Upper Level - Other Student Fees	13,219	52,877	66,096	66,096
3. Contributions or Matching Grants	0	0	0	0
4. Other Grants or Revenues	0	0	0	0
5. Florida College System Program Funds	38,736	0	18,128	28,682
6. Unrestricted Fund Balance	0	0	0	0
7. Interest Earnings	0	0	0	0
8. Auxiliary Services	0	0	0	0
9. Federal Funds – Other	0	0	0	0
<b>B. CARRY FORWARD</b>	<b>0</b>	<b>0</b>	<b>20,554</b>	<b>0</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$85,000</b>	<b>\$185,054</b>	<b>\$270,000</b>	<b>\$260,000</b>
<b>TOTAL UNEXPENDED FUNDS (CARRY FORWARD)</b>	<b>\$0</b>	<b>\$20,554</b>	<b>\$0</b>	<b>\$0</b>

## Supplemental Materials B.1

### SUPPLEMENTAL MATERIALS

- B.1 Summarize any supporting documents included with the proposal, such as meeting minutes, survey results, letters of support, and other supporting artifacts.

Supporting Documents are attached as follows:

- A. TCC Meeting with Tallahassee Memorial Healthcare. October 29, 2012
- B. TCC: DBOT Minutes and Workshop, February 18, 2013
- C. Preliminary Findings: RN to BSN Degree at TCC, April 2013
- D. TCC Nursing Advisory Board Meeting: Minutes and Information
- E. TCC Meeting with University Partners, November 19, 2011
- F. TCC Meetings with University Partners, 2013
- G. TCC DBOT Meeting Minutes: October 21, 2013 and Workshop: Demand-Driven Programs: Meeting Local Education and Workforce Needs
- H. TCC Conversations with Nursing Programs at FSU
- I. TCC Conversations with Nursing Programs at FAMU
- J. Tallahassee Memorial Hospital Nurse Residency Program
- K. BSN Employer Interest Survey
- L. Letters of Support for TCC BSN from Local Employers and Tallahassee Chamber of Commerce
- M. Internal Student Interest in a TCC BSN: Survey
- N. Common Prerequisite Counseling Manual for CIP 51:3801 (Track 2 of 2), Nursing A.S. to B.S. and TCC Course Descriptions

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- B.2 List any objections or alternative proposal received from other postsecondary institutions for this program.

N/A

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***Appendix A:***

***Tallahassee Community  
College Meeting with  
Tallahassee Memorial  
Healthcare, October 29,  
2012***

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TCC Meeting with Tallahassee Memorial Healthcare  
October 29, 2012

TCC officials were invited to meet with TMH officials to discuss current staffing needs at TMH. Attending from the hospital were President/Chief Executive Officer Mark O'Bryant; Interim Chief Nursing Officer Barbara Alford; Chief Financial Officer Bill Giudice; and Director of Coding, Carla Gaines. Attending from TCC were President Jim Murdaugh; Provost and Vice President for Academic Affairs Barbara Sloan; and Dean of Healthcare Professions, Alice Nied.

TMH officials shared their two critical needs at the time, billing and coding trained candidates, and BSN candidates. Billing and coding needs have changed because of new federal laws requiring much more extensive coding. TCC shared it had just begun a new program with both a one-year certificate and an AS degree in the Health Information Technology field. Ms. Gaines serves on the Advisory Board and as an adjunct professor in the program. TMH felt this program would meet their need.

TMH officials shared their new Nurse Residency Program and their goal to achieve Magnet Status in Nursing. Magnet Status requires 80% BSN trained employees. TMH asked TCC directly if we would consider offering the baccalaureate. Discussion included other local options, with none offering the ability to meet this need as well as TCC.

***Appendix B:***

***TCC DBOT Minutes and  
Workshop, February 18,  
2013***

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**MINUTES**  
**District Board of Trustees**  
**Tallahassee Community College**  
**Ghazvini Center for Healthcare Education**  
**1528 Surgeons Drive**  
**Tallahassee, FL 32308-4631**  
**February 18, 2013**  
**Board Workshop – 2:30 pm**  
**Business Meeting – Immediately Following**

The February 2013 District Board of Trustee workshop was called to order by Chair Callen at approximately 2:33 pm.

**Members Present:** Chair Callen, Trustees Callaway, DeFoor, Lamb, Messersmith and Moore

**COMMENTS**

**Board Chair** – Chair Callen welcomed everyone, asking all to stand for a moment of silence and the pledge of allegiance. She said a lot of exciting things have been happening, sharing she and Trustee Lamb were on the front page of the newspaper for the TCC African American History calendar unveiling and expressing how exciting it was to be a part of it.

She stated the Trustees enjoyed the ACCT Legislative Conference in Washington, D.C. albeit a little chilly, it was a remarkable trip. She thanked Chief of Staff Balog for putting together their activities, including meeting with Representatives and visiting the White House where they met the dog. She said it was interesting to be at a Senate hearing with the staffers and interns.

**Board Members** – Trustee Moore said they had quality time with Congressman Southerland, indicating it was rewarding to see his knowledge of the TCC vision and his passion for what is happening. She shared they had a candid conversation and he is on board for the Wakulla Environmental Institute, which he sees as a value-added program in his district.

Trustee Lamb said he really enjoyed the information shared at the conference luncheon by the Assistant Secretary of Education, indicating there was good information shared about grants available for community colleges.

**President** – President Murdaugh echoed what had been said and referenced the AFC Conference the week before in Tallahassee. He indicated he understood the schedules the Trustees juggle to attend these events, although he knows it is sometimes difficult for others to always fully understand.

He shared it was wonderful to talk with Senator Nelson and Congressman Southerland, indicating Chief of Staff Balog had an opportunity to go to a meeting with Senator Rubio. President Murdaugh said the elected officials get it and really understand the importance of things like Pell to provide access for our students.

## **BOARD WORKSHOP**

### Ghazvini Center for Healthcare Education

#### *Advancing Healthcare Education*

President Murdaugh indicated that Dean Nied would lead off with some things that are happening here at the Ghazvini Center and in healthcare education.

Dean Nied introduced Ann McClean, Assistant Chief Nursing Officer at Capital Regional Medical Center (CRMC) and Barbara Alford, Interim Vice President/Chief Nursing Officer at Tallahassee Memorial HealthCare (TMH). Dean Nied shared that Congressman Southerland uses the Ghazvini Center frequently for his events in Tallahassee.

She indicated healthcare education is growing capacity in several programs, working on accreditation in some programs, enjoying success in our certifications and licensures, and engaging community partners. She presented a chart reflecting the growing enrollment, indicating there are currently 430 enrolled students.

Responding to a question from Trustee Messersmith, Dean Nied said in Nursing they currently admit 96 students. She indicated they will start a new program this summer with an additional 24 students, resulting in a 25% increase in the fall. She stated the Emergency Medical Technician program in the fall semester will start to admit 60 students per year and the Paramedic program is working to admit 36 students per year, an increase from the current 24 student per year.

She shared Surgical Technology is a new program that started six weeks ago with twelve students, indicating they were very fortunate to get a grant from the Foundation to start that program. She said we will have an open house immediately following this meeting, where we will meet Shannon Smith, the Chair of the Program. Dean Nied reported Ms. Smith did an excellent job, getting equipment with a catalog price of \$25 for \$1.25.

Dean Nied indicated the Pharmacy Technician program currently has twelve students, with plans to increase by another twelve.

She shared that the Paramedic Program went to re-accreditation in the summer of 2011, while moving into this building – the accreditors actually had to review both buildings during the process. She indicated the Respiratory program was re-accredited in the spring of 2012 and the Nursing program has been on the accreditation journey, with expectations of accreditation in April of 2013.

Dean Nied continued stating the Surgical Technology program has a standard that students of the program cannot take the certification exam unless they have graduated from an accredited school. She said the program is in process, with hopes to be accredited by the Spring of 2014.

Dean Nied confirmed the Dental programs are accredited, with re-accreditation due in 2015 – the same year the College will be going through SACS reaffirmation. She said the Radiologic

Technology program is in the beginning stages of initial national accreditation, with expectations for the spring of 2016.

President Murdaugh stated accreditation has been an issue, one that really needed the impetus Dean Nied and her staff have placed on these programs. He emphasized they have done some amazing work to move us toward accreditation. Dean Nied indicated the faculty did a wonderful job and the load was placed on the Program Chairs, with the accreditors saying they had never read a better self-study.

She referenced the licensure and certification pass rates, stating our rates are at or above others. Trustee Messersmith asked about dental assisting students needing to bring a patient, possibly finding out later that it was determined the patient did not meet the criteria. Michele Edwards shared the Dental Hygiene students must take a state certification, with a clinical and written exam. She indicated they are required to take a patient that must meet certain qualifications, indicating it is difficult.

Trustee Messersmith asked if the students had to start over when their patient did not meet all the criteria. Ms. Edwards said that may have been the first year they introduced the NERB exam, sharing the exam is now administered by the State of Florida. She indicated we are now focusing more on the criteria of the exam, including how to select the right type of patient. Trustee Messersmith said he thought the same type of problem existed and that someone should help the student make the decision on the front end.

Dean Nied shared we have redesigned the Nursing Assistant program and dropped the tuition from \$950 to \$326.50. She said that is the quickest, easiest and cheapest way to get people into an entry level position in healthcare and we know there are positions all over the community for Certified Nursing Assistants.

She indicated the Surgical Technology program started in January from a grant and in May we will begin the Licensed Practical Nurse/Paramedic to Registered Nurse program, also from a grant. She said the students will begin in the summer and join the regular nursing program in the fall, indicating the challenge is many of them are already working and must take a step back to become a full-time nursing student.

Dean Nied shared the Critical Care Transport program, started a couple of years ago, was designed for those who transport patients great distances, indicating the students are trained to handle patient crashes in an ambulance. She said the program is designed for paramedics, registered nurses and respiratory therapists. She indicated there are classroom, simulation and clinical components – possibly the only course in the country with simulation and clinical components.

Dean Nied stated the program will be designed to accommodate individual clinical component needs. She said after completing the Critical Care Transport training, the student can go to Air Transport Critical Care Training. After completing both programs, the student could sit for the Critical Care Transport Certification exam – an advanced training certificate.

Dean Nied shared that in August we will have a redesigned Diagnostic Medical Sonography program. The program, designed for working people, will be offered solely in the evening. Although the program was initially built specifically for Radiology Technicians, now anyone with an Associate of Science degree in a clinical-based healthcare program can enroll. Trustee Moore asked if there were other institutions in our area that offer the Radiology Technology program. Dean Nied said there was not, indicating Southwest Georgia comes here for clinical.

She stated the Dental programs are in the beginning stages of renovating their physical space, looking at professional trends to determine how to proceed.

Dean Nied shared our future plans include increasing non-credit training. She said we have been working with the American Heart Association to become a CPR Center. Trustee Callaway inquired about the cost for CPR training, with Dean Nied saying it depended upon the type of training – although they have not yet discussed. Trustee Callaway said the schools are now requiring CPR training for anyone who departs campus with students.

Trustee Messersmith asked who handled the CPR training at FPSI, with President Murdaugh saying there are two people on staff who are EMTs – certified to teach ELS, basic life support and first responder. E.E. Eunice shared that some of their other staff are practitioners with Gadsden County EMS. Trustee Messersmith commented that it seemed like a natural for some interaction. President Murdaugh agreed, saying that in terms of air transport – there is a medical helicopter housed at FPSI, with some of those flight paramedics teaching for us.

Trustee Lamb asked about the difference in getting the RN here, as opposed to a four-year institution. Dean Nied indicated it is more economical here and the license is the same. She said as a graduate of TCC, many employers will give tuition reimbursement for an employee to get a BSN or Master's Degree and some employers will give a pay differential for having a BSN. Trustee Lamb asked if we have a lot of students that go on to FAMU or UF. Dean Nied stated UF does not have an active program and FAMU has a small program.

President Murdaugh said we can make a clear case on the cost differential. He recommended we look at the success rate of the licensure exam (99% for TCC in 2012) and the satisfaction of the employer. He said if we do these two things well, we are doing what we should.

Dean Nied shared that she has begun discussion about a phlebotomy program, indicating we have four IV simulators she would like to see used. She indicated we are looking into an Optician program, since she understands the closest program is in Hillsboro. Chair Callen asked if we had all the necessary, up-to-date equipment to begin the programs discussed. Dean Nied said she was fortunate to have management support to get the items needed.

Dean Nied presented a list of many of our Community Partnerships, stating they have had more than 4,000 people through the building.

Dean Nied stated if we increased enrollment in Nursing, we could encounter a faculty challenge. She said of our ten full-time faculty – three are sixty or over, three are fifty or over, three are forty or over and the remaining one is thirty. She shared that we generally hire full-time faculty

from the local area, although we have advertised nationally and send people to conventions looking for people. Dean Nied shared that we struggle to maintain an adequate adjunct pool. One of our accreditation requirements is that 51% of our adjuncts must have Master's degrees in nursing – most of those are working full-time, getting salaries with which we cannot compete.

She indicated the clinical sites used are mostly TMH and CRMC, with some new students at HealthSouth and Westminster Oaks – sharing we will again use Florida State Hospital for mental health nursing. She said we can use Archibald, but faculty must have a license to practice in Georgia. Dean Nied stated we have a clinical consortium, with eight Schools of Nursing discussing who gets each site.

She shared the arrangement, made years ago, allows FSU and Lively clinical time on Monday, Tuesday and Wednesday – with TCC and FAMU having Thursday and Friday clinical time. She indicated she did not know the enrollment percentages at the time, but was relatively sure that TCC enrollment had increased. Dean Nied stated TCC does a lot of clinical time in the evening and have started using weekends, although neither times are popular with Master's Degree faculty. She disclosed the experience is also different on the weekend, with fewer inpatients.

Dean Nied shared we have been able to employ our simulation center since moving to the Ghazvini Center. She stated that although other institutions expect the faculty to learn to run the simulators, at TCC we have full-time people in the simulation center so faculty can concentrate full-time on helping students. She indicated some faculty stand at the bedside with the student, like it is a patient in the hospital. She said other faculty may sit in a chair, watch and not say a word until later.

Dean Nied indicated in Florida we can use simulation for up to 25% of our clinical time; however we are currently at 9%. She stated to spend more time in simulation, we would need more staff and we would have more wear and tear on the simulators. She shared that the previous week Carla Dormeus, Simulation Program Manager, went to training to learn how to fix the simulators. She revealed they learned this year the simulators must cool off after two hours of use or they will overheat and burn up, offering the Trustees the opportunity to observe on a busy day.

Dean Nied indicated that some recent nursing graduates have not been finding jobs, although we are not finding that to be true in our community – some of our students are asked during clinical time to apply for openings in the facility. She indicated many ads require or prefer two years' experience, stating you cannot run a hospital with all new graduate nurses. Trustee Messersmith confirmed the experience requirement was not statutory, but a hospital requirement.

Barbara Alford thanked everyone for the opportunity to come speak with the group. She shared information about nursing at TMH, indicating they are a 772 bed acute care hospital with over 1230 RNs (AS or BSN) and 1700 nursing colleagues (mostly patient care assistants and a few LPNs). She said of the thirty-four new nurse graduates this year, twenty-one are from TCC – indicating they anticipate hiring about 100 new nurse graduates each year.

She stated this is in addition to the experienced nurses, indicating they seem to be attracting nurses from all over the country. She reported they have a 20% RN vacancy rate – which is pretty high and they are looking to fill the vacancies, since their hospital is full. She said they want excellent nurses and excellent nurse graduates.

She indicated of their nursing population, 39.5% have AS degrees, 1.5% have diplomas, 54.4% have BSN degrees and 4.6% have Master's degrees or higher. She shared the TMH Nursing Strategic Goals going to their Board state they are looking at moving toward BSN nurses – indicating in the plan for 2013-2016, they are looking to increase about 3% per year.

She reported that in January they began looking at Nurse Managers and Assistant Nurse Managers with bachelor degrees, making a decision to only hire managers with bachelor degrees in the future. She said they plan to look at other leaders moving forward. She stated they currently have thirty-four Nurse Managers; all but eight have bachelor degrees. She shared that of the forty-three Assistant Nurse Managers; all but eleven have bachelor degrees.

Trustee Messersmith thanked TMH for hiring the most recent group of nurses. Trustee Lamb confirmed that TMH aids the nurses with tuition reimbursement to obtain their BSN.

Ann McClean thanked everyone for allowing her to join us. She said Tallahassee Community Hospital was established in 1989 with less than 300 employees. She indicated they just recently opened the eighth floor with 44 new private rooms (242 total beds) and hope to have more opportunities for employment.

She shared that currently they have more than 1200 employees. She said they have struggled with higher RN turnover – partly because the nurses come to Tallahassee, get a minimal amount of experience and then move on to other places. She stated this is difficult in terms of new orientation costs, which can be \$50,000-\$60,000 and even more for specialized areas.

Ms. McClean indicated the hires from TCC are mostly local; which makes them attractive to the hospital, since their potential for staying is greater. She is glad we are now looking at a certified nursing assistant program; since currently many have no practical experience or testing, they simply do some studying and take an online course. She stated this should be of real value to CRMC, because they should be able to get some local people with training.

Ms. McClean mentioned a partnership program, indicating they have a number of nurses working flex schedules that were interested in being adjunct faculty for TCC. She said the agreement they reached was the nurses would work one day a week at the hospital, keeping their flex or premium pay as long as they were actively teaching at one of the Tallahassee nursing schools.

Trustee Lamb stated he had heard good things about the Gadsden facility. Ms. McClean said it is going well and they have some plans for expansion of services, indicating the staff is a combination of different disciplines. Trustee Lamb confirmed many of the staff are local.

Dean Nied thanked CRMC for their assistance with masters prepared faculty, since this was the only thing missing for our accreditation. Provost Sloan thanked them for the vision and support to put us in the medical corridor, indicating she had no idea how dramatically things would take off. She said almost every week we are hosting one or more groups at this center and exploring ideas of how we can help the community.

Provost Sloan said as we move forward there is a need for us to consider the BSN, indicating it is a good way for our students to move on to the next level in their professions. She indicated we can do it with a lot of online classes for working people. She stated we should be expanding our RN program; which can be a real challenge with faculty, clinical space and simulation equipment. She thanked everyone who works in and supports the building.

Chair Callen thanked them, indicating we owe them not only the quality of our lives but our lives. She wished them luck with the national accreditation. President Murdaugh said he now had an appreciation for how he needs to remain viable.

[ . . . . ]

Minutes approved at regular meeting of the District Board of Trustees on March 18, 2013.

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**Dana Callen, Ph.D.**  
**Chair**

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**Jim Murdaugh, Ph.D.**  
**President**

# Advancing Healthcare Education



TCC Responds to Demand for Trained  
Healthcare Professionals

TCC Board of Trustees Workshop  
February 18, 2013

## Progress to Date

- Growing capacity for students in healthcare programs
  - TCC's healthcare programs successfully accredited
  - Continued success for TCC graduates on licensure exams
  - Engaged community partner and host
- 

# Growing Enrollments

Program	# Students/Cohort	# Cohorts/Year	# Semesters in Program	Current Student Enrollment
Emergency Medical Technician	30	2	1	41
Paramedic	18	2	3	26
Radiologic Technology	30	1	6	46
Surgical Technology	12	2	4	10
Respiratory Care	25	1	5	35
Diagnostic Medical Sonography	10	1	5	6
Nursing	48	2	4	181
Nursing LPN/Paramedic to RN	24	1	3	17
Dental Assisting	24	1	3	11
Dental Hygiene	30	1	5	45
Pharmacy Technician	12	2	3	12
<b>Student Enrollment in TCC Healthcare Programs</b>				<b>430</b>

## Program Growth

- Emergency Medical Technician
  - 15 (11% increase this spring)
- Nursing
  - 24 (25% increase for summer)
- Paramedic
  - 18 (50% increase for fall)

## Program Growth

- Surgical Technology
  - 12 (100% increase for fall)
- Pharmacy Technician
  - 12 (100% increase for next spring)



## Accreditation Status

- Paramedic program re-accredited in summer 2011
- Respiratory program re-accredited in spring 2012
- Nursing program initial national accreditation expected later this spring
- Surgical Technology program initial national accreditation expected next spring



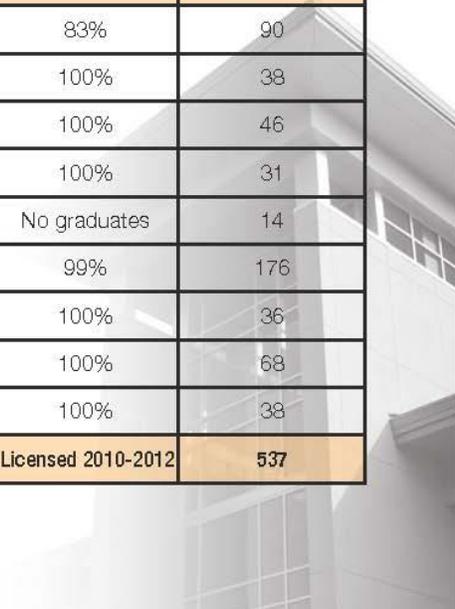
# Accreditation Status

- Dental programs re-accreditation due in 2015
- Radiologic Technology program initial national accreditation expected in spring 2016



# Licensure Pass Rates

Program	2010	2011	2012	# Licensed 2010-2012
Emergency Medical Technician	93%	95%	83%	90
Paramedic	100%	100%	100%	38
Radiologic Technology	100%	100%	100%	46
Respiratory Care	100%	91%	100%	31
Diagnostic Medical Sonography	100%	100%	No graduates	14
Nursing	97%	90%	99%	176
Dental Assisting	69%	100%	100%	36
Dental Hygiene	100%	100%	100%	68
Pharmacy Technician	100%	94%	100%	38
<b>New TCC Healthcare Programs Graduates Licensed 2010-2012</b>				<b>537</b>



## **New Initiatives**

- Redesigned Nurse Assistant program
- Began Surgical Technology program in January
- In May, will begin Licensed Practical Nurse/ Paramedic to Registered Nurse program
- Critical Care Transport

## **New Initiatives**

- Air Transport Critical Care Training
- In August, will have completed redesign of Diagnostic Medical Sonography program beginning with an expansion in admission criteria
- Dental programs are in planning stages of renovating their physical space

# Future Plans

- Increase non-credit training
  - Working with the American Heart Association to become a regional training center for cardiopulmonary resuscitation at all levels
- Exploring new programs
  - Phlebotomy
  - Optician



# Community Partnerships

Greater Tallahassee Chamber of Commerce  
Congressman Steve Southerland  
Leon County Schools  
Gadsden County Schools  
Wakulla County Schools  
Leadership Tallahassee  
Radiologic Technology Review  
CMS Alliance  
Economic Development Council  
Tallahassee Memorial Healthcare  
Florida Allied Dental Educators (FADE)  
Big Bend Pharmacy Association  
Living Well Organization  
Professional Coding Association  
Florida's Great Northwest  
Tallahassee Orthopedic Clinic  
Washington County School Board  
Covenant Hospice  
Gurley & Gurley

TMH Cancer Center  
Advisory Boards in Dental, EMS, Nursing, Respiratory  
Care, Surgical Technology, Radiologic Technology &  
Sonography  
TMH Research Council  
Palmer Monroe Teen Center  
TMH Medical Records Training  
TCC Healthcare Job Fair  
Alzheimer's Project  
Workforce Plus  
TCC Town Hall Meeting  
TCC STEM Program  
Pet Therapy  
Capital Area Dental Hygiene Association  
Home Care Association of Florida  
Florida Department of Juvenile Justice  
Tallahassee Democrat  
Capital Regional Medical Center  
Brown & Brown Insurance



# Needs in Nursing

- Faculty
  - ▶ National shortage in Nursing faculty
  - ▶ Full-time faculty are generally hired from local pool
  - ▶ We struggle to maintain an adequate adjunct pool (national accreditation requires 51% of adjuncts have Master's degrees in nursing)

# Needs in Nursing

- Clinical Sites
  - ▶ Primary sites are TMH and CRMC
  - ▶ Also use HealthSouth, Westminster Oaks, TMH Rehabilitation, and others
  - ▶ We can use Archbold Hospital (involves travel and Georgia licenses) and will begin using Florida State Hospital for one rotation
  - ▶ No current solution to acquiring more clinical time.

# Needs in Nursing

- Simulation
  - ▶ State standards are allowing more simulation
  - ▶ We are in a good position to take advantage
  - ▶ Use of simulation now exceeds 1,000 hours per semester across healthcare programs
  - ▶ Need 1 additional staff
  - ▶ Will incur continuing costs for simulator warranties and replacement

# Needs in Nursing

- Jobs
  - ▶ Recently, state reports indicate some new graduates are not finding jobs
  - ▶ Vacancies often require experience
  - ▶ Need for new graduates expected to rise in next few years

# Local Healthcare Needs

## **Ann McClean, RN, BSN, MSHAS**

Assistant Chief Nursing Officer  
Capital Regional Medical Center

## **Barbara Alford, RN, BSN**

Interim Vice President/Chief Nursing Officer  
Tallahassee Memorial HealthCare

# Advancing Healthcare Education

TCC Responds to Demand for Trained  
Healthcare Professionals

TCC Board of Trustees Workshop  
February 18, 2013

# *Appendix C:*

*Preliminary  
Findings: RN to  
BSN Degree at TCC,  
April 2013*

## PRELIMINARY FINDINGS: RN TO BSN DEGREE AT TCC

### **Local Need**

Local demand for the BSN comes primarily from Tallahassee Memorial Healthcare (TMH). TMH is “working toward *Magnet* status and is supporting the effort to meet the goals of the Institute of Medicine’s report on the Future of Nursing which includes implementing New Graduate Residency Programs” (from TMH Nurse Residency Program brochure).

According to the American Nurses Credentials Center website, effective January 1, 2013, to be eligible for magnet status, 100% of nurse managers and nurse leaders must hold a baccalaureate degree or higher.

TMH will recruit for two cohorts per year for their “Nurse Residency Program”. Each cohort will include 40 to 50 new nurses. Eligibility for applying for the Nurse Residency Program includes all of the following:

- New graduates who have achieved the RN license in the state of Florida prior to hire date.
- Florida licensed RNs who have been out of school 6 months or less and not employed in an acute care setting.
- BSN applicants will be given priority. It is expected that AS graduates will be committed to completion of the BSN degree within 3 years.

At the February 2013 TCC Board of Trustees meeting, Chief Nursing Officer for Tallahassee Memorial Healthcare, Barbara Alford, stated that TMH had just hired their first cohort. Of the 36 hired, 21 were TCC Associate Degree in Nursing (ADN) graduates. The other 15 had BSN degrees. All of the ADNs must commit to getting their BSN within 3 years. Despite their explicit desire to hire BSNs, the large majority of new hires continue to be ADNs.

In addition, TMH is seeking local opportunities for their current RN staff to be able to enroll in RN to BSN programs. Their goal is to get to 80% BSNs by 2020. They currently have 55% BSNs and 37% ADNs. They want to increase their percentage of BSNs by 3% per year. With their current nursing staff, about 325 will need to get the BSN by 2020 to meet their goal. In addition, they hire about 90 nurses per year due to retirements and turnover. Their goal is for 80% of them to have the BSN as well, or another 72 per year. Finally, they expect to grow their nursing staff due to program expansion, including the Cardiac Rehab Center, the soon to open 36 bed free standing Emergency Room, and a planned 10 bed, inpatient, cardiovascular decision unit.

It is also worth noting that they did an intensive national search for their residency program. Yet, they still hired 21 of 36 from TCC; all of the ADNs they hired graduated from TCC. A national search resulted in only 15 who had BSN degrees.

In summary, there is an initial (five to eight year) need to provide a RN to BSN program to 325 current staff; there is an ongoing need for another 72 BSNs per year.

This need alone justifies a new program. However, if we decide to pursue the ADN to BSN, we will also interview more local employers and obtain statistics on local job openings for BSNs throughout our region.

### **National Trends**

Although an application to the state for a BSN program must show a local need, the regional and national trends in nursing are also relevant. The Institute of Medicine (quoted above by TMH also) promotes highly-educated nurses as a major component of the solution to national health care needs. “Although a BSN education is not a panacea for all that is expected of nurses in the future, it does, relative to other educational pathways, introduce students to a wider range of competencies . . .” (“The Future of Nursing: Focus on Education”, October 2010, p. 3). “A more educated nursing workforce would be better equipped to meet the demands of an evolving health care system, and this need could be met by increasing the percentage of nurses with a BSN.” At the time of this article in 2010, approximately 52% of nurses had a BSN or higher. The report recommends that be increased to 80 percent by 2020.

Nationally, there is a need for programs that move RNs to BSNs.

### **Other Local Programs**

Both FAMU and FSU offer BSN programs. In 2012, FAMU had 76 students pass the state licensure exam (90% of those who took the exam) and FSU had 106 (96% of those who took the exam). That same year TCC graduated 73 students with the ADN and 72 passed the exam (99%). Keiser University offers the ADN as well, but only had 11 graduates in Tallahassee (10 passed, 91%) for all of 2012. ITT has recently started an ADN program locally but have no graduates yet. Neither is likely to start an RN to BSN program locally with such small numbers of graduates. The BSN graduates from FSU and FAMU are not hired locally in large numbers (Lei is trying to get that number).

The RN to BSN is the best option for current nurses who wish to advance their degrees. Given the trends locally and nationally, there will be a large number of currently licensed nurses seeking programs that allow them to advance to the BSN. FSU has suspended its RN to BSN program and FAMU has a program but is not actively seeking applicants. Thomas University (Georgia) has an RN to BSN program option that they have offered at both TMH and CRMC, but currently hospitals report there are no enrollees from their employees. The college is in Georgia, and the private college tuition, even discounted, proved too high for most seeking the degree.

### **THE TCC PROGRAM PLAN**

**Note that the discussion below is based on other college’s plans. Our faculty will determine the exact curriculum should we offer this degree.**

The RN to BSN degree requires 30 hours of upper division course work. The AS Degree in Nursing will transfer in 72 hours, and students will take the additional 18 hours of general

education required for upper division for a total of 120 hours. Students will also have to fulfill the foreign language requirement if they have not done so.

**Revenue and Expenses**

The average tuition for the baccalaureate in the Florida College System is \$71.69 per credit hour (source DOE) plus fees for a total of \$115 to \$120 per credit hour. The cost analysis funded by state appropriations for 2012-13 is \$66.54 per credit hour.

The tables below assume one cohort of 35 students per year taking 30 upper division hours and 18 lower division hours over a two-year period.

**REVENUE ESTIMATES UPPER LEVEL 2 YEARS**

# Students	# Upper Level Credit Hours	Tuition per credit hour	State appropriation per credit hour	Revenue Upper Division
35	30	\$117	\$66.54	
	35*30=1050	1050*117=\$122,850	1050*66.54=\$69,867	\$192,717

These students would also take 18 hours of lower level courses.

**REVENUE ESTIMATES LOWER LEVEL 2 YEARS**

# Students	# Lower Level Credit Hours	Tuition per credit hour	State appropriation per credit hour	Revenue Lower Division
35	18	\$98.83	\$66.54	
	35*18=630	630*98.83=\$62,263	630*66.54=\$41,920	\$104,183

**TOTAL REVENUE**

**\$296,900**

**STARTUP EXPENSES**

We will need to provide some release time to prepare the state and SACS documentation; we may want to hire a consultant to put together the state package. We will also need some reassigned time to develop the curriculum. We may also want to provide some one time funds to assist current faculty with obtaining PhDs. (Only 25% of the courses need to be taught by doctorate prepared faculty.) I estimate the startup cost at \$50,000 to \$75,000.

**ONGOING EXPENSES**

There might be a slight increase in supplies, but based on the curriculum at other schools the only major expense is faculty salaries. We will probably offer this program with existing faculty, using adjuncts in this program and shifting some full time to this program and some adjuncts in the AS degree. However, I am assuming one new faculty member in the table below. The lower level expenses will be absorbed within our current curriculum plan.

Full Time Faculty w/ benefits	Adjunct for lower level classes	Total Expenses
30 credit hours of upper division	18 credit hours of gen. education	
\$66,900	\$12,852	<b>\$79,752</b>

If we move to two cohorts per year, the costs would be same for the same ratio of full time to part time; one FTE full time teaches 10 courses in fall and spring, which covers the upper division needs for two cohorts.

The tuition cost to the student is \$3,510 for upper level and \$1,779 for lower level or \$5,289 for two years.

## **PRIVATE INSTITUTION PARTNER OPTIONS**

Tuition for a university partner program ranges from a low of \$210 per credit hour (Flagler—but they have no BSN or RN program in the state) to a high of \$380 per credit hour.

At \$250 a credit hour (no distinction for private institutions between lower division and upper division), the cost to the student would be 48 hours \* \$250 = \$12,000, over double the cost at TCC. If the student attended full time, she/he would qualify for the FRAG, which would reduce the cost \$2,150 annually at the maximum. Over two years with the maximum FRAG for two years, the student would still pay \$7,700 or \$2,400 more than the TCC plan.

If all 35 students had the FRAG for two years ( $35 * 2 * \$2,150$ ), the cost to the state to provide the FRAG funds would be \$150,500.

For both options, TCC or a university partner, TCC will assume the expenses of overhead, facilities, library, classrooms, technology, and so on. Currently, TCC receives about \$5.00 per credit hour for academic and student support. These 35 students taking 48 hours would increase TCC revenue from the partners by \$8,400 over the two years. Classroom charges would increase by no more than \$2,000 over the two years.

## **CONCLUSION**

There is a clear need locally for an RN to BSN program. National goals indicate an ongoing need into the future. TMH identified this need as early as discussions with all candidates for the presidency. They have clearly identified TCC as their college of choice to offer the degree. TCC has the capacity to deliver the program with no effect on other programs and at a reasonable cost to the college, to the student, and to the state.

The alternative of soliciting a University Partner to offer the program would be much more expensive to the student, and potentially more expensive to the state. No current partners have the curriculum locally, other than Thomas University, mentioned earlier.

***Appendix D:***

***TCC Nursing Advisory  
Board Meeting: Minutes and  
Information***

NURSING ADVISORY COMMITTEE MEETING October, 2013				DATE: 10/29/2013
In attendance: Alice Nied (TCC), Lauren Campbell (TCC), Tara Hayes(TCC), Barbara Alford (TMH), Ann Smith (CRMC), Monica Ford-Green (TMH rehab), Mary Goble (CHP)				
Member:	Topic:	Discussion:	Disposition:	
	BSN Bridge	Approved by the TCC Board of Trustees	Goal is to admit first cohort fall, 2015	
	NCLEX report	Pass rate. High percentage of schools are also down but TCC remains above state/national average	TCC will be working to improve by adding some additional NCLEX review of specialty areas in the last semester	
	Background Checks for Mental Health clinical sites	TCC has changed to Certified Background.	Barb Alford say that TMH agrees that AHCA screening does not apply to students.	
	Employer Surveys	Sent to Facilities but person responsible for access is on maternity leave.		
	Employer needs	Plenty of openings	New grads are struggling in the ER, they need improvement with assessment skills.  TCC will be a CPR Training Center beginning in January (BLS only)	

Nursing Advisory Meeting  
May 21, 2013  
3:00 PM  
GCHE 304

In attendance: Monica Ford-Green, TMH Rehab; Ann Smith CRMC; Pam Lanier Chatahoochee; Kim Barnes Chatahoochee; Barbara Alford TMH; Alice Nied, TCC; Tara Hayes, TCC; Lauren Campbell, TCC; Dianne Douglas TCC.

ITEM	DISCUSSION	OUTCOME
Welcome/Introductions		TCC welcomes our members and we appreciate you support for our nursing program.
NCLEX-RN Results	TCC has a 94% first time passing rate on the NCLEX-RN Each member received a copy of the most recent pass rates for all of the schools in Florida.	This is a favorable result, comparing us to other schools in the area. We believe that HESI A2 Entrance Exam and the implementation of the intracurricular HESI Testing system, including the Exit Exam have helped us to achieve this result. Faculty are working diligently to maintain the progress that has been made.
Employer Surveys	Switching to Survey Monkey	It is 10 anonymous questions to be sent out in June. Discussion about who to send it to and all agreed to send them to Ann Smith and Barbara Alford to be distributed to the nurse managers.
NLNAC Accreditation	TCC granted Accreditation	The benefits of accreditation were discussed. Our report had no recommendations listed
Employer Needs	All facilities hiring	TMH residency program and all are interested in attending the job fair held on September 25 <sup>th</sup> 11-3. No recommendations for improvement/healthcare trends. Discussed LPN/Paramedic transition program. Discussed appropriate disciplines to add to the transition (respiratory therapists were recommended). TCC may become a Pearson provider for the NCLEX.
BSN program	In the process of pursuing approval	President has proposed RN-BSN to the Board, also discussed becoming a state college
Community service Project	Education provided to the community through TCC students	Lauren Campbell (Nursing Program Chair) and John Berryman (EMS chair) working on getting an ambulance refurbished in order to use it to do community teaching. Details to come

**NURSING ADVISORY BOARD MEMBERSHIP**

						2013-14		
*Mrs.	Lauren	Campbell	Tallahassee Community College	1528 Surgeons Drive	Tallahassee	FL	32308	Program Chair
*Mrs.	Tara	Hayes	Tallahassee Community College	1528 Surgeons Drive	Tallahassee	FL	32308	Program Chair
Ms.	Amy	Griffin	Archbold Memorial Hospital	P.O. Box 1018	Thomasville	GA	31792-229-228-2814	Nursing <a href="mailto:agriffin@archbold.org">agriffin@archbold.org</a>
Ms.	Winifred	Schemling	Consumer Member	2518 Chamberlin Drive	Tallahassee	FL	32308 850-385-9352	Nursing <a href="mailto:winnieschemling@embarqmail.com">winnieschemling@embarqmail.com</a>
Ms.	Ann	Smith	Capital Regional Medical Ctr.	2626 Capital Medical Blvd.	Tallahassee	FL	32308 850-325-5016	Nursing <a href="mailto:ann.smith1@HCAHealthcare.com">ann.smith1@HCAHealthcare.com</a>
Ms.	Peggy	Reinhardt	Leon County Health Department	2965 Municipal Way	Tallahassee	FL	32304 850-606-8150	Nursing <a href="mailto:peggy_reinhardt@doh.state.fl.us">peggy_reinhardt@doh.state.fl.us</a>
Ms.	Barbara	Alford	Tallahassee Memorial Healthcare	800 Miccosukee Drive	Tallahassee	FL	30308 850-431-5311	Nursing <a href="mailto:barbara.alford@tmh.org">barbara.alford@tmh.org</a>
Mrs.	Monica	Ford-Green	Tallahassee Memorial Rehab Center	1609 Medical Drive	Tallahassee	FL	32308 850-431-5440	Nursing <a href="mailto:monica.ford-green@tmh.org">monica.ford-green@tmh.org</a>
Ms.	Sherry	Bramblett	Wakulla County Health Department	48 Oak Street	Crawfordville	FL	32327	Nursing <a href="mailto:sherry_bramblett@doh.state.fl.us">sherry_bramblett@doh.state.fl.us</a>
Ms.	Cannella	Jefferies	Gadsden County Health Department	P.O. Box 1000	Quincy	FL	32351 850-875-7200	Nursing <a href="mailto:cannella_jefferies@doh.state.fl.us">cannella_jefferies@doh.state.fl.us</a>
Ms.	Pam	Lanier	Florida State Hospital	P.O. Box 1000	Chattahoochee	FL	32324 850-663-7203	Nursing <a href="mailto:pam_lanier@doh.state.fl.us">pam_lanier@doh.state.fl.us</a>
Ms.	Mary	Goble	Capital Health Plan	1300 Miccosukee Road	Tallahassee	FL	32308 850-383-3498	Nursing <a href="mailto:magoble@chp.org">magoble@chp.org</a>
Ms.	Peggy	Wright	Red Hills Surgical Center	1608 Surgeons Dr.	Tallahassee	FL	32308	Nursing <a href="mailto:pwright@redhillsurgicalcenter.com">pwright@redhillsurgicalcenter.com</a>

***Appendix E:***

***TCC Meeting with  
University Partners  
November 19, 2011***

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November 19, 2011  
Meeting Notes

Tallahassee Community College Vice President for Academic Affairs Dr. Barbara Sloan spoke to representatives at the TCC University Partners Meeting on Thursday, November 17, 2011. She addressed issues related to the long-term prospects of the University Partnership. Here is a brief synopsis of her remarks.

TCC is in the process of revising its strategic plan. That process has been delayed due to upcoming changes in its board membership. At this point, there is no strong sentiment to expand TCC's mission to include Bachelor's Degrees; however, the College would be remiss to ignore that possibility in light of the work of the Higher Education Coordinating Commission and the sentiments of some of TCC's constituents. However, Dr. Sloan stated that the College is not interested in duplicating services with its partners: "We will not do things others are doing well." She cited Flagler College's elementary education as one example of such an exemplary program.

Dr. Sloan stated that Dr. Murdaugh requested that the partners provide the following information in order to help his leadership team better evaluate future directions for the University Partnership. Specifically, Dr. Murdaugh would like a "visual" of how the University Partnership is currently functioning. This should include interactions with TCC staff from the high school recruiting progress through placement of graduates in jobs and/or graduate programs. He specifically requested that we provide data to include degree completion rates and job placement and advancement of our graduates. Dr. Sloan assured us that she does not expect a comprehensive report if we do not have this data at hand, but would at least like for us to start the data collection process.

We should present a clear picture of which programs are available, how these programs articulate with TCC's AA and AS programs, when these programs are offered day, afternoon, night, and/or on-line. He would like to know what employment prospects are available to graduates from current and proposed programs. Finally, Dr. Murdaugh would like for us to include tuition rates charged by each partner.

Dr. Sloan noted that TCC's demands for classroom space will only continue to grow and that state funding for new buildings is highly unlikely in the foreseeable future. She would like for us to clearly spell out what are present and future needs for space are to include both office and classroom space. We should specify room capacity and technology needs. She noted that the White Paper included some possible short- and long-term solutions to the growing need for classrooms for TCC and the Partners. Those suggestions include:

- a) Review TCC Space Utilization plan. Consider offering more classes in times of relatively low use, such as 2:30 pm – 6:00 pm and weekends.
- b) Use less utilized buildings such as Math and Science.
- c) Add hybrid classes to better utilize classroom space.
- d) Renovate an existing building.
- e) Dedicate an additional classroom building to the partnership.
- f) Build a classroom building.

- g) As practical, increase used of buildings other than the main campus – Pat Thomas, Ghazvini Center, Wakulla Center.

It is very important to define how the Partners fit in with TCC's master facilities plan. The President would also like for us to state the services that the Partners need from Tallahassee Community College. This could include career services, access to tutoring, and other student services as well as tangible services such as postal service and student access to on-line learning platforms.

Finally, Dr. Sloan challenged us to determine what contributions the participating colleges and universities are willing to make to the long-term partnership. At this stage of the planning process nothing should be taken off the table. While state funding for classroom space is not a feasible option there are other ways and means of providing new space through public/private partnerships. TCC owns additional building West of Pat Thomas Drive that could be renovated to provide classroom space.

In addition, TCC has considered reorienting its campus to move the main entry point to Pensacola Street. The property at the corner of Appleyard and Tennessee Street might be available as a site on which to build a new University Center as a public/private partnership. It should be clearly understood that the mentioned capital projects are purely for discussion purposes at this time. The Tallahassee Community College Board of Trustees and the governing boards of the respective colleges and universities comprising the University Partnership would of course have to be involved in this process.

Great opportunities and the attendant great challenges lie before us.

*Appendix F:*

*TCC Meetings with  
University Partners, 2013*

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Provost Sloan held the following meetings to discuss TCCs possible BSN program. In each meeting she stressed the continuation of the partnerships and TCC's intent to work with all local post-secondary providers to assure the best options for the community. She did indicate that she would alert partners to considerations that might affect them if TCC had specific requests from the community.

TCC and private university partnerships are all two plus two agreements; partners do not recruit current TCC students, only those about to graduate.

October 11, 2013      Donald Parks   Flagler College

Flagler is a liberal arts college that does not have a nursing program on its main campus nor at TCC. Flagler has flourishing programs in education and business and is interested in maintaining and expanding those as needed as well as providing other degrees. They would like to offer a concentration in communications. Their efforts will always be traditional degrees in the traditional classroom setting. Dr. Sloan committed to strengthening the partnership and to not competing with their current well-functioning programs.

October 15, 2013      Maggie Bowden      Barry University

Barry has an RN to BSN program in the Miami area, but Maggie's supervisors indicated they were not interested in offering it locally. Their emphasis in our small market is on degrees in which they can offer a great deal of experiential credit. They target the experienced worker who can develop a portfolio of work for credit documentation.

October 15, 2013      Katrina Alexander      Embry Riddle Aeronautical University

ERAU is a specialized university that offers associate as well as baccalaureate degrees in aviation and related fields. TCC has agreed to allow them to offer associate degrees in areas where TCC does not have capacity in aviation. ERAU has no capacity to offer RN related degrees.

October 15, 2013      Matt Hollern   St. Leo University

St. Leo has a small offering of programs in Tallahassee. They have no capacity to offer RN related degrees; their next growth will probably be in graduate programs.

October 16, 2013      Marilyn Marousek      Barry University

Marilyn is the regional representative and was in Tallahassee for our annual review and meeting. We confirmed earlier conversation with Maggie Bowden from Barry.

October 18, 2013      Bill Milford/Ann Landis      Thomas University

Thomas University, based in Thomasville, Georgia, is licensed and SACS accredited for programs in Florida. It offers one program at TCC and also has an RN to BSN program at each

local hospital. Specific numbers were not shared, but their program seems to be very small and struggling; Dr. Landis was aware that TMH had approached TCC. We discussed their program, which began when FSU suspended the RN to BSN. We agreed they would continue their program; it is a good fit for some students, but cannot meet the need as described to TCC. However, they are shifting emphasis to an accelerated BSN program and the master's program in nursing as well, both of which are high need areas with too few local options.

# *Appendix G:*

*TCC DBOT Meeting  
Minutes: October 21, 2013  
&  
Demand-Driven Programs:  
Meeting Local Education  
and Workforce Needs*

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## MINUTES

District Board of Trustees Tallahassee Community College  
Hinson Administration Building  
Tallahassee, FL 32304

October 21, 2013 Board Meeting – 2:30 pm  
Business Workshop – Immediately Following

The October 2013 District Board of Trustee meeting was called to order by Chair Lamb at approximately 2:37 pm.

Members Present: Chair Lamb, Trustees Callen, Callaway, DeFoor, Messersmith and Moore

Absent: None

Via phone: None

Others Present: President Jim Murdaugh, Calandra Stringer, Alice Nied, Mike Robeck, Teresa Smith, Bill Spiers, Lance Kerwin, Robin Johnston, Bobby Hinson, Cephas Kaburu, David Hendry, Karinda Barrett, Sharisse Turner, Martin Balinsky, Bill Bierbaum, Renae Tolson, Gloria Mitchell, Lei Wang, Debbie Robinson, Marge Banocy-Payne, Ginny Wagner, Lourena Maxwell, Joe Neeley, Henry Thomas, Otto Ray Pierce, Anthony Jones, Ed Stringer, Marilyn Dickey, David Wildes, Sally Search, Patricia Manning, Gareth Euridge, Dave DelRossi, Barbara Sloan, Kimberly Moore, Carolyn King, Stephen Abel, Bill Milford, Donald Parks, Monte Finkelstein, Katrina Alexander, Matt Hollern, Dianne Speake, Barbara Alford, Mark O'Bryant, Ann Landis, Sue Otto, Maggie Bowden, E.E. Eunice, Kate Stewart, Marissa Mainwood, Vanessa Lawrence, Matt Littlefield, Brian Kupfer, Alice Maxwell, Rick Frazier, Sandy Sampson, Neisa Logman and Lenda Kling.

### COMMENTS

Board Chair – Chair Lamb welcomed everyone, asking all to stand for a moment of silence and the pledge of allegiance.

Board Members – Trustee Callaway stated she loved the Veteran's Center expressing she wanted to go back and roam through it more. She said it was impressive, beautiful, stunning and reverent; indicating you could tell a lot of time was spent on it.

Trustee Moore said she appreciated Chair Lamb representing them at the conference in Seattle and looked forward to hearing his update.

Trustee Messersmith said it seemed that almost every day they receive a message from TCC that is reflective of the things and energy going on here.

Chair Lamb said it was an honor to go to Seattle and the meetings went well, indicating he would share more during the Workshop. He shared the speaker, Bill Gates, said some good things about community colleges, how things are changing and we have to be receptive. He stated he had

provided each of the Trustees a copy of a slide show from the conference, which had been provided by President Law at St. Petersburg College, thanking the Board for their support of his trip to Seattle.

#### TCC Foundation

##### TCC Foundation Update (Information)

VP Johnston shared the Campaign for TCC donations are currently at \$241,560. He said they have many events occurring over the next few weeks, highlighting TCC from the Inside Out. He said TCC from the Inside Out is a monthly event and an opportunity for people to come to campus, meet the President and learn about the college. He encourages everyone to refer others to the Foundation for a schedule of these events.

#### PRESIDENT'S REPORT

President Murdaugh shared the Strategic Plan event would occur after the Board Meeting and asked that we reconvene at 3:45 pm.

Chair Lamb resumed the meeting at 3:48 pm.

#### BOARD WORKSHOP

Chair Lamb stated since Trustee Callen was not available at the beginning of the business meeting; he was giving her an opportunity to make remarks. Trustee Callen indicated she had been to several evening events and it is always a pleasure to represent TCC. She stated one of those was the Leon County School (LCS) Foundation event, where she saw many prior friends and colleagues – reporting they are very proud of the work between TCC and LCS.

President Murdaugh clarified the format this month is a little different than normal, stating we are still in the business meeting, which will conclude after the workshop and we address the final item before the Board. He said today we have a component that addresses the issue of consideration of a Baccalaureate of Science in Nursing (BSN) degree.

Provost Sloan introduced Diane Speake, Interim Dean, School of Nursing at Florida State University (FSU); Barbara Alford, Chief Nursing Officer, Tallahassee Memorial Hospital (TMH); Mark O'Bryant, Chief Executive Officer, TMH; Maggie Bowden of Barry University; Matt Hollern of St. Leo University; Katrina Alexandra of Embry-Riddle Aeronautical University (ERAU); Donald Parks of Flagler University; Bill Milford, Social Work Program, Thomas University at TCC; Ann Landis, Provost and Academic Officer, Thomas University; and Sue Otto, Nursing Program, Thomas University. She shared FAMU was not able to make it, but we had some very good conversation with them.

President Murdaugh stated when he applied for President; he was asked if the college should entertain a baccalaureate. He said at that time he asked the same questions we should ask today. He stated we should look at offering a baccalaureate if it is good for our students, good for our community and good for our college. He indicated we have structured the meeting today to answer those questions, using a number of different criteria.

Provost Sloan said today we want to look at offering the BSN at TCC. She indicated we are looking at two criteria to determine if this is good for our students – affordability and outcomes. She stated we will consider – how the costs compare among choices, how the time to degree impacts cost, and how retention and licensure rates compare among the choices.

She said to start you first have to be a registered nurse, indicating in this community there are two pathways – a seventy-two (72) hour Associate Degree in Nursing (ADN) or a one hundred (120) hour BSN. She provided information on costs, indicating this is not the full cost of attending – only the tuition.

President Murdaugh inquired if the cost for FAMU and FSU was for the registered nurse (RN) portion or the entire four year program. Provost Sloan indicated the cost was for the entire four year program, since the RN is earned during the junior and senior year of study.

Provost Sloan provided information on student retention in these programs, indicating the slide reflects that students in nursing really want to stay and complete the program. She shared 2012 information on the percentage of students who actually receive their license on the first attempt, stating TCC had one percent (1%) that did not receive their license. She disclosed that Keiser University only had eleven (11) students attend and take the test that year, with nine percent (9%) or one (1) student not receiving their license on the first attempt.

She said after becoming an RN, the student can move on to get their BSN at Keiser University with an additional sixty (60) hours, at Thomas University in the hospital with an additional forty-eight (48) hours and the proposed TCC program with an additional forty-eight (48) hours at a very reduced cost. She said over eighty (80%) of our students are being hired and staying locally, with Capital Regional Medical Center (CRMC) hiring more than forty-eight (48) of our graduates in the last two years. Provost Sloan said the conclusion is the BSN program would be good for our students, by giving another alternative to the programs offered at Thomas University.

She said the next consideration is how this would impact relationships with our partners, sharing all our partners are present to discuss what they offer and the current employer demand. She stated our State University partners are focused on research and increasing enrollment in their graduate programs. She indicated that although they have active RN to BSN programs on the book, the programs are very limited.

Ms. Speake said FSU had a RN to BSN program until about five (5) years ago with about one hundred (100) students (only about three (3) from Tallahassee) that was totally online and had a foreign language requirement. She said with budget cutbacks and other factors, they decided to move to a BS to BSN program that could be completed in about twelve (12) months. She said it was a conscious decision of theirs not to continue enrollment in their RN to BSN program at FSU and they have no objection to the state colleges offering the program. She said research shows we can offer better patient care in Florida by having the RN to BSN program.

Provost Sloan said, other than Thomas University, our other University partners do not have an RN to BSN. She shared Barry University has a strong program in Miami, but they have chosen not to expand to this area.

Ms. Otto said about the time FSU decided not to offer, Thomas University decided to offer the RN to BSN. She shared the students take classes right in the hospitals and more than half of their faculty live in Tallahassee. She indicated it is a thirty-six (36) hour program that can be completed in fifteen (15) months. She stated they have a program designed for nurses with Associate degrees to obtain a Master's Degree in one hundred thirty-four (134) hours. She imparted their Master's program is two tracks – in nursing administration targeted for the need in health care and nursing education targeted for community need. She disclosed that something unique to their program is if you have an AS in nursing and a BS in another field, you do not have to get a RN to go into the Master's program.

Mr. Milford said the provided brochure included all the majors offered at TCC by the university partners here today. He indicated the Thomas University newest art program has about twenty (20) students in it right now; sharing it is an additional bonus that students are in the same place where they got their AA, which an easy transition for them.

Ms. Landis stated Thomas University is aware of the shortage of nurses and has agreed to give a tuition scholarship of twenty percent (20%) to any student who enrolls every semester in their BSN and RN to MSN programs. She shared as a private institution, with no state funding; they have to recover their cost – stating the scholarship is their commitment to the health care community, which makes the program a little more affordable.

Trustee Messersmith asked of those not currently offering the program, if they would be interested in providing the program. Dean Parks said Flagler College currently offers four (4) baccalaureate programs and are typically interested in strategic expansion in majors offered on their main campus. He said for about \$7,900, they can provide a BS to a TCC graduate. He said the BSN is not offered in St. Augustine, so they would need to hire nursing faculty.

Provost Sloan said Flagler College wanted to offer the communications program, which has just been approved. She stated the education programs offered by Flagler have been important to us, especially a few years ago when teaching shortages occurred. She shared this is an area where it would not make sense for us to offer a baccalaureate.

Maggie Bowden said she was happy to be a part of the conversation and indicated Barry University partnered in 2003, with a BS in Information Technology – one of their most important programs, with about ninety percent (90%) of those students coming from TCC. She indicated their BA and Master's in Public Information is their second most important. She stated they have a portfolio program, for which they are recognized nationally, that allows up to thirty (30) hours of credit to students for what they have learned while working. Provost Sloan said Barry University students are not primarily from TCC, but from individuals in the workforce.

Ms. Alexander said Embry Riddle is not currently offering a flight nurse program, although they offer aviation related courses. She said they are big with the Veterans Administration – offering

current baccalaureates in Aeronautics, Technical Management specializing in Logistics Supply Chain Management and Business Aviation Administration. Provost Sloan indicated they can also offer Associate Degrees in programs we do not offer. Ms. Alexander shared they could also offer graduate degrees, which are mostly online.

Mr. Hollern said St Leo University offers baccalaureates in Criminal Justice, Psychology and Sports Management. He shared they are not interested in offering any nursing programs, although they are interested in Human Services Administration for the future. Provost Sloan said St. Leo University will take our AS degree in criminal justice, allowing some of those classes to count toward the higher level degree.

President Murdaugh said our focus is on degrees and programs, specifically meeting the regional workforce needs. He indicated our sincerest hope is that each of our partners have the opportunity to grow, not to squelch anyone's growth. He stated this is about identifying the opportunities that each of us has, with nursing being a real opportunity for TCC to meet a workforce need in the community.

Mr. O'Bryant said this is the most important meeting he has today, because it speaks to the future of health care and the platform of delivery across our region. He stated there is a huge shortage of nursing degreed individuals in our region and across our country, but the good news is – there is not a shortage of qualified applicants. He indicated there are many excellent programs available in our region, but they are not enough – although FSU and FAMU provide large BSN programs. He shared the individuals in the FSU and FAMU programs recruit students from many areas, most of whom return to their communities.

He stated TCC, however, recruits a high volume of students from the local area and the rates of retention for TCC students is very strong. He said not to take away from the other programs; he does not believe they are sufficient to meet the long term needs of our community. He shared TMH has a desire to become a magnet hospital, which is a status that really takes nursing professionalism to a higher level and has requirements for baccalaureate degreed nurses. He indicated looking at TCC as a resource for BSN is related to increasing the number of BSN staff and changing how we deliver care.

Mr. O'Bryant said we currently focus on episodic care instead of managing care, which results in lower health care results. He stated to manage care; we must change the platform to manage the health of individuals. He indicated to broaden the management of care; we must focus more on nurses with baccalaureates and above. He feels they have a great resource in our area, but they must have more BSN nurses.

He said they have great partnerships and allied health programs in the area, referencing the Ghazvini Center for Healthcare Education. He believes they have the platform to become a center of transition across the nation. He stated this conversation is important, since it will enable them to build the platform needed in the area. He stated there are plenty of people interested in these roles and it is not a new journey – many, many of the colleges have engaged in the baccalaureate program and strongly encouraged us to look at it.

Ms. Alford said they hire about two hundred fifty (250) registered nurses each year, with fifty-eight percent (58%) currently having a BSN or higher. She indicated the RN to BSN program is very important to TMH, with an expectation of eighty percent (80%) of their nurses having a BSN or higher by 2020 – as recommended by the Institute of Medicine. She shared that statistics show patients who receive care by BSN nurses in acute care hospitals have better patient outcomes, with shorter stays and fewer complications.

She stated the nursing graduates from FSU typically stay one to two years and then move to other areas; however TCC Graduates usually stay with them long-term. She imparted they made a commitment that all their nurse managers would have a BSN and as LPN positions leave the hospital, they would be replaced with RN positions.

Provost Sloan said the Institute of Medicine goal of eighty percent (80%) set in 2010 states: The BSN is needed in the acute care center because of the competencies they will bring. They include leadership, health policy, system improvement, research and evidence based practice, teamwork, collaboration and competency in specific areas such as community and public health and geriatrics. She stated nobody thinks the BSN is the panacea, but it does introduce students to a wider range of competencies and makes them better equipped to meet the demands of an evolving health care system. She indicated this really is about the future of health care and the national movement toward changing the way we look at the role of the nurse in the acute care situation.

President Murdaugh said this conversation began with Mark O’Bryant, who indicated they would appreciate the college offering the program. He shared while looking at whether this is good for the community; we want all our partners to grow and do well and to meet the needs of major employers in our community, who are forecasting needs for years to come. He stated we believe this is good for the community.

He said we looked at fiscal stewardship and relevance to determine if this would be good for our college. Provost Sloan stated we looked at start-up costs of \$50,000 – which is probably very generous, because we have doctorate prepared nursing staff and no major equipment to buy or changes to the facility. She said if we hired one full-time faculty and some adjuncts with two cohorts of thirty-five (35) students each, we are looking at another \$110,000 – with total start-up expenses estimated at \$160,000. She indicated ongoing expense estimates would be approximately \$125,000.

She stated revenue for the two cohorts at current undergraduate tuition rates of \$98 a credit hour, two years of upper division tuition rates of \$120 a credit hour and with the state support, we would bring in about \$600,000. She shared this should result in approximately \$440,000 in net revenue to the college.

Trustee DeFoor asked why we would use adjuncts, since we would have such a healthy profit margin. Provost Sloan said we might switch it around, with adjuncts being utilized in the two year program and bring full-time faculty into the baccalaureate program, although sometimes it is good to bring people with different experiences and backgrounds for a different perspective.

Trustee DeFoor stated he understood using adjuncts for experience, but asked that we not let cost be the deciding factor. Provost Sloan said she had not done this for financial reasons, but because it made sense in terms of who we have and what they are doing now. She shared that finding doctoral prepared people to teach is always a struggle.

She said in reference to our capacity for growth, the program would primarily be offered on nights and weekends, with possibly some online components. She shared they would be discussing the varying shifts and days, since most would be working students. Dean Nied stated that although we have adequate resources, there may be a need for some extended staffing hours. Provost Sloan said she had not added this into the estimates.

Trustee DeFoor asked what the teacher to student ratio would be for this program. Provost Sloan stated they were using thirty-five (35) per class maximum, although we can do it as small as fifteen (15) – indicating she had made it thirty-five (35) looking at the number of people needing the degree locally. Trustee DeFoor asked if this would give us our student/faculty ratio and if it should be that high. Dean Nied stated we wanted the number that high for good student conversation. Provost Sloan said we could reduce it to thirty (30), which is a standard class size for us, which would reduce our revenue and add about \$8,000 more per year in expenses.

President Murdaugh said last year the Legislature set aside \$15 million for incentive funding and are scheduled to set aside another \$15 million this year for the college system to expand its baccalaureate efforts to meet an estimated undersupply of four thousand (4,000) graduates statewide. He stated we cannot compete for a dollar of this money with our current programs – sharing that troubles him greatly.

He said when we talk about whether this is good for the college from a fiscal stewardship standpoint, we are absolutely confident the program will generate revenue. He stated although that is not the primary reason to do a program, this means we are missing the opportunity to access funds to meet needs. He shared twenty-three (23) out of the twenty-eight (28) colleges have moved forward, with the twenty-fourth (24th) on the way. He said from a staff perspective; we feel it is good for our students, our community and our college.

#### Baccalaureate Degree (Action)

President Murdaugh said this would require Board action.

This request is that the Board approve development of a full proposal for the Bachelors of Science in Nursing, including the preliminary letter of intent followed by the full proposal.

MOTION: Trustee Moore

SECOND: Trustee Callaway

Motion passed, with Trustee Messersmith opposing.

Trustee Callen said generally speaking organizations that move ahead think futuristically; they don't keep talking about it. She shared in talking with students; they are passionate about the idea of the school moving ahead. She indicated it is a reinvention for everyone, by adding on to make yourself more viable. She stated it is important to make a change, which does not mean

what we are doing now is not good enough, but this would bring adventure and a new energy. She said she wanted to be here when we do this and expressed her support.

Trustee Moore said she hoped all of us five years from now say we were in the room when this conversation took place. She stated we are at a rare opportunity right now, sharing she appreciates and wants a healthy discussion of this issue. She indicated we have a CEO of one of the largest, private employers in our region asking us to provide a service that will be good for his organization and the community as a whole – with Provost Sloan showing it will be good for our students and the college.

She said when we hired our President one of the things discussed was that one of the visions of the college was to serve the needs of the community. She indicated if that involves moving into a four year program to support a specific need, not a duplication of services among our higher education partners, we said we needed Dr. Murdaugh as the leader to take us in that direction. She stated she wanted us to seize on the fact that we have the need being shown, the numbers are making sense and the right person at the helm to help us do that. She shared a hope to move in that direction and her support.

Trustee Messersmith thanked all the partners for participating, indicating he had a different take on this. He indicated it might be different if it were just about nursing – but it is not. He said this is a major change in the structure of the college. He expressed concern about the financials, indicating the State of Florida cannot possibly fund twenty-four (24) or twenty-five (25) new four year colleges – saying this will become a real problem.

He said he understood about the funds available this year and next, but this is a whole new process and that system is in transition, which will create conflict fiscally down the road. He stated he does not think the Legislature will decrease funds for the k12 system or the university side. He indicated since baccalaureate degrees cost more, that will create an increase to the college and we do not need to take that risk, if we have partners who will provide the baccalaureate degrees.

He said he is also concerned about the culture of TCC, sharing this is a wonderful place right now. He indicated the other colleges also had one four-year degree they used to leverage themselves into the program, but now there are thirty (30) or more applications pending for baccalaureate programs. He stated their focus has changed to the higher levels of education, with pressure to add more programs, and they are in a whole new level of competition. He is worried this takes us away from our wonderful ability to serve the community and is against us providing the BSN. He believes we should offer the BSN with our current and new partners.

Trustee Callaway said she was on the state board when this model was originated, saying there was certain criteria set. She indicated it is interesting being a Board Member, since they cannot discuss until they get into this meeting. She shared she had four criteria, starting with – that the research be done, confirming with the university partners that they meet monthly. She stated the research has been done and she appreciates it.

She stated her second criteria was – is there a need and there is no question that there is a need. For the third criteria she asked if this came from the college as the originator or from the community, sharing the State Board criteria was from the community, and indicated it is clear this request is from the community. She said the last of the criteria was -- is there opposition from any major group in town, stating we have the major groups sitting here and she shares some of the same concerns.

She said she does not believe this will be the last one, that it will open the door to the next one. She asked how many people went to a junior high school, indicating it is now middle school – sharing the change was made to meet the needs of the students. She said our students need this and we can provide it, so she puts her reservations to rest and supports the whole concept.

Trustee DeFoor said he understands this is an application for intent to move forward and he will support. He indicated his caution is our system has worked well for a long time, but the case put forward is compelling and we are the logical people to meet the need. He said he feels it is appropriate for us to go forward, while keeping in mind the intimacy of our programs.

He conveyed he feels we should keep the teacher to student ratio at a level that continues the intimacy – we cannot lose this. He said our number of adjuncts is currently too high and we need to bring down that number. He stated the tendency to decentralize can keep the subordinate colleges very small and quite intimate. He shared that he hopes in the evaluation process we can determine how to structurally build the intimacy into the process going forward.

President Murdaugh said we share the same interest in making sure we do not lose the character. He indicated this is not the only way to maintain this, but all the discussions and decisions we are making with the new technology systems is how to personalize what we are doing. He stated if we are going to be successful, we need to become increasingly personalized with each of the students and will also do it in ways other than technology. He shared we do care, this is part of the discussions and we are of like mind.

Trustee Callen said we are in favor and passionate about doing this. She said others have spoken eloquently from the heart, but questions have been answered that make it compelling to go to the next step. She indicated the people in the classroom are good and the student is the most important person.

Trustee DeFoor asked how we would build the personalization into this process. President Murdaugh said he would put together a more detailed presentation to bring back to the Board. Trustee DeFoor asked that he include growth, since growth itself is the enemy of the thing we are seeking here.

Chair Lamb stated he had talked to many people (TMH, Capital Health Plan, Capital Regional Medical Center, Presidents and Trustees at other colleges, and Bill Gates). He said there is a need and our administration has done what we asked them to do. He indicated he heard Trustee Messersmith, but doesn't want to assume what will happen tomorrow if we go forward. He indicated he is concerned about the need today and we should support our healthcare system

here. He said he had no hesitation about supporting this proposal and we need to go forward with support.

President Murdaugh thanked everyone for their engagement in the process.

NEXT MEETING DATE

November 18, 2013 Location: Main Campus

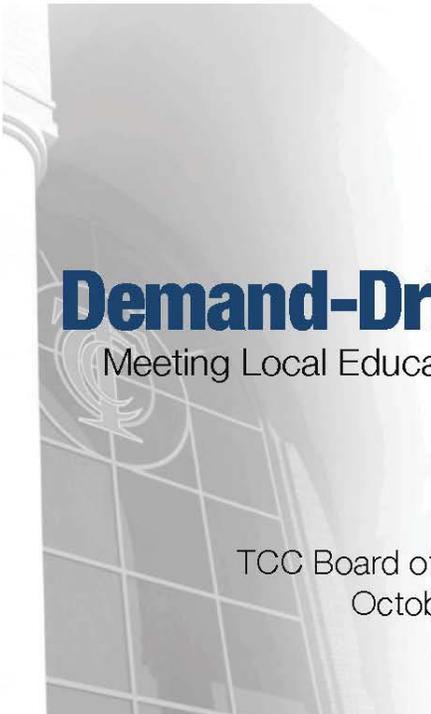
ADJOURNMENT

Meeting adjourned at approximately 5:23 pm.

Minutes approved at regular meeting of the District Board of Trustees on November 18, 2013.

Eugene Lamb, Jr.  
Chair President

Jim Murdaugh, Ph.D.



# Demand-Driven Programs

Meeting Local Education and Workforce Needs

TCC Board of Trustees Workshop  
October 21, 2013

1



## Baccalaureate at TCC

- Is it good for students?
- Is it good for our community?
- Is it good for our college?

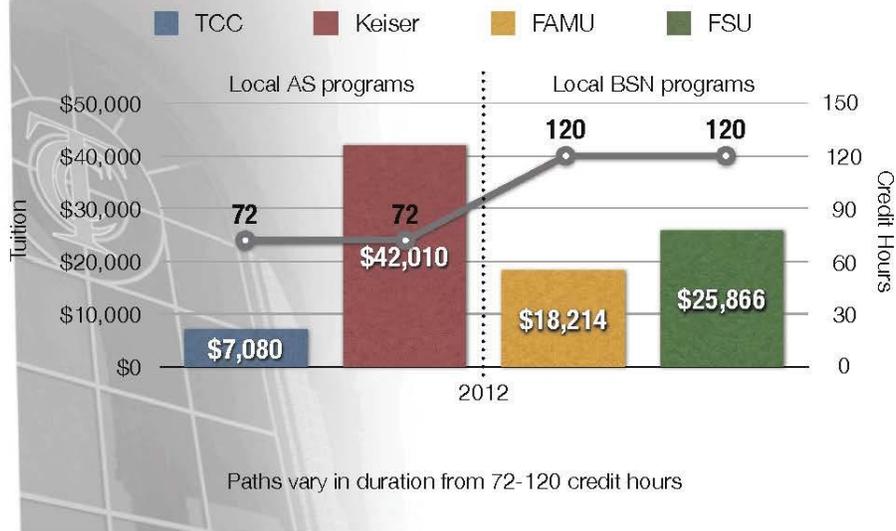
## Is it good for students?

- Affordability: How do the costs compare among choices? How does time to degree impact costs?
- Outcomes: How do retention and licensure rates compare among choices?

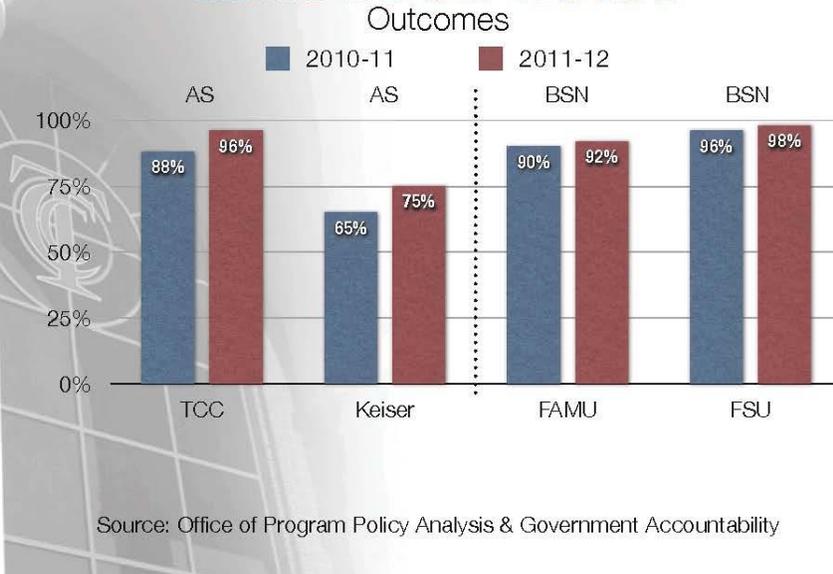
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## Student wants to be a RN

Affordability

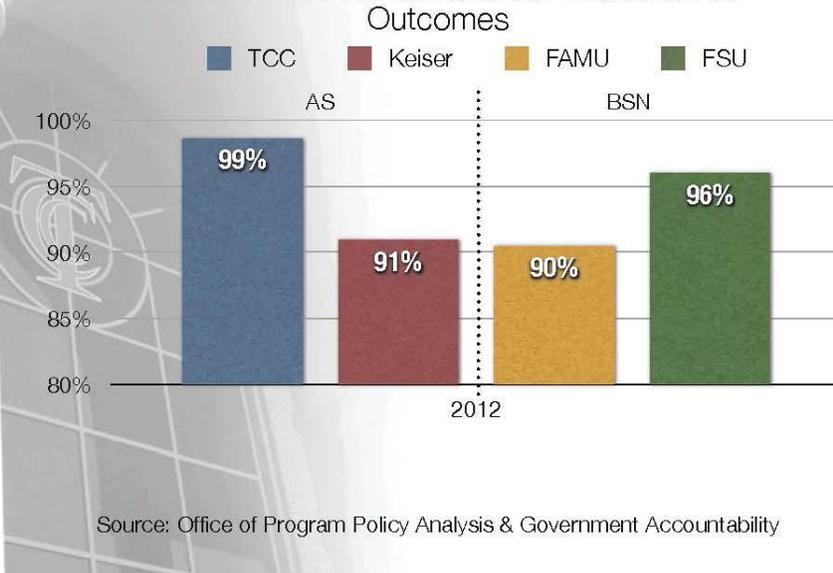


# Retention Rates



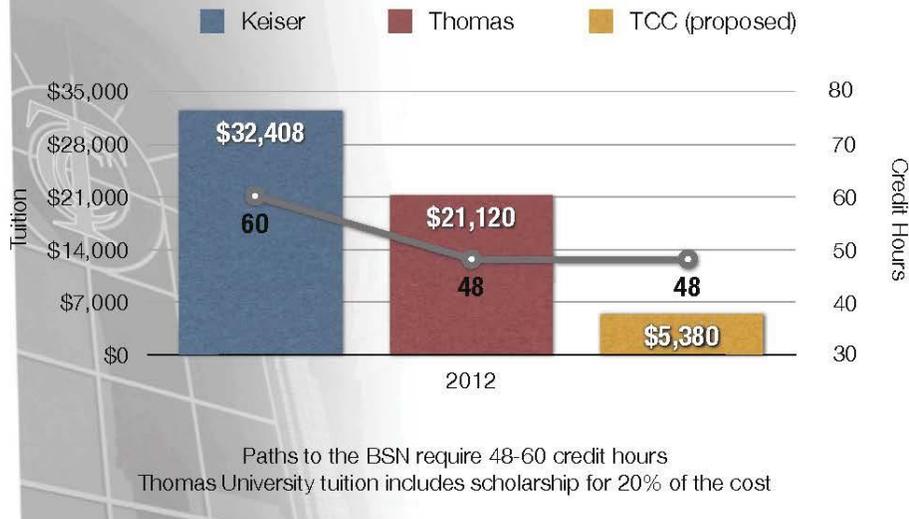
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# RN Licensure Rates



6

## Student is a RN but wants a BSN Degree



7

## Is it good for our community?

- Collaborative relationships: How would this impact relationships with our partners?
- Employer demand: What is the demand for BSN graduates?

# Opportunities for Growth

## State University Partners

Focused on research and increasing enrollment in graduate programs

## Private University Partners

Focused on increasing enrollment by creating flexible paths to traditional programs for non-traditional students

## Our College

Focused on degrees and programs that address regional workforce needs

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# Community Needs

- Expansion of TMH, CRMC, and new VA hospital will require both RNs and BSNs
- TMH Nurse Residency Program requires BSN within 3 years
- Institute of Medicine of the National Academies: National goal 80% BSNs by 2020
- The National Center for Health Workforce Analysis estimates that by 2020, Florida will need 61,000 more nurses than are currently projected to be available

# Employer Demand

**Mark O'Bryant**

President & CEO

**Tallahassee Memorial HealthCare**

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## Demand for BSN at TMH

- 250 RN hires each year
- Hired 143 RN graduates from TCC since 2008
- 58% of the RN workforce has a BSN or graduate degree
- Seeking to raise that number to 80%
- Goal to increase the number of BSN prepared nurses by 3% each year
- BSN required for all nursing leadership positions
- Anyone hired into the New Graduate Residency Program without a BSN commits to receiving a BSN in three years

## Is it good for our college?

- Fiscal stewardship: What is the financial impact on our college?
- Relevance: What do we lose by not offering baccalaureate degree options?

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## Potential Revenue Generation

Expenses		Amount
Program start up costs		\$50,000
Recurring faculty costs for first cohort (35 students)		\$80,000
Adjunct faculty for second cohort (35 students)		\$30,000
<b>Total Expenses</b>		<b>\$160,000</b>

Revenue		Qty	Amount
Tuition and state appropriation per cohort (35 students)	\$300,000	2	\$600,000
<b>Total Revenue</b>			<b>\$600,000</b>
<b>Net to College</b>			<b>\$440,000</b>

## Capacity for Growth

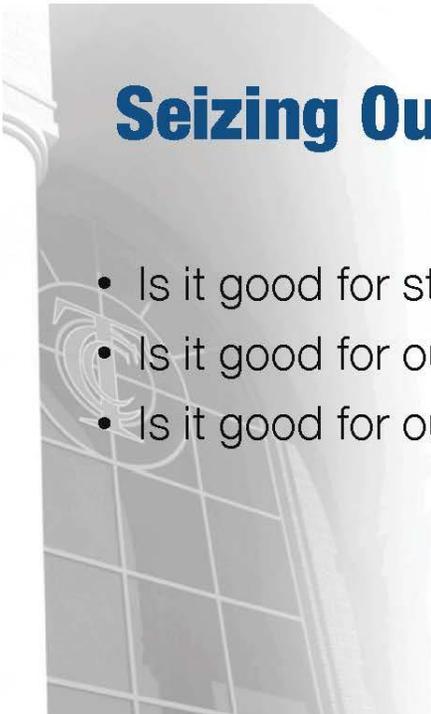
- Program would be offered primarily at night and on weekends, with some online components
- Varying shifts and days
- No new resources in the Ghazvini Center would be needed

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## Commission on Higher Education & Educational Attainment

**“In fact, the 2013 Legislature provided \$15 million for incentive funding to universities and colleges to expand targeted programs to meet workforce gaps. Pending legislative action, another \$15 million is planned for a second year.”**

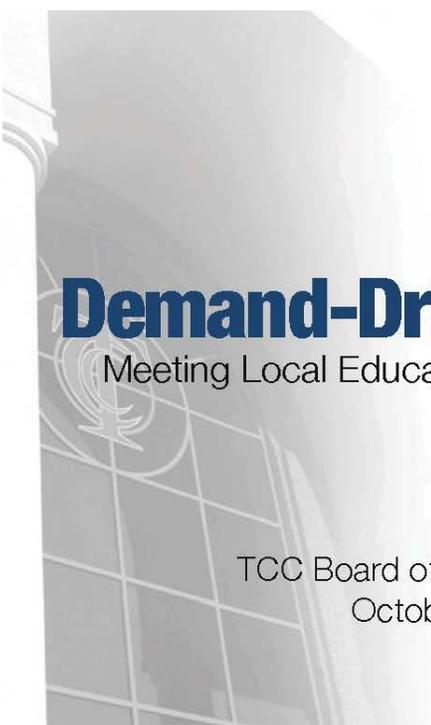
**“These are Florida’s most critical baccalaureate-degree shortage areas, in which there is projected to be an under-supply of over 4,000 graduates for jobs in these areas each year.”**



## Seizing Our Opportunity

- Is it good for students?
- Is it good for our community?
- Is it good for our college?

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## Demand-Driven Programs

Meeting Local Education and Workforce Needs

TCC Board of Trustees Workshop  
October 21, 2013

# MEETING LOCAL NEEDS

*TCC seeks to address local workforce needs and provide access to training for in-demand jobs for citizens across our region with the strategic addition of baccalaureate programs.*



TCC is well positioned to meet the local demand for BSN-trained nurses.

## TCC Moves Toward Accomplishing its Strategic Priority of Providing Demand-Driven Programs

*On the heels of completing a new strategic plan, the College can make strides in meeting needs articulated by citizens in our region.*

### Is it good for our students?

TCC enrolls about a third of all students in the community who are preparing to become nursing professionals. Almost all TCC graduates stay in the community to work, and most are employed in a "General Medical and Surgical Hospital" setting; 78% of the 2010-11 TCC graduates employed in the Tallahassee area fall into this category (Source: Florida Education and Training Placement Information Program). TCC makes significant contributions to the workforce needs for nurses in our service district. Increasingly, however, the demands of the medical and surgical hospital industry are changing. TMH recently indicated its need for 80% of its nursing staff to be baccalaureate prepared; nationally, the Institute of Medicine of the National Academies cites baccalaureate prepared nurses as a significant factor in addressing needs in the healthcare industry; and the Florida Center for Nursing recommends increasing the number of RNs with a BSN. Students who graduated from TCC and are working in the community need an affordable and convenient option for continuing their education.

### Is it good for our community?

TCC has strong relationships in the community and none is better than our relationship with the healthcare community. TCC is heavily dependent upon the hospitals and other healthcare providers to provide expertise and assessment of our healthcare programs, and they are the primary source for our students' clinical work. This collaboration allows us to prepare healthcare professionals with training that is closely aligned with the needs of local providers and positions our graduates for jobs immediately after graduation. In the past five years, TMH hired nearly 150 new RN graduates from TCC. TMH's "New Graduate Residency" program includes 35% TCC graduates. All residency program participants committed to earn a BSN within three years. Other RNs at the hospitals and throughout the community, many of whom are TCC graduates, are seeking options to continue their education while remaining employed locally.

### Is it good for our college?

TCC has the opportunity to strengthen the community by providing the education needed for our local workforce and employers. The College has the means and ability to meet the need to provide a RN to BSN program. The degree requires additional general education classes which are readily available in a variety of formats and align with the coursework students have already completed. The addition of a BSN program at TCC also makes sense for us financially. Our nursing faculty would be able to teach the new BSN courses, and the revenue from the program will provide adequate funding for a new faculty member, if needed. Additionally, the Ghazvini Center is ideally located to provide space, particularly in the evenings, for working nurses.

## Complementing Our Local Higher Education Partners

### Boosting 2+2 Partnerships with Local Research Universities

Both FAMU and FSU continue to focus on their current baccalaureate programs while increasing their master's degree programs. TCC's baccalaureate offering provides opportunities to partner to provide collaboration and alignment with their master's degrees. Both universities are also engaged in a number of initiatives with TCC to enhance 2+2 transfer into other programs on their campuses.

### Meeting Local Demand with Our Private University Partners

TCC continues to host a number of private colleges and universities on our campus. Each partner has a distinct local mission that supports their overall institutional mission. From its inception, our university partner program has been defined and supported by all institutions as a cooperative enterprise designed to address gaps in educational opportunities in our community rather than to duplicate opportunities. The partners offer flexible scheduling, small classes, and support for non-traditional students. New programs are offered as local demand emerges.

## *Appendix H:*

### *TCC Conversations with Nursing Programs at FSU*

---

**From:** Speake, Dianne <DSpeake@nursing.fsu.edu>  
**Sent:** Monday, August 19, 2013 2:06 PM  
**To:** Barbara Sloan  
**Subject:** RE: TCC Transfer Students to FSU Nursing Program

You are most welcome. If TCC decides to move forward with the BAS degree for nursing, please let us know if we can help in any way.  
Dianne

---

**From:** Barbara Sloan [SLOANB@tcc.fl.edu]  
**Sent:** Monday, August 19, 2013 9:35 AM  
**To:** Speake, Dianne  
**Subject:** RE: TCC Transfer Students to FSU Nursing Program

Thanks very much. I believe I have the information to represent your policies and practices correctly!  
Barbara

---

**From:** Speake, Dianne [mailto:DSpeake@nursing.fsu.edu]  
**Sent:** Monday, August 19, 2013 9:23 AM  
**To:** Barbara Sloan  
**Subject:** RE: TCC Transfer Students to FSU Nursing Program

Good morning,

FSU policy allows students to transfer to FSU without an AA/AS degree as long as they meet the following criteria:

- Meet FSU freshman admission criteria.
- Have at least a 3.0 (on a 4.0 scale) cumulative GPA on all college work attempted.
- Have at least a 3.0 (on a 4.0 scale) GPA on all college work attempted at the last institution.

FSU also accepts both AA and AS transfer students. The requirements for each degree to transfer are:

**A.S. degree transfers** must have at least a 3.0 GPA and meet the following test score minimums:

- **Reading** - 22 on the ACT reading or 500 on the SAT critical reading
- **Writing** - 21 on the ACT English **and** ACT E/W or 500 on the SAT writing
- **Math** - 21 on the ACT math or 500 on the SAT math

**A.A. transfers** must have at least a 2.0 GPA and do not need test scores.

Both A.A. and A.S. transfers must be admitted to their academic degree (major).

Nursing adheres to the FSU policy regarding transfer students for those students applying to our traditional upper-division BSN program. Those transferring without their AA/AS degree must finish their liberal studies when they transfer to FSU before they begin the nursing major.

FSU offers a traditional BSN program for undergraduate students and an accelerated (12 month) BSN program for individuals with a bachelors degree in another discipline. We do not currently offer a RN-BSN bridge program for registered nurses with a AS degree. The *2009-2014 Strategic Plan* for the College of Nursing does not include reactivating our RN-BSN degree program. Dr. Judith McFetridge-Durdle will become the Dean of Nursing on December 2 and will be responsible for developing a new CON Strategic Plan and leading any curriculum changes.

I hope this information answers your questions. Please let me know if you need any additional information.

**Dianne L. Speake, Ph.D., R.N.**

Interim Dean and Professor  
College of Nursing  
The Florida State University  
98 Varsity Way PO Box 3064310

Tallahassee, FL 32306-4310  
850-644-6846  
Fax 850-644-7660

*"Please note: Florida has very broad public records laws. Most written communications to or from state/university employees and students are public records and available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure."*

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**From:** Barbara Sloan [SLOANB@tcc.fl.edu]  
**Sent:** Friday, August 16, 2013 5:10 PM  
**To:** Speake, Dianne  
**Subject:** RE: TCC Transfer Students to FSU Nursing Program

Hi Dianne,

Thank you for your message and for your support! Yes, that information about transfers concerned me, too. The distinction is the AA student rather than the AS nursing graduate, a distinction most do not understand. I will be happy to correct this in conversations at the Board meeting to set the record straight. Is it accurate to say that you do not accept students as transfers without the AA degree? That is, you do not accept students who have completed the AS in nursing program but do not have all the general education completed, correct? Do you accept as transfers students who have both the AS (and then are certified as RNs) and the AA? Our focus would be only on the AS student, an RN to BSN program. We would not even accept the AA student as I understand how this works in other colleges.

The whole article got a bit ahead of where we are. Our intent was to discuss whether or not TCC should explore the need for us to offer bachelor's degree(s) at all. The focus of state colleges is to provide AS to BS degrees, not AA to BS degrees. If the board says yes to our exploring, then we will begin exploring need. The most obvious need is the BSN. Our first discussions would be with others who already offer the degree. We would not (and cannot by definition of our legislative authority) offer degrees if there is not an unmet need. I am sorry the article got ahead of us. There will be much discussion and clarification to come if we begin down this road!

Thanks again for your message. I will certainly make sure our students know the FSU BSN is a great option for the AA student with the appropriate pre-reqs.

*Barbara*

---

**From:** Speake, Dianne [mailto:DSpeake@nursing.fsu.edu]  
**Sent:** Friday, August 16, 2013 1:28 PM  
**To:** Barbara Sloan  
**Subject:** TCC Transfer Students to FSU Nursing Program

Dear Provost Sloan,

The *Tallahassee Democrat* ran a story yesterday stating that TCC may start a Bachelor of Applied Science (BAS) in Nursing Program to meet the local demand for nurses with bachelors degrees. I just wanted to let you know that I support the efforts of TCC to offer a BAS degree in nursing to help meet the local and state workforce demand for nurses with bachelor degrees.

Provost Garnett Stokes at FSU encouraged me to contact you regarding some misinformation stated in the *Tallahassee Democrat* article. The FSU College of Nursing does accept transfer students from TCC and other colleges into our traditional BSN program. In Fall of 2013, approximately 25% of our traditional BSN class is composed of transfer students.

We began accepting Freshmen into the nursing major in Fall of 2011. We anticipate that transfer students will continue to comprise 20-30% of each class but the percent will vary according to the number of seats that remain after the enrollment of FSU students who were admitted as Freshmen nursing students.

I had an opportunity to talk with Chancellor Randy Hanna prior to the FSU Commencement Ceremony on August 3 and also told him that I supported the efforts of TCC to initiate a BAS degree in nursing. He was also of the impression that FSU no longer accepted transfer students with AA degrees into our traditional BSN program.

I would appreciate any assistance that you and your academic support staff can provide in informing TCC students that the FSU College of Nursing does accept TCC transfer students with AA degrees into the upper-division traditional BSN program. Thank your for your assistance and please contact me if you have any questions or need additional information.

Sincerely,

Dianne L. Speake

**Dianne L. Speake, Ph.D., R.N.**

Interim Dean and Professor

*Appendix I:*

*TCC Conversations with  
Nursing Programs at FAMU*

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## Conversations with FAMU

TCC has a close working relationship with FAMU; FAMU provides advisors at critical times on our campus, and various administrators meet regularly to assure continuity and support.

On October 9, 2013, TCC Provost Sloan, Dean of Healthcare Nied, and Dean of Curriculum Stringer met with Interim Provost Rodner Wright and Interim Dean of Nursing Ruena Norman specifically to discuss TCC's interest in the RN to BSN program. After acknowledging that the three local programs designed to prepare registered nurses (BSN at FAMU and FSU and ADN at TCC) worked well together to assure sharing of clinical space and communication among transfer students, Ms. Norman indicated that their RN to BSN program was not a major focus and that they had few, if any, students enrolled. She asked about clinical space, and when we confirmed that the TCC program would not require clinical rotations for the RN to BSN, Dean Norman indicated she did not have objections to the program. Further discussion led to the possibility of TCC working with FAMU to enhance its graduate program, particularly by sharing their program information with potential TCC baccalaureate graduates. As a research university, their desire is to enhance their research option and to increase enrollments in their graduate program.

Later that same day in a meeting with Interim Provost Wright and Associate Vice President Gita Pitter, FAMU shared data on programs for which they would like to increase the two plus two transfer function. They emphasized a need to strengthen current programs and to assure they fill to capacity. No nursing programs were on the list; they acknowledged that their undergraduate nursing program always filled and that they turn away many qualified candidates. TCC and FAMU agreed to work together on promotional materials and mutual support. FAMU provides resources on TCC's campus.

No FAMU representative was able to attend the October 2013 TCC Board of Trustees meeting, but in phone calls before and after the meeting, Dean Norman confirmed that they had no objection to TCC moving forward.

***Appendix J:***

***Tallahassee Memorial  
Hospital Nurse Residency  
Program***

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### Nurse Residency Program

The Residency Program supplements the traditional hospital and unit orientations where all new nurses provide care in partnership with staff nurse leaders who serve as Nursing Preceptors. The program is designed in conjunction with the University Health Consortium and provides support for new graduates during their first year of transition into professional nursing. Nurse residents participate in monthly seminars and small group meetings. In addition, there are many special activities including working on an evidence based practice project, attending shared governance council meetings, following patients for special procedures and participating in hospital sponsored events in the community.

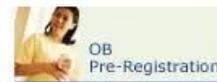


The purpose of the program is to:

- Guide the transition of the new graduate into professional nursing practice and leadership at the bedside.
- Promote the development of both competence and confidence in clinical decision making while providing safe nursing care.
- Strengthen the integration of evidence-based practice.
- Support the professional commitment to nursing and TMH.

#### Learn More

- Applying to the Program
- Frequently Asked Questions





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Applying to the Program

Eligibility for Application

- New graduates who will be licensed in the state of Florida as RNs within no more than four weeks of the start dates listed below.
- Florida licensed RNs who have less than 6 months experience as a registered nurse in a hospital setting.
- BSN applicants will be given priority. It is expected that AS graduates will be committed to completion of the BSN degree within 3 years.



Residency Classes For 2014

<b>Start Dates:</b>	<b>Applications Accepted:</b>
May 26, 2014	February 24 - March 16, 2014
August 25, 2014	May 26 - June 15, 2014

The Application Process

1. Apply to the position of New Graduate RN Residency Program on the Tallahassee Memorial HealthCare job board. Please note the position is only open during the application dates listed above.

2. Complete the Nurse Residency Application:

A professional resume to include:

- GPA - Overall GPA accompanied by unofficial transcripts
- Employment History- Organization, Dates, Job title, responsibilities
- Volunteer Service- Name of organization, role, and responsibilities
- Leadership roles in work, school or service organization; Honors & Awards
- Academic clinical experiences: Institution name, unit,

Nurse Residency Program Application Process  
competencies performed

- Two professional letters of recommendation, one of which can be from a clinical faculty member

A Cover Letter addressing the topics below:

- TMH's vision is to "Lead our community to be the healthiest in the Nation", how do you see your role as a nurse in helping us achieve this?
- Why do you want to begin your career at TMH?
- What are your expectations of this program and how will it help you achieve your goals?
- Why should you be chosen for this residency program?
- How do your experiences outside of the nursing field relate to your nursing career?
- Note: Please do not input your specific areas of interest at this juncture, we will address this later in the process

**3.** Selected candidates will participate in a series of interviews with the Nurse Recruiter, Nurse Residency Program Coordinator and Nurse Managers. These interviews will be scheduled by the Nurse Recruiter and will conclude 4-6 weeks after the application period closes.

**4.** Candidates offered employment at TMH will be contacted approximately 3 weeks prior to the start date indicated and further information will be given as to their start of employment. Those not receiving offers of employment will also be notified within the same timeframe with a message of appreciation for their interest in nursing at TMH. All accepted candidates must have a verifiable license with the Florida Board of Nursing prior to date of employment.

**Program Guidelines**

The participant will:

- Attend and actively participate in all activities in the program including: projects, online courses, small groups, journals and career planning. All of the program activities take place during paid hours off the unit.
- Complete all assignments in the program which include: projects, online courses, classes, journals and a career plan.
- Complete all program evaluation and participant satisfaction surveys
- There is a financial commitment by TMH to the residency program for each resident. TMH asks that each resident also commit to TMH for a period of two clinical years which is supported by a \$5,000 obligation to TMH by the resident if the agreement is not fulfilled.



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### Frequently Asked Questions

#### What is a Nurse Residency Program?

The Nurse Residency Program at Tallahassee Memorial HealthCare is a year-long series of learning experiences designed to support new nurses as they transition into professional nursing practice. All new nurse graduates will be enrolled in the program and begin employment at TMH in one of the three groups admitted each year.



#### What are the criteria for admission?

Full time RNs who are

- New graduates who will be licensed in the state of Florida as RNs prior to the date listed below.
- Florida licensed RNs who have less than 6 months experience as a registered nurse in a hospital setting.

[Read more about the Application Process](#)

#### Is a BSN degree required?

Associate and BSN graduates are all eligible for the program. BSN applicants will be given priority. It is expected that AS graduates will be committed to completion of the BSN degree within three years.

#### What are the education requirements?

Associate and BSN graduates are all eligible for the program. BSN applicants will be given priority. It is expected that AS graduates will be committed to completion of the BSN within three years.

#### What will my schedule be during the Residency?

The first week of employment will be full time, 8-4:30 weekdays.

will move to the regularly scheduled pattern of shifts for your position. Time dedicated to the Residency Program activities will be accommodated in your schedule.

**What will I be paid while in the Residency Program?**

All hours worked during the residency are paid at your regular RN rate. There is no change in the beginning salary for new graduates and there is no pay adjustment upon completion of the program.

**Is it possible to take time off during the residency?**

Yes, paid leave and requests for time off will follow TMH policy.

**Do I have to participate in the Residency Program to become employed at TMH as a new graduate?**

Yes, all new graduates will be enrolled in the Residency Program.

**Do I have to participate in the Residency Program to become employed at TMH as a new graduate?**

Yes, all new graduates, beginning with the December 2012 graduates, will be required to complete the Residency Program.

**Does this program replace the traditional orientation program?**

No, this program complements and supplements the traditional orientation. All new graduates will complete the traditional orientation which has class, online and clinical practice experiences. The orientation will take place on the clinical unit for which the nurse is hired.

**What if I do not like the unit I work on during my first two years of employment?**

Requests for unit transfers are considered on an individual basis according to TMH policy.

# *Appendix K:*

## *BSN Employer Interest Survey*

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### Employer Survey

A Bachelor of Science in Nursing (BSN) Employer Interest Survey was sent to the healthcare administrators at six facilities in the College's service district. Five administrators responded for a response rate of 83%. Survey results are available in Attachment 17: Employer Interest Survey.

Survey highlights are listed below:

- 100% of respondents believe there is a need for more educational programs in Gadsden, Leon, and Wakulla counties that prepare nurses at the BSN level. 100% also indicated that they support Tallahassee Community College's intent to develop a BSN program.
- Overall, respondents indicated that there would be 339 registered nurse vacancies in the next one to three years and 357 vacancies in the next four to five years.
- 60% of the respondents indicated that there is a need for more nurses with BSN preparation.
- Reasons for the need for more BSN nurses in the future were varied. Reasons mentioned by the respondents were:
  - population health
  - value-based purchasing
  - nurse sensitive quality indicators
  - national accreditation/certification
  - the need to fill nursing management and leadership positions
  - a paradigm shift in the healthcare system
- Respondents identified several skill areas that baccalaureate level nurses possess that are not normally identified in nurses educated at the associate level. Skills mentioned included the following:
  - Writing skills
  - In depth reasoning skills
  - Interpersonal skills, dependability and dedication
  - Leadership skills
  - Research and evidence-based practice

- Nursing theory
- Management skills

Employer Interest Survey

#1		<b>COMPLETE</b>
<b>Collector:</b> New Link (Web Link) <b>Started:</b> Tuesday, March 25, 2014 11:55:53 AM <b>Last Modified:</b> Wednesday, March 26, 2014 2:14:45 PM <b>Time Spent:</b> Over a day <b>IP Address:</b> 199.44.40.150		

PAGE 1: Employer Interest Survey

<b>Q1: Name</b>	Barbara Alford
<b>Q2: Organization you represent?</b>	Tallahassee Memorial Healthcare
<b>Q3: Email address</b>	Barbara.Alford@tmh.org
<b>Q4: How many registered nurse vacancies do you expect to have?</b>	
One to three years?	300
Four to five years?	300
<b>Q5: Do you have a need for more nurses with BSN preparation?</b>	Yes
<b>Q6: What changes do you expect in the future that would require you to have more BSNs?</b>	
Population health	
Value based purchasing	
Nurse sensitive quality indicators	
Quality measures	
<b>Q7: What changes do you expect in the future that would require you to have more BSNs?</b>	
One to three years?	50
Four to five years?	50
<b>Q8: Do you give preference in hiring baccalaureate prepared nurses over associate degree nurses?</b>	Yes
<b>Q9: How many positions do you currently have that require a BSN degree?</b>	
150	
<b>Q10: What is your current mix for nurses?</b>	
ADN	42
BSN	53
<b>Q11: What is your desired mix for nurses?</b>	
ADN	20
BSN	80
<b>Q12: Do you pay higher salaries for BSN prepared nurses?</b>	Yes
<b>Q13: Do nurses have more opportunities for promotion if BSN prepared?</b>	Yes
<b>Q14: Do you believe there is a need for more educational programs in Gadsden, Leon, and Wakulla counties to prepare nurses at the BSN level?</b>	Yes

## Employer Interest Survey

Q17: What skills or qualities do you believe nurses now are educated at the baccalaureate level should possess that are not normally identified in nurses educated at the associate degree level?

We had the opportunity to work with both ADN and BSN, and the major differences that we noticed are interpersonal skills, dependability and dedication.

Q18: What skills or qualities do you believe nurses now are educated at the baccalaureate level should possess that are not normally identified in nurses educated at the associate degree level?

Nursing Theory and Leadership skills

## Employer Interest Survey

Q15: Do you support Tallahassee Community College's intent to develop a BSN program? Yes

Q16: Would you be willing to write a letter of support for Tallahassee Community College to offer the BSN? Yes

Q17: What skills or qualities do you believe nurses how are educated at the baccalaureate level should possess that are not normally identified in nurses educated at the associate degree level?

More of critical reasoning skills and leadership roles.

Q18: What skills or qualities do you believe nurses how are educated at the baccalaureate level should possess that are not normally identified in nurses educated at the associate degree level?

same as #17

## Employer Interest Survey

#5



**COMPLETE**

**Collector:** New Link (Web Link)  
**Started:** Thursday, April 03, 2014 2:45:51 PM  
**Last Modified:** Friday, April 04, 2014 11:03:22 AM  
**Time Spent:** 20:17:31  
**IP Address:** 165.214.11.81

PAGE 1: Employer Interest Survey

<b>Q1: Name</b>	Ann Smith
<b>Q2: Organization you represent?</b>	Capital Regional Medical Center
<b>Q3: Email address</b>	ann.smith1@hcahealthcare.com
<b>Q4: How many registered nurse vacancies do you expect to have?</b>	
One to three years?	30
Four to five years?	45
<b>Q5: Do you have a need for more nurses with BSN preparation?</b>	Yes
<b>Q6: What changes do you expect in the future that would require you to have more BSNs?</b>	
We are requiring BSNs for management level positions and all leadership positions in nursing. We want more of our nurses to be BSN prepared and pursue national certification.	
<b>Q7: What changes do you expect in the future that would require you to have more BSNs?</b>	
One to three years?	1
Four to five years?	1
<b>Q8: Do you give preference in hiring baccalaureate prepared nurses over associate degree nurses?</b>	No
<b>Q9: How many positions do you have currently have that require a BSN degree?</b>	
About 30-40	
<b>Q10: What is your current mix for nurses?</b>	
ADN	1
BSN	1
<b>Q11: What is your desired mix for nurses?</b>	
ADN	30
BSN	70
<b>Q12: Do you pay higher salaries for BSN prepared nurses?</b>	Yes
<b>Q13: Do nurses have more opportunities for promotion if BSN prepared?</b>	Yes
<b>Q14: Do you believe there is a need for more educational programs in Gadsden, Leon, and Wakulla counties to prepare nurses at the BSN level?</b>	Yes
<b>Q15: Do you support Tallahassee Community College's intent to develop a BSN program?</b>	Yes

## Employer Interest Survey

16: Would you be willing to write a letter of support for Tallahassee Community College to offer the BSN?  Yes

17: What skills or qualities do you believe nurses now are educated at the baccalaureate level should possess that are not normally identified in nurses educated at the associate degree level?

Writing skills (policy writing, research, leadership)

18: What skills or qualities do you believe nurses now are educated at the baccalaureate level should possess that are not normally identified in nurses educated at the associate degree level?

x

## Employer Interest Survey

Q16: Would you be willing to write a letter of support for Tallahassee Community College to offer the BSN?  No

Q17: What skills or qualities do you believe nurses how are educated at the baccalaureate level should possess that are not normally identified in nurses educated at the associate degree level?

I have a natural bias here, because I am an ADN prepared RN. I would like to advance my degree to BSN for both personal and professional reasons. At this point, I see FCC prepared nurses and I see no personal difference between myself and BSN prepared nurses. However, that is specific to me. I have seen other ADN prepared RNs that were less prepared than BSN prepared RNs. To some extent, the personality and drive of the individual factors in. I have always felt that at least within the schools here, locally, FCC nurses are always better clinical nurses, than graduates of FSU or FAMU because the foundation is so solid. Leadership skills are important, and I would love for FCC to develop those skills as an adjunct to the strong clinical foundation they already provide their students.

Q18: What skills or qualities do you believe nurses how are educated at the baccalaureate level should possess that are not normally identified in nurses educated at the associate degree level?

There is more emphasis on management training, which would be a valuable addition to the clinical training.

## Employer Interest Survey

<b>#4</b>		<p style="color: green; margin: 0;"><b>COMPLETE</b></p> <p style="margin: 0;"><b>Collector:</b> New Link (Web Link)</p> <p style="margin: 0;"><b>Started:</b> Friday, March 28, 2014 1:38:04 PM</p> <p style="margin: 0;"><b>Last Modified:</b> Friday, March 28, 2014 1:59:33 PM</p> <p style="margin: 0;"><b>Time Spent:</b> 00:21:29</p> <p style="margin: 0;"><b>IP Address:</b> 160.131.160.36</p>
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PAGE 1: Employer Interest Survey

<b>Q1: Name</b>	Pam Lanier
<b>Q2: Organization you represent?</b>	Florida State Hospital
<b>Q3: Email address</b>	pam_lanier@dcf.state.fl.us
<b>Q4: How many registered nurse vacancies do you expect to have?</b>	
One to three years?	6
Four to five years?	10
<b>Q5: Do you have a need for more nurses with BSN preparation?</b>	No
<b>Q6: What changes do you expect in the future that would require you to have more BSNs?</b>	
<p>The only thing that I expect is if the requirements for becoming a nurse is only a BSN program then the hospital would have to look at hiring more BSN graduates and adjust the pay scale. The only positions that require a BSN are our Nurse Consulting Positions and we only have 2 of those positions at this time. Our entry level nurses are payed the same no matter what their degree of nursing.</p>	
<b>Q7: What changes do you expect in the future that would require you to have more BSNs?</b>	
One to three years?	0
Four to five years?	0
<b>Q8: Do you give preference in hiring baccalaureate prepared nurses over associate degree nurses?</b>	No
<b>Q9: How many positions do you currently have that require a BSN degree?</b>	
Two	
<b>Q10: What is your current mix for nurses?</b>	
ADN	70
BSN	30
<b>Q11: What is your desired mix for nurses?</b>	
ADN	70
BSN	30
<b>Q12: Do you pay higher salaries for BSN prepared nurses?</b>	No
<b>Q13: Do nurses have more opportunities for promotion if BSN prepared?</b>	No
<b>Q14: Do you believe there is a need for more educational programs in Gadsden, Leon, and Wakulla counties to prepare nurses at the BSN level?</b>	Yes

## Employer Interest Survey

Q15: Do you support Tallahassee Community College's intent to develop a BSN program? Yes

Q16: Would you be willing to write a letter of support for Tallahassee Community College to offer the BSN? Yes

Q17: What skills or qualities do you believe nurses now are educated at the baccalaureate level should possess that are not normally identified in nurses educated at the associate degree level?

research and evidence based practice

Q18: What skills or qualities do you believe nurses now are educated at the baccalaureate level should possess that are not normally identified in nurses educated at the associate degree level?

same as above

## Employer Interest Survey

#2



**COMPLETE**

**Collector:** New Link (Web Link)  
**Started:** Thursday, March 27, 2014 5:19:25 AM  
**Last Modified:** Thursday, March 27, 2014 6:03:10 AM  
**Time Spent:** 00:43:45  
**IP Address:** 206.197.170.20

PAGE 1: Employer Interest Survey

<b>Q1: Name</b>	Lori Clemmons
<b>Q2: Organization you represent?</b>	Capital Health Plan
<b>Q3: Email address</b>	lmclemmons@chp.org
<b>Q4: How many registered nurse vacancies do you expect to have?</b>	
One to three years?	1
Four to five years?	1
<b>Q5: Do you have a need for more nurses with BSN preparation?</b>	No
<b>Q6: What changes do you expect in the future that would require you to have more BSNs?</b>	
I think in health care in general a paradigm shift back to well prepared RNs is necessary. As the system is pushing more and more back to the doctors, they will need strong RNs to delegate to.	
<b>Q7: What changes do you expect in the future that would require you to have more BSNs?</b>	
One to three years?	0
Four to five years?	0
<b>Q8: Do you give preference in hiring baccalaureate prepared nurses over associate degree nurses?</b>	No
<b>Q9: How many positions do you have currently have that require a BSN degree?</b>	
None	
<b>Q10: What is your current mix for nurses?</b>	
ADN	1
BSN	0
<b>Q11: What is your desired mix for nurses?</b>	<i>Respondent skipped this question</i>
<b>Q12: Do you pay higher salaries for BSN prepared nurses?</b>	No
<b>Q13: Do nurses have more opportunities for promotion if BSN prepared?</b>	Yes
<b>Q14: Do you believe there is a need for more educational programs in Gadsden, Leon, and Wakulla counties to prepare nurses at the BSN level?</b>	Yes
<b>Q15: Do you support Tallahassee Community College's intent to develop a BSN program?</b>	Yes

## Employer Interest Survey

<b>#3</b>		<b>COMPLETE</b>	<b>Collector:</b> New Link (Web Link) <b>Started:</b> Friday, March 28, 2014 8:22:56 AM <b>Last Modified:</b> Friday, March 28, 2014 8:52:09 AM <b>Time Spent:</b> 00:29:13 <b>IP Address:</b> 167.78.4.19
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PAGE1: Empoloyer Interest Survey

<b>Q1: Name</b>	Cannella Jefferies
<b>Q2: Organization you represent?</b>	Florida Department of Health-Gadsden
<b>Q3: Email address</b>	cannella.jefferies@flhealth.gov
<b>Q4: How many registered nurse vacancies do you expect to have?</b>	
One to three years?	2
Four to five years?	1
<b>Q5: Do you have a need for more nurses with BSN preparation?</b>	Yes
<b>Q6: What changes do you expect in the future that would require you to have more BSNs?</b>	
National accreditation	
<b>Q7: What changes do you expect in the future that would require you to have more BSNs?</b>	
One to three years?	1
Four to five years?	2
<b>Q8: Do you give preference in hiring baccalaureate prepared nurses over associate degree nurses?</b>	Yes, No
<b>Q9: How many positions do you have currently have that require a BSN degree?</b>	
Currently none	
<b>Q10: What is your current mix for nurses?</b>	
ADN	3
BSN	2
<b>Q11: What is your desired mix for nurses?</b>	<i>Respondent skipped this question</i>
<b>Q12: Do you pay higher salaries for BSN prepared nurses?</b>	No
<b>Q13: Do nurses have more opportunities for promotion if BSN prepared?</b>	No
<b>Q14: Do you believe there is a need for more educational programs in Gadsden, Leon, and Wakulla counties to prepare nurses at the BSN level?</b>	Yes
<b>Q15: Do you support Tallahassee Community College's intent to develop a BSN program?</b>	Yes
<b>Q16: Would you be willing to write a letter of support for Tallahassee Community College to offer the BSN?</b>	No

# ***Appendix L:***

## ***Letters of Support for TCC BSN from Local Employers and Tallahassee Chamber of Commerce***

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**Tallahassee Memorial  
Hospital**

*Tallahassee Memorial HealthCare*

**G. Mark O'Bryant**  
President  
& Chief Executive Officer

1300 Miccosukee Road  
Tallahassee, Florida 32308  
850 431-5380  
850 431-5883 Fax

June 29, 2015

Jim Murdaugh, Ph.D.  
President  
Tallahassee Community College  
444 Appleyard Dr.  
Tallahassee, FL 32304

Dear President Murdaugh:

It is with great enthusiasm that I submit this letter of support for the proposed RN to BSN program at Tallahassee Community College (TCC). Tallahassee Memorial HealthCare (TMH) is committed to the success and improvement of health care delivery in our region. This new program can educate the workforce required to meet criteria for improvement and increase access to nurses who have a proclivity to remain in our area after graduation.

One of TMH's strategic goals is to become a magnet hospital, which takes nursing professionalism to a higher level and requires baccalaureate degree nurses. Sufficient numbers of BSN trained nurses is one key to becoming a magnet hospital. Currently 44% (572) of the nursing workforce at TMH do not have a BSN degree. The Institute of Medicine's Future of Nursing Report recommends acute care hospitals achieve 80% BSN prepared nurses by 2020. In order for TMH to accomplish this goal, it would require approximately 460 TMH nurses to obtain a BSN degree within the next five years. The implementation and support of TCC's RN to BSN program would provide baccalaureate degrees to those nurses who currently possess an associate degree in nursing and would increase the potential pool of nurses significantly.

TMH has strongly encouraged TCC to consider the baccalaureate degree as part of its commitment to the community's health care organizations and to strengthen existing partnerships in the region. The current supply of BSN prepared nurses simply does not meet the region's demands and I wholeheartedly believe the potential for improved health care in our community depends upon an expanded and educated workforce. It is my hope that TCC will develop a strong RN to BSN program to better meet the needs of patients at TMH and the surrounding region.

We appreciate the strong collaborative partnership with TCC and hope to grow that relationship well into the future.

Sincerely,

G. Mark O'Bryant  
President/CEO

GMO/dwg



April 8, 2014

Jim Murdaugh, Ph.D.  
President  
Tallahassee Community College  
444 Appleyard Dr.  
Tallahassee, FL 32304

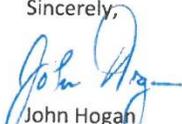
Dear Dr. Murdaugh:

I enthusiastically support Tallahassee Community College's proposed RN to BSN program. Nursing research clearly demonstrates that patient outcomes improve when the nursing workforce has a higher percentage of baccalaureate prepared nurses. Highly qualified nursing professionals are an important part of the future of managed healthcare; roles for baccalaureate nurses are continuing to expand, and I hope that TCC will be a major supplier of BSN nurses in our community.

Tallahassee Community College has consistently provided our community with quality nurses as evidenced by the large number of graduates hired throughout our region. I am confident that TCC will continue to excel and expand its value to this community through the proposed RN to BSN program.

Capital Health Plan strongly supports this much needed development of a pathway for locally employed RNs to continue their education in an RN to BSN program at TCC.

Sincerely,

  
John Hogan  
President & CEO



April 8, 2014

Jim Murdaugh, Ph.D.  
President  
Tallahassee Community College  
444 Appleyard Dr.  
Tallahassee, FL 32304

Dear President Murdaugh:

It is my pleasure to write this letter of support for the proposed RN to BSN program at Tallahassee Community College. We value our strong relationship with TCC, and we continue to benefit from supporting the TCC student clinical rotations at Capital Regional Medical Center. We hire many of your graduates, and they are highly successful in our environment.

Many of our nurses have expressed an interest in completing their RN to BSN degrees but have limited opportunities to do so. TCC's proposed program would provide them a convenient, affordable pathway to expansion of their knowledge and skills. I strongly support TCC providing this program. Our need for RNs will continue to grow; your development of an RN to BSN program will greatly support our healthcare system in this community.

Sincerely,

A handwritten signature in black ink, appearing to read "Brian Cook", written in a cursive style.

Brian Cook, FACHE  
President and Chief Executive Officer



4449 Meandering Way, Tallahassee, FL 32308 Phone: 850-878-1136 | Fax: 850-942-4924 | WestminsterRetirement.com

April 8, 2014

Jim Murdaugh, Ph.D.  
President  
Tallahassee Community College  
444 Appleyard Dr.  
Tallahassee, FL 32304

Dear Dr. Murdaugh:

I enthusiastically support Tallahassee Community College's proposed RN to BSN program. Nursing research clearly demonstrates that patient outcomes improve when the nursing workforce has a higher percentage of baccalaureate prepared nurses. Highly qualified nursing professionals are an important part of the future of managed healthcare; roles for baccalaureate nurses are continuing to expand, and I hope that TCC will be a major supplier of BSN nurses in our community.

Tallahassee Community College has consistently provided our community with quality nurses as evidenced by the large number of graduates hired throughout our region. I am confident that TCC will continue to excel and expand its value to this community through the proposed RN to BSN program.

Westminster Oaks strongly supports this much needed development of a pathway for locally employed RNs to continue their education in an RN to BSN program at TCC.

Sincerely,

  
Don Wilson

## RESOLUTION



**WHEREAS**, the Greater Tallahassee Chamber of Commerce's mission is to enhance the business climate of Florida's Capital city by creating the environment to help its members prosper and succeed; and

**WHEREAS**, having available talent is critical to the success of businesses; and

**WHEREAS**, the Greater Tallahassee Chamber of Commerce acknowledges the needs expressed by Tallahassee Memorial Healthcare and other local hospitals and healthcare providers for baccalaureate trained nursing professionals; and

**WHEREAS**, Tallahassee Community College continually strives to meet the needs of local employers by providing programs that equip a knowledgeable, skilled and prepared workforce; and

**WHEREAS**, Tallahassee Community College annually enrolls approximately one-third of all students in the Greater Tallahassee community who are preparing to become nursing professionals – with almost all of its nursing graduates staying in the community to work; and

**WHEREAS**, the demands of the medical and surgical hospital industry are increasingly relying on baccalaureate trained nurses both locally and across the country; and

**WHEREAS**, the training provided by the College aligns closely with the needs of local hospitals and healthcare providers and positions graduates for employment immediately after graduation; and

**WHEREAS**, in its efforts to meet the expressed workforce needs of local employers, Tallahassee Community College's proposal to offer the Bachelor of Science in Nursing was halted this past year as the result of a moratorium sanctioned by the Florida Legislature on all Florida College System institutions that prohibited any new baccalaureate programs;

**NOW, THEREFORE BE IT RESOLVED**, the Greater Tallahassee Chamber of Commerce hereby commends the contributions of Tallahassee Community College and declares our support as they propose their first baccalaureate degree program in an effort to meet the needs of our membership. Further, the Chamber supports the sunset of the moratorium on new baccalaureate degree programs imposed by the Legislature last year.

**ADOPTED** this 23<sup>rd</sup> day of December, 2014, by unanimous action of the Greater Tallahassee Chamber of Commerce Board of Directors.

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Chair  
Rick Moore  
Moore Bass Consulting, Inc.

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President/CEO  
Sue Dick  
Greater Tallahassee Chamber of  
Commerce

# *Appendix M:*

## *Internal Student Interest in a TCC BSN: Survey*

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### Student Survey

To assess the level of student interest for pursuing a BSN through Tallahassee Community College (TCC), an online survey was deployed to Tallahassee Community College nursing students. Of the 170 students who were sent a survey invitation, 107 (63%) completed the survey. This represents a high response rate. Survey results are provided in Attachment 18: Bachelor of Science in Nursing Student Interest Survey.

Highlights of the student interested survey include:

- All respondents (100%) indicated they were “interested” “very interested” in pursuing a bachelor’s degree in nursing.
- 88% of respondents reported that they would be interested in obtaining a BSN at TCC.
- 73% indicated they would be interested in beginning a BSN in the next one to two years and 21% indicated in the next three to five years.
- Survey respondents were asked to indicate the factors that would influence their decision to pursue a bachelor’s in nursing program at TCC. The percentage of respondents who indicated the following reasons were “most important” to them are displayed below:

<b>Reason</b>	<b>Most Important</b>
Courses scheduled around work life	69%
Faculty available when needed	57%
Cost of the program	54%
Courses offered online	52%
Courses offered at the College’s Ghazvini Center for Healthcare Education	44%

In conclusion, there is strong support among nursing students who completed the survey for TCC to offer a BSN. A majority indicated that they plan to pursue a BSN in one to two years after graduation.

A shortage of nurses, especially for nurses educated at the baccalaureate level, exists throughout the state and is expected to continue. If strategies are not taken to address the nursing shortage, that shortage could be detrimental to the quality of health care for the citizens of Florida. The ability for graduates to find positions in their county-of-residence is important for the individual and has huge implications for the local economy. Many potential RN to BSN students are place-bound because of family ties, jobs, or an inability to assume the additional expenses of relocating.

Inadequate access to baccalaureate degree programs has a significant impact on both the community and individuals. Lack of access to baccalaureate degrees creates workforce gaps and limits upward mobility. Individuals with baccalaureate degrees have a greater earning potential and are less likely to use public resources because they make more informed choices. Gadsden, Leon and Wakulla counties are trailing Florida and the U.S. in baccalaureate degree attainment. This concern is heightened by the fact that 29.5 percent of individuals in Gadsden County, 22.8 percent in Leon County, and 14.1 percent in Wakulla County live below poverty

levels. This exceeds the state and national poverty levels of 15.6 and 14.9 percent, respectively.

The 2010 U.S. Census Bureau statistics on mean earnings by highest degree strongly correlated educational level with income. As an individual's education level increased, the individual income also increased. The Robert Wood Johnson Foundation also identified a direct correlation between level of education and health disparities. Individuals who are educated are more health conscious, live healthier lifestyles, and are more likely to have health insurance.

The ability for graduates to find positions in their county-of-residence is important for the individual and has huge implications for the local economy. Many potential RN to BSN students are place-bound because of family ties, jobs, or an inability to assume the additional expenses of relocating.

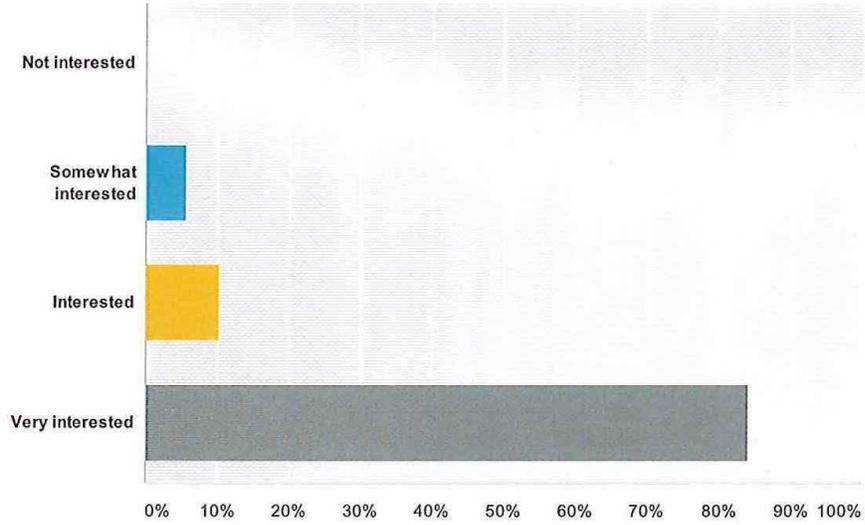
Inadequate access to baccalaureate degree programs has a significant impact on both the community and individuals. Lack of access to baccalaureate degrees creates workforce gaps and limits upward mobility. Individuals with baccalaureate degrees have a greater earning potential and are less likely to use public resources because they make more informed choices. Gadsden, Leon and Wakulla counties are trailing Florida and the U.S. in baccalaureate degree attainment. This concern is heightened by the fact that 29.5 percent of individuals in Gadsden County, 22.8 percent in Leon County, and 14.1 percent in Wakulla County live below poverty levels. This exceeds the state and national poverty levels of 15.6 and 14.9 percent, respectively.

The 2010 U.S. Census Bureau statistics on mean earnings by highest degree strongly correlated educational level with income. As an individual's education level increased, the individual income also increased. The Robert Wood Johnson Foundation also identified a direct correlation between level of education and health disparities. Individuals who are educated are more health conscious, live healthier lifestyles, and are more likely to have health insurance.

BSN Student Interest Survey

**Q4 What is your level of interest in pursuing a Baccalaureate (BSN) degree in nursing?**

Answered: 107 Skipped: 0

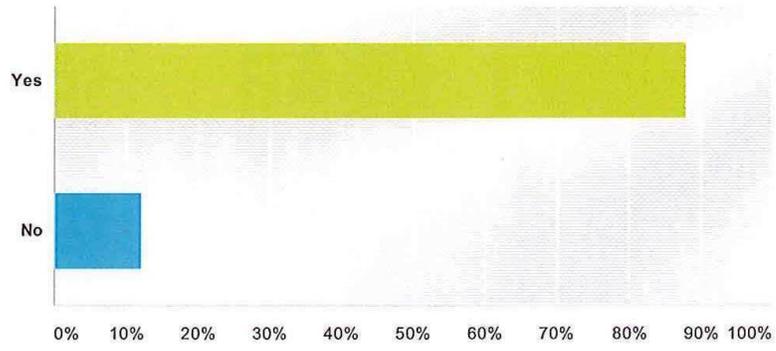


Answer Choices	Responses
Not interested	0.00% 0
Somewhat interested	5.61% 6
Interested	10.28% 11
Very interested	84.11% 90
<b>Total</b>	<b>107</b>

BSN Student Interest Survey

**Q5 Would you be interested in obtaining your Baccalaureate degree from TCC?**

Answered: 107 Skipped: 0

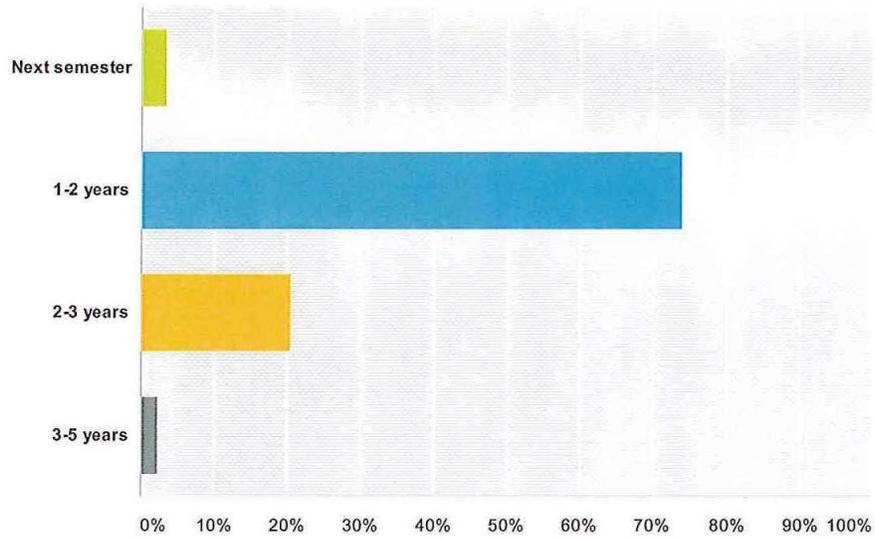


Answer Choices	Responses
Yes	87.85% 94
No	12.15% 13
<b>Total</b>	<b>107</b>

BSN Student Interest Survey

**Q6 If yes, when do you plan to begin the BSN program?**

Answered: 88 Skipped: 19

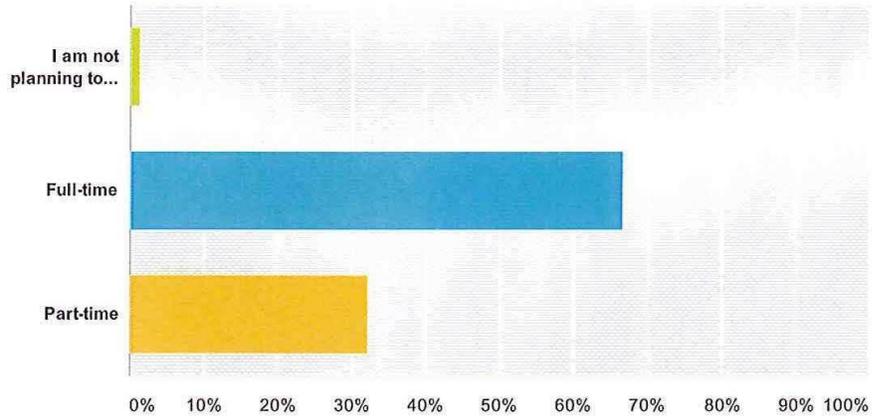


Answer Choices	Responses	
Next semester	3.41%	3
1-2 years	73.86%	65
2-3 years	20.45%	18
3-5 years	2.27%	2
<b>Total</b>		<b>88</b>

BSN Student Interest Survey

**Q7 How many hours per week do you plan to work while pursuing your BSN?**

Answered: 87 Skipped: 20

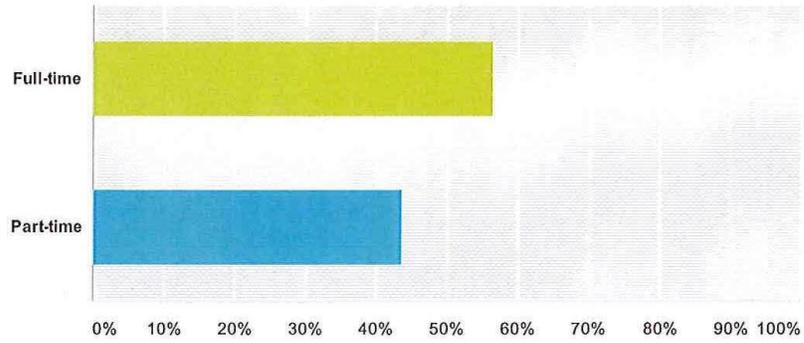


Answer Choices	Responses	
I am not planning to work while pursuing my BSN	1.15%	1
Full-time	66.67%	58
Part-time	32.18%	28
<b>Total</b>		<b>87</b>

BSN Student Interest Survey

**Q8 Are you planning to be a full- or part-time student?**

Answered: 87 Skipped: 20

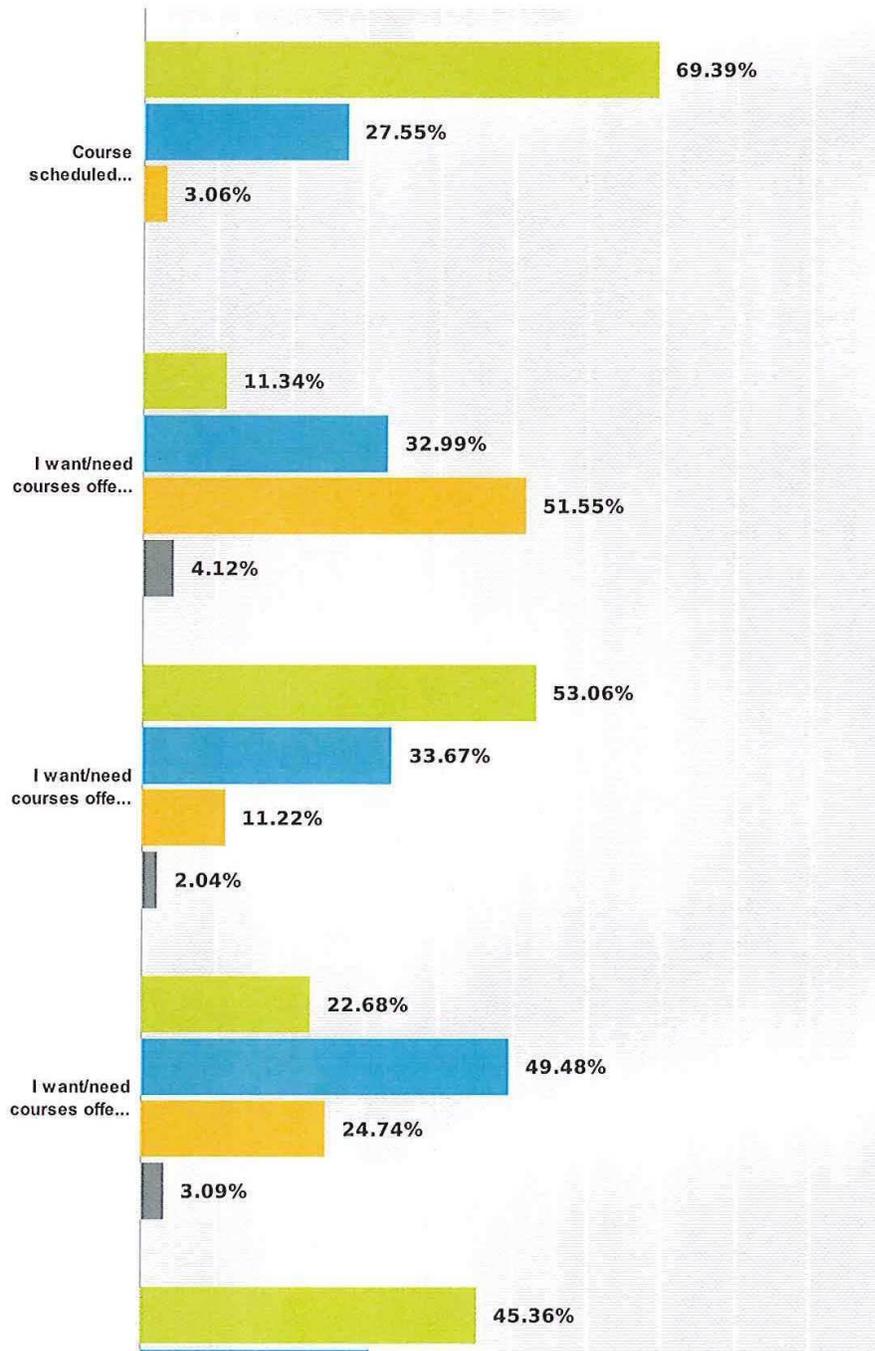


Answer Choices	Responses	
Full-time	56.32%	49
Part-time	43.68%	38
Total		87

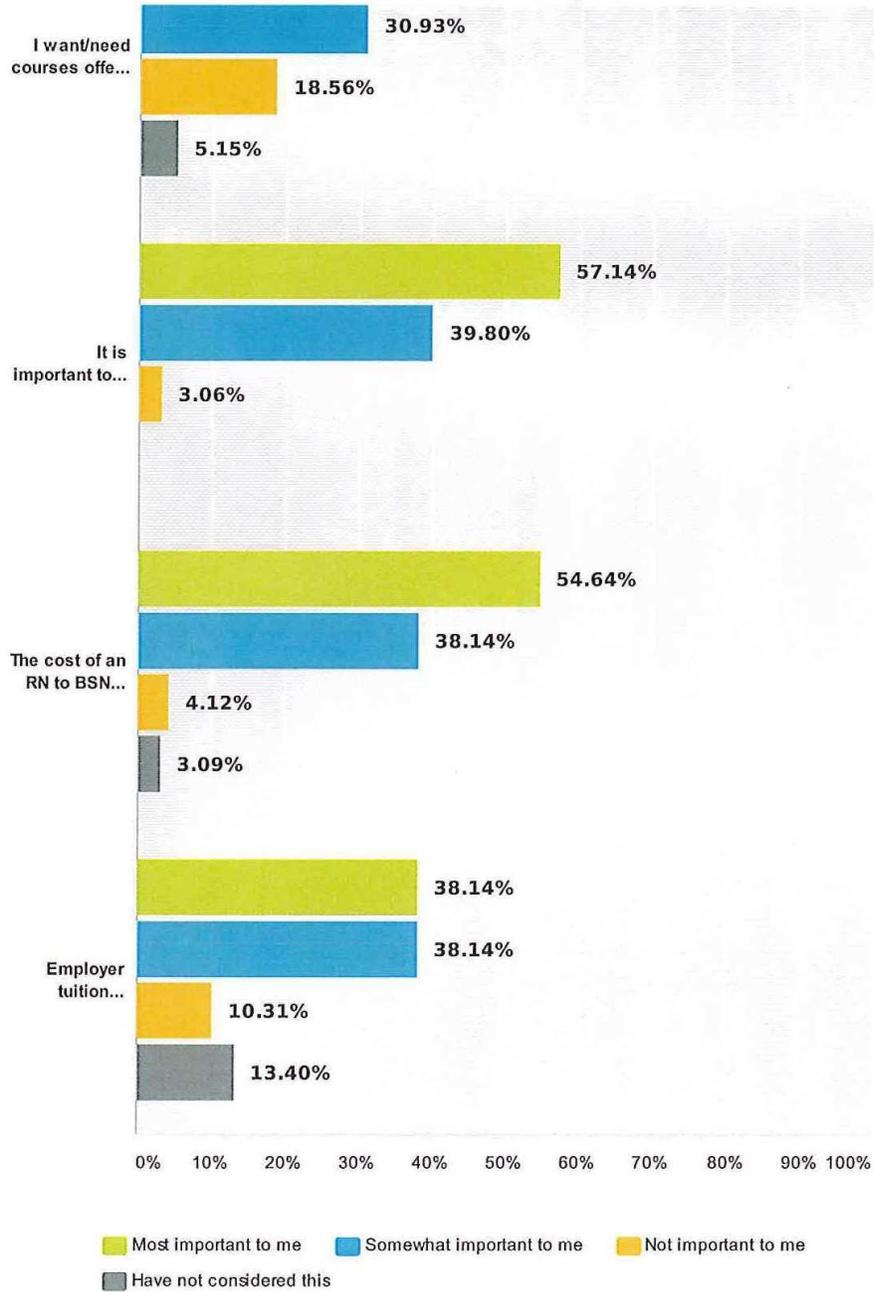
BSN Student Interest Survey

**Q9 What factors would most influence your decision to attend TCC to pursue your BSN? Choose the answer most reflective of what is most important to you.**

Answered: 99 Skipped: 8



### BSN Student Interest Survey



	Most important to me	Somewhat important to me	Not important to me	Have not considered this	Total
Course scheduled around my worklife	69.39% 68	27.55% 27	3.06% 3	0.00% 0	98
I want/need courses offered in a traditional manner - face to face	11.34% 11	32.99% 32	51.55% 50	4.12% 4	97

### BSN Student Interest Survey

I want/need courses offered online	53.06% 52	33.67% 33	11.22% 11	2.04% 2	98
I want/need courses offered hybrid - portions of class offered both face to fact and online	22.68% 22	49.48% 48	24.74% 24	3.09% 3	97
I want/need courses offered at GCHE, 1528 Surgeon's Drive (new healthcare building between TMH and Micoosukee Rd.)	45.36% 44	30.93% 30	18.56% 18	5.15% 5	97
It is important to me to have faculty available when I need them	57.14% 56	39.80% 39	3.06% 3	0.00% 0	98
The cost of an RN to BSN program is	54.64% 53	38.14% 37	4.12% 4	3.09% 3	97
Employer tuition reimbursement is	38.14% 37	38.14% 37	10.31% 10	13.40% 13	97

***Appendix N:***

***CPCM for CIP 51.3801  
Nursing A.S. to B.S.***

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<b>Program:</b>	Nursing	<b>CIP:</b>	51.3801
	A.S. to B.S.	<b>Track:</b>	2/2
<b>Offered At:</b>	BC, CC, DSC*, ESC, FAMU*, FAU*, FSCJ, GCSC, NWFSC, PESC, PSC, SCFMS, SFC	<b>Program Length:</b>	120 Cr. Hrs.
	PBSC, SPC		121
	SJRSC		123
	FGCU*, FIU*, FSU*		124
	FGC, MDC		125
	IRSC		128

Changed CIP 5/26/2010 from 51.1601 to 51.3801

REVISED 10/24/12

REVISED 10/23/13

### LOWER LEVEL COURSES

	Cr. Hrs.
— BSCX085C	4
or— BSCX085/X085L	4
or— BSCX093C	4
or— BSCX093/X093L	4
&— BSCX086C	4
or— BSCX086/X086L	4
or— BSCX094C	4
or— BSCX094/X094L	4
&— Select from the following:	
or— CHMXXX (1)	3
or— BSCXXX (1)	3
or— BCHXXX (1)	3
or— PCBXXX (1)	3
or— PHYXXX (1)	3
&— DEPX004 (1)	3
or— DEPX054 (1)	3
or— DEPX000 (1)	3
or— DEPX414 (1)	3
&— HUNX201 (1)	3
or— NURX192 (1)	3
or— NURX180	3
&— MCBX010C	4
or— MCBX010/X010L	4
or— MCBX013C	4
or— MCBX013/X013L	4
or— MCBX000/X000L	4
or— MCBX004/X004L	4
&— PSYXXX (1)	3
or— SOPXXX (1)	3
or— SYGXXX (1)	3
&— STAX014	3
or— STAX023	3
or— STAX122	3
or— STAX022	3

(Please see notes in the following page)

(Continues from previous page)

FOR ALL MAJORS: Students are strongly encouraged to select required lower division electives that will enhance their general education coursework and that will support their intended baccalaureate degree program. Students should consult with an academic advisor in their major degree area.

- (1) Not required for SPC BSN program; Passing score on NCLEX exam demonstrates competency in the content area. NOTE: Graduation from an A.S. program and active RN licensure is required for admission.

Notice to A.S. to B.S.N. Nursing Students: Some colleges and universities may require all general education courses, including the above common prerequisites, to be completed BEFORE application. Some may require all general education courses completed by the time a certain number of nursing courses are completed (before any 4000 level courses are attempted or before the final nursing course) or graduation. See the individual institution for details.

Note: Student enrollment in the SJRSC program is planned to begin in fall 2013.

\* Limited Access.

## Required Major Courses—Course Descriptions

<b>Major Concentration: Nursing Courses (30 credit hours)</b>	
NUR3065 Health Assessment 3 credit hours	This course provides the RN to BSN student with the opportunity to build on knowledge and skills of performing and documenting a comprehensive health assessment of diverse individuals across the life span. Critical analysis and synthesis of assessment findings will be emphasized to aid in clinical judgment and decision-making for patient care.
NUR 3125 Pathophysiology 3 credit hours	This course explores the common variations in human physiologic functioning and the body's response to those variations. The learner will identify alterations in organs and systems that result from the identified variations. Alterations in cell functioning, genetic disorders, risk factors, health promotion, and disease prevention will be discussed.
NUR 3273 Health Promotion 3 credit hours	This course explores the concepts of health promotion and the application of these concepts to nursing practice to assist the patient to improve their health status. An area of focus will be the selection of life span appropriate interventions, implementation of those interventions, and measure outcomes resulting from the interventions. Additionally, cultural diversity, disparity in health care, and the impact of personal choices as they relate to health will be studied.
NUR3655 Cultural Issues in Nursing 3 credit hours	This course focuses on culture and how it impacts health care at the individual, community, and system level. It is designed to raise awareness and acceptance, inspire action, and encourage discussion of the various cultural issues seen in healthcare today.
NUR 3827 Leadership and Management for Nursing 3 credit hours	This course provides a study of leadership and management principles and theories as applied to professional nursing practice. Emphasis will be placed on teamwork, forms and styles of communication, the change process, and evidence-based practice. The course will also cover health care quality and measurement, legal policies, ethics, finance, and technology as they apply to leadership and management in nursing.
NUR4169 Research and Evidence-Based Practice in Nursing 3 credit hours	This course explores the use of evidence-based practice to improve patient outcomes and guide nursing practice. Students will learn the history of evidence-based practice and the research methodologies that form its foundation. Students will begin to learn the research process—develop a hypothesis statement based on a research question and appropriate methodologies based on the information being sought. Also covered will be population sampling, data collection tools, and statistical analysis. Research articles will be critiqued and ethical concerns of research discussed.
NUR 4684 Population-Based Nursing 3 credit hours	This course focuses on the role of the professional nurse in population-based health. The theories, public health processes, legal and ethical considerations and patient advocacy will be emphasized. Other topics include health promotion and prevention across the lifespan, vulnerable populations, global health considerations, and the role of the professional nurse in a disaster.
NUR 4870 Nursing Informatics 3 credit hours	This course integrates professional nursing practice with management of information and communication technologies to promote the health of individuals, families, and communities.
NUR4891 Professional Issues in Nursing 3 credit hours	This course assists the student to transition to the role of the Baccalaureate prepared nurse. Professional BSN roles and expectations are discussed and options are explored. The importance of graduate education in nursing is a point of emphasis. Nursing history is reviewed along with ethical and legal considerations, nursing theories and differentiated practice.
NUR4950 BSN Capstone Course 3 credit hours	The Capstone course is designed for RN to BSN students in their last semester to synthesize all the material learned in the BSN program.