

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO.: AAC 13-06

COMMITTEE DATE: October 9, 2012

BOARD DATE: October 16, 2012

**APPLICATION OF BAY STATE COLLEGE TO AWARD THE BACHELOR OF
SCIENCE IN NURSING**

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

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

Contact: Dr. Shelley Tinkham, Assistant Commissioner for Academic, P-16 and Veterans Policy

BOARD OF HIGHER EDUCATION

Bay State College Bachelor of Science in Nursing

INTENT

Bay State College, a New England Association of Schools and Colleges (NEASC) accredited, private, for-profit institution located in Boston, MA, requests authorization to offer the Bachelor of Science in Nursing. The purpose of the proposed program is to expand the institution's current Associate of Science degree in Nursing (approved by the Board of Higher Education in 2010) by moving toward what the field now views as the new minimum standard in nursing: the Bachelor of Science in Nursing. The National League of Nursing (NLN), the Institute of Medicine, and the Massachusetts Department of Higher Education Nursing Initiative "Nurse of the Future" advocate that all registered nurses possess the BSN degree in order to be effective in today's increasingly complex healthcare field.

The proposed program aims to broaden students' knowledge of the health care system, patient-centered care, and health promotion, and contribute to the advancement of nursing education. Students will be prepared to work with a variety of populations and in various settings. They will have experience with older adults, vulnerable populations, and diverse cultural/ethnic/racial groups. Clinical practice will be secured in hospitals, community agencies, long-term care facilities and ambulatory care.

The current Associate of Science in Nursing (ADN) curriculum will constitute the first two years of the proposed BSN program. The design of the proposed program will allow students interested in obtaining the BSN degree to first obtain licensure through the ADN pathway, and have the option to work as nurses while completing the last two years of the BSN curriculum. This model would allow students to move seamlessly into the final two years of the proposed BSN program within the same college. The College will also recruit students with ADN degrees from other colleges who may wish to pursue study to achieve the BSN degree. The College also indicated that several Boston area clinical affiliates are interested in a formal arrangement with Bay State College to offer the proposed program among their currently employed associate-degree prepared nurses.

The institution's Board of Trustees approved the program on July 12, 2011.

INSTITUTIONAL OVERVIEW

Bay State College was first founded as a travel academy in 1946. Over the years it has pursued a more comprehensive general education curriculum, with an emphasis on written and oral communication skills. Currently, Bay State offers Associate and Bachelor degree programs in business and commerce, allied health and other disciplines. The College's strategic plan is to strengthen the depth of its current two-year program offerings by offering Bachelor of Science degrees in related disciplines.

The institution was approved in 2004 to offer its first baccalaureate degrees: Bachelor of Science in Management; Bachelor of Science in Entertainment Management and Bachelor of Science in Fashion Merchandising. Most recently, in 2010, the College was approved to offer

the Associate in Science in Nursing and Bachelor of Science in Criminal Justice. The College now requests authority to offer the Bachelor of Science in Nursing.

ACADEMIC AND RELATED MATTERS

Curriculum (Attachment A)

The program consists of a total of 122 credits, including 36 general education credits and 21 clinical credits (in addition to 4 credits of lecture and laboratory for each clinical course).

The Nurse of the Future Core Competencies, produced by the Massachusetts Nurse of the Future (NOF) Competency Committee, have been used as the framework for expanding the College's existing ADN program into a comprehensive Bachelor's degree nursing curriculum. The proposed program's first two years is comprised of the current ADN courses. The third and fourth year curriculum facilitates the advancement of the Registered Nurse in knowledge, skill, leadership, interdisciplinary participation, and innovation. Course work requires increased synthesis of knowledge, complex problem solving, and increased exposure to the liberal arts to support these requirements. By the third year of the program, students will be licensed RNs and most likely working in the field. Consequently, early evening course meeting times are planned with online courses utilized for some of the elective offerings.

Students will be required to participate in clinical practice. The College will advance partnerships between the clinical and academic components of the program through ongoing formal and informal communication. It will utilize the Massachusetts' Centralized Clinical Placement System administered by the Massachusetts Department of Higher Education to place students. Additional sites such as long term acute care hospitals and community placements not listed in the Centralized Clinical Placement System will also be utilized.

Admission Requirements BSN program

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

- A completed program application form.
- High School GPA minimum of 2.7/4.0 or College GPA minimum of 2.7/4.0 based on at least 12 credits.
- Achievement of a score on the Bay State College's English Placement Test sufficient to be placed into English II.
- Achievement of a score on the Bay State College's Math Placement Test sufficient to be placed into Math 102.
- An interview with an admissions representative and Nursing Dean.
- An essay expounding on the applicant's choice of nursing as a career.
- A current Massachusetts Registered Nurse License in good standing (for admission into the RN to BSN as a third year student).

Upon acceptance, students must have:

- A recent physical examination record demonstrating the applicant is in compliance with the NLN in addition to immunizations required by the Massachusetts Department of Health.

- Provide proof of participation in a comprehensive health insurance plan or comparable health insurance coverage for the duration of the program.
- Proof of current Cardiopulmonary Resuscitation (CPR) certification.
- Give permission for Criminal/Sex Offender Record Information (CORI/SORI) checks as required by the program/clinical agencies.

International students must submit a TOEFL score of 550 or better.

Transfer students can ask that up to 60 credits of non-nursing courses earned elsewhere be recognized, providing the college or university is accredited and grades of C or above achieved. Science courses must have been completed in the last five years with a grade of C or better and other general education courses in the last ten years. Remedial or developmental courses are not counted.

Advanced placement is available to Licensed Practical Nurses in accordance with the policies of the National League of Nursing either through articulation agreements with the College or by sitting for the Nursing Acceleration Challenge Exam.

Tuition and Fees

The total cost of the four-year proposed program is \$94,501.

Projected Enrollment

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4
New Full Time	32 * 6 **	32 * 6 **	32 * 6 **	32 * 6 **
Continuing Full Time	6 ***	30 12+6***	30 12+6***	30 12+6**
New Part Time	NA	NA	NA	NA
Continuing Part Time	NA	NA	NA	NA
Totals	44	86	86	86

Assumptions

* AS degree students entering year one

** Only licensed RNs transferring from outside Bay State into 3rd year of program

*** Includes Bay State AS graduates returning for BS degree into 3rd year of program

RESOURCES AND BUDGET (Attachment B)

Administration and Faculty

The proposed program will be administered by the current Dean of Nursing, who reports to the Vice President of Academic Affairs. The department hired two new full-time faculty members in 2011. In addition to these faculty, 11 part-time, including clinical faculty, will teach in the proposed program. The College is also committed to hiring a terminally qualified full-time faculty member for the proposed program effective January 2013. In addition to these faculty members, there are 16 members of the Bay State College faculty who will teach the general education courses.

Full-time faculty members at Bay State College teach between two and four, 3-credit courses each semester depending upon other responsibilities. The program will also utilize adjunct faculty in both lecture and clinical capacities.

Library and Technology

The institution's library is located on the 2nd floor of 31 Saint James Avenue and takes up a total area of approximately 4,200 square feet. The Library houses more than 9,000 books, 80 print periodical subscriptions, database subscriptions to Pro Quest Central, JSTOR, LexisNexis Academic, Gale's database suite, CQ Researcher and Criminal Justice Abstracts With Full Text. In addition to more than 200 videos and 200 DVDs, the Library subscribes to Films on Demand, a resource that provides faculty and student access to 5,000 streaming educational films across the academic disciplines.

Bay State is a member of the Massachusetts Library System (MLS). The MLS provides the College's students and faculty with access to 71 databases and allows students to take full advantage of the Interlibrary-Loan (ILL) service. This service supplements the College's collections, providing books and periodical articles at the request of students, faculty, and staff. In addition, the Library is a member of LYRASIS, a library cooperative that provides consulting services and continuing education for staff, as well as opportunities to participate in consortium purchasing of library resources. In addition, the main branch of the Boston Public Library (BPL) is located only two blocks from Bay State's main campus. Bay State students have the benefit of the more than 6 million books at the Boston Public Library, and the nature of the College's relationship with the BPL allows for students to take full advantage of the numerous resources available, including rare books, manuscripts, CDs, videos, books on tape, records, photographs, an extended selection of periodicals, and cultural events.

Specific for the proposed program, Bay State subscribes to EBSCO's collection of Nursing databases, including: Nursing Reference Center, Dynamed, CINAHL Plus Full Text, and Health Source: Nursing Academic. The Library has collected more than 200 nursing reference books, and will continue to purchase additional nursing specific reference books, subscribe to professional nursing journals, and purchase DVD collections and other audio/visual resources based on ongoing needs assessments of students and faculty.

At the start of each fall semester, the Librarian conducts a special orientation session for new Nursing students. Incorporated into the introductory nursing course includes a review of all Library resources specific to the Nursing curriculum.

Software for Nursing Students

Nursing students become familiar with a variety of computer-based software programs internally and externally to advance learning and program outcomes. Each nursing student is registered with Assessment Technologies Institute (ATI) for online training and tutoring preparation for the National Council Licensure Examination (NCLEX) exam administered by National Council of State Boards of Nursing. Students start the program their first semester with Nurse Logic Learning System. Each of the ATI components helps students develop test-taking skills and expand knowledge in nursing content areas. The students will be registered until they successfully complete the NCLEX.

Each contracted clinical facility has a computerized medical record system and computerized pharmacy equipment, which introduces students to informatics used in daily nursing practice. Students are given reading assignments to familiarize them with a computerized reference system and to foster and support evidence-based practice.

Simulation/Skills Lab

In 2010, Bay State College designed and created a nursing classroom and a nursing skills laboratory with control and debriefing rooms at the 31 St. James Avenue building where the proposed program will be located. Besides equipment and supplies already available in the Allied Health Department laboratories for the Medical Assistant and Physical Therapist Assistant programs, Bay State purchased new equipment and supplies and added more office and storage space to be used in the nursing education program. Examples of equipment include Laerdal's SimMan, which is an advanced, portable patient simulator for team training; four multi-racial comprehensive Nursing Anne adult patient simulators; two multi-racial pediatric patient simulators; and one comprehensive baby patient simulator. Other modern features of the Skills Laboratory include five electric hospital beds with bedding and Guldman lift systems, simulation wall gas systems, an audio/visual television system, medical records, and everyday typical patient care supplies.

Financial Resources (Attachment B)

The institution submitted a multiyear budget for the proposed program.

PROGRAM EFFECTIVENESS

Graduates of the Bay State College Bachelor of Science in Nursing Degree Program are prepared to practice professional nursing as generalists with skills that are applicable across all health care settings. They are also prepared to enter graduate study. Nurse of the Future competencies have been used to formulate the learning outcomes that define the knowledge, skills and abilities the students should possess upon completion of the degree program.

At the completion of the program, the graduate will be able to:

- provide holistic care that recognizes an individual's preferences, values, and needs and respects the patient or designee as a full partner in providing compassionate, coordinated, age and culturally appropriate, safe and effective care;
- demonstrate accountability for the delivery of standard-based nursing care that is consistent with moral, altruistic, legal, ethical, regulatory, and humanistic principles;

- influence the behavior of individuals or groups of individuals within their environment in a way that will facilitate the establishment and acquisition/achievement of shared goals;
- demonstrate an awareness of and responsiveness to the larger context of the health care system, and will demonstrate the ability to effectively call on micro system resources to provide care that is of optimal quality and value;
- use information and technology to communicate, manage knowledge, mitigate error, and support decision making;
- interact effectively with patients, families, and colleagues, fostering mutual respect and shared decision making, to enhance patient satisfaction and health outcomes;
- function effectively within nursing and interdisciplinary teams, fostering open communication, mutual respect, shared decision making, team learning, and development;
- minimize risk of harm to patients and providers through both system effectiveness and individual performance; and
- use data to monitor the outcomes of care processes, and use improvement methods to design and test changes to continuously improve the quality and safety of health care systems.

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

External Review

The proposed program was reviewed by the visiting committee of Patricia A. Tabloski, RN, PhD, Associate Professor, William F. Connell School of Nursing at Boston College; Kerry H. Fater, RN, CNE, PhD, Associate Professor, University of Massachusetts Dartmouth and Nancy M. Dluhy, RN, PhD, Professor Emeritus, University of Massachusetts Dartmouth. The evaluation included the team's review of the written proposal submitted to the Massachusetts Department of Higher Education and the site visit conducted from June 24-26, 2012.

The visiting committee made several recommendations to improve the proposed program. The most important involved faculty qualifications, curriculum design and planning. The Visiting Committee expressed concern about the sequencing of courses in the nursing program, duplication of content, number of credits in the baccalaureate program, the large number of credits in clinical courses and faculty qualifications. They made the following recommendations in light of these concerns:

:

- Recruit and hire additional teaching faculty with a doctoral (terminal) degree to ensure compliance with the faculty standards (outlined in the 610 CMR 2.08: Degree-Granting Regulations for Independent Institutions of Higher Education for faculty) that requires that at least one full-time instructional faculty holds a doctorate or terminal degree in the field.
- Revise the original curriculum of 134 credit hours by streamlining the nursing curriculum, reducing the number of credits to enhance program efficiency, and reducing the number of clinical courses specifically in the third and fourth years of the program.
- Conduct a needs survey of the targeted ADN graduates to determine interest in the proposed program of a total of 134 credits.

- Resubmit the proposed budget using less optimistic revenue and enrollment projections for the baccalaureate program and re-evaluate the marketing and admissions cost projections to assure that adequate resources exist to require the minimum numbers of students needed to provide the required income to develop and sustain the baccalaureate program.

Institutional Response

The institution responded substantively to all recommendations. The proposed program has been revised to include 122 credits as compared to the curriculum originally proposed containing 134 credits. The faculty and Dean of Nursing decided to eliminate three courses and to combine two others to enhance efficiency and assure that courses offered are essential. The institution also resubmitted enrollment projections and the program's budget.

The institution conducted a formal survey with currently enrolled students and clinical affiliates and confirmed an interest in the proposed program. The institution is committed to hiring a terminally qualified full-time faculty member by January 2013. It has budgeted for the position and has provided the Department of Higher Education with written documentation of this commitment.

The visiting committee applauded the efforts of the College to streamline the curriculum, urged the institution to follow through on its commitment of hiring the full-time faculty member and recommended approval.

PUBLIC HEARING

The required public hearing will be held on October 4, 2012 at the Department of Higher Education, located at One Ashburton Place in Boston, Massachusetts.

STAFF ANALYSIS AND RECOMMENDATION

After a thorough evaluation of all documentation submitted, staff is satisfied that the proposal of Bay State College to award the **Bachelor of Science in Nursing** degree meets the requirements for NEASC-accredited institutions outlined in 610 CMR 2.08 in the Degree-Granting Regulations for Independent Institutions of Higher Education.

Recommendation is for approval upon the institution's hiring of a full-time faculty member with a doctoral (terminal) degree. The institution has been advised that it may not enroll or advertise the proposed BSN to potential students prior to the hiring of this faculty member.

ATTACHMENT A: CURRICULUM OUTLINE

Required (Core) Courses in the Major (Total # courses required = 15)			
Course Number	Course Title	Credit Hours	
NUR 100	Intro to Quality, Safety and Professional Nursing	3	
NUR 101	Fundamentals of Nursing	7	
NUR 110	Pharmacology of Nurses	3	
NUR 200	Maternity, Childhood, and Pediatric Nursing	7	
NUR 210	Medical Surgical Nursing 1	7	
NUR 215	Mental Health Nursing	5	
NUR 217	Nursing Trends	2	
NUR 220	Medical Surgical Nursing II	7	
NUR 300	Nurse of the Future	1	
NUR 315	Advanced Health & Physical Assessment	3	
NUR 410 or 320	Nursing Care for Older Adults	7	
NUR 415 or 325	Community/Family Nursing	7	
NUR 420	Nursing Research/Informatics	3	
NUR 480	Nursing Leadership and Politics	3	
NUR 490	Capstone	3	
	Sub Total Required Credits	68	
Elective Courses (Total # courses required =6) (attach list of choices if needed)			
Any	Humanities Elective	3	
200 level	Elective	9	
200 level	Psychology Elective	3	
200 level	Psychology or Sociology Elective	3	
	Sub Total Elective Credits	18	
General Education Courses (Total # courses required = 12)			

<i>Indicate Distribution of General Education Requirements Below</i>		12 General Education Classes	
Course Title	Credit Hours	Course Number	
Psychology	3	PSY 101	
Statistics	3	MAT 200	
First Year Experience	1	FYE 101	
Anatomy & Physiology I	4	BIO 201	
Anatomy & Physiology II	4	BIO 202	
Human Life Span Development	3	PSY 207	
English II	3	ENG 102	
General Microbiology	3	BIO 203	
Sociology	3	SOC 101	
Diversity and Cultural Influences in Healthcare	3	SOC 301	
Economics and Finance in Healthcare	3	ECO 270	
Introduction to Ethics	3	PHI 103	
Sub Total General Education Credits		36	
Curriculum Summary			
Total number of courses required for the degree		33	
Total credit hours required for degree		122	

List of Electives
<u>200-Level Literature Elective</u>
LIT 200 Literature
LIT 232 Mystery Story Literature
LIT 231 Drama
LIT 230 Science Fiction/Fantasy as Literature
<u>200-Level Elective</u>
HIS 201 US History
MAT 200 Statistics
MAT 211 Mathematics for Management
<u>Humanities Elective</u>
MUS 102 American Music in the 20th Century
WRI 204 Media Writing
COM 102 Mass Media
AHI 102 Art History II
<u>200-Level Psychology Elective</u>
PSY 201 Abnormal Psychology
PSY 205 Addiction and Society
PSY 203 Growth and Development
PSY 207 Human Lifespan Development
<u>200-Level Sociology Elective</u>
SOC 206 Sociology of Deviance
SOC 207 American Diversity

ATTACHMENT B: BUDGET PROJECTION

	Bachelor of Science in Nursing					
	2011-12	Year 1	Year 2	Year 3	Year 4	Year 5
# of campuses offering by Year End		1	1	1	1	1
F-T Doctoral degree -Nursing Faculty	0	1	1	1	1	1
New Students starting		0	12	12	12	12
Total Population at Year-end		12	21	21	21	21
Graduates		0	10	10	10	10
	2011-12	Year 1	Year 2	Year 3	Year 4	Year 5
Tuition revenue	\$ -	\$ 238,848	\$ 444,326	\$ 466,543	\$ 489,870	\$ 514,363
Other Fees	-	16,388	31,605	32,621	33,688	34,808
Institutional Aid	-	(42,993)	(79,979)	(83,978)	(88,177)	(92,585)
Total Revenue	\$ -	\$ 212,243	\$ 395,953	\$ 415,186	\$ 435,381	\$ 456,585
			87%	5%	5%	5%
Facilities and Instruction						
Instructor Salaries	-	78,083	129,405	133,701	138,141	142,728
Instructor Benefits	-	13,333	20,700	21,425	22,174	22,950
Cost of Books	-	9,833	19,302	20,267	21,280	22,344
Cost of Supplies	-	4,097	7,659	7,659	7,659	7,659
Cost of Classroom Space	-	-	-	-	-	-
Depreciation of Program Specific Instructional Equipment/Facility	167	1,833	2,333	2,833	2,500	3,000
Cost of Facilities and Instruction	\$ 167	\$ 107,179	\$ 179,399	\$ 185,885	\$ 191,754	\$ 198,682
Facilities and Instruction as % to Revenue		50.5%	45.3%	44.8%	44.0%	43.5%
Marketing and Admissions Costs						
Advertising Expense	-	90,000	85,500	81,225	77,164	73,306
Marketing Collateral and Postage Expense	15,000	3,000	3,000	3,000	3,000	3,000
Other variable Marketing and Admissions costs	-	-	-	-	-	-
Marketing and Admissions Expense	\$ 15,000	\$ 93,000	\$ 88,500	\$ 84,225	\$ 80,164	\$ 76,306
		43.8%	22.4%	20.3%	18.4%	16.7%
Admin Expense						

Bad Debt Expense	-	6,367	11,879	12,456	13,061	13,698
Campus Staff Supporting Students	-	31,836	59,393	62,278	65,307	68,488
Program Chair Person	-	-	-	-	-	-
Corporate Overhead Allocation	-	-	-	-	-	-
Other Admin Expenses	<u>36,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Admin Expense	\$ 36,000	\$ 38,204	\$ 71,271	\$ 74,733	\$ 78,369	\$ 82,185
		18.0%	18.0%	18.0%	18.0%	18.0%
Total Expenses	\$ <u>51,167</u>	\$ <u>238,382</u>	\$ <u>339,171</u>	\$ <u>344,844</u>	\$ <u>350,287</u>	\$ <u>357,173</u>
		112.3%	85.7%	83.1%	80.5%	78.2%
Contribution to Operating Surplus	\$ <u>(51,167)</u>	\$ <u>(26,139)</u>	\$ <u>56,782</u>	\$ <u>70,342</u>	\$ <u>85,094</u>	\$ <u>99,412</u>
		-12.3%	14.3%	16.9%	19.5%	21.8%
Cumulative Contribution to Surplus	\$ (51,167)	\$ (77,306)	\$ (20,524)	\$ 49,818	\$ 134,912	\$ 234,324
Cash Flow:	\$ (51,167)	\$ (26,139)	\$ 56,782	\$ 70,342	\$ 85,094	\$ 99,412
Add back Depreciation	167	1,833	2,333	2,833	2,500	3,000
Deduct Capital Expenditure	(7,500)	(10,000)	(7,500)	(7,500)	(7,500)	(7,500)
Cash Flow	\$ (58,500)	\$ (34,306)	\$ 51,615	\$ 65,676	\$ 80,094	\$ 94,912