

**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: Seminole State College  
 Florida College System Institution President: Dr. E. Ann McGee

**PROGRAM SUMMARY**

1.1	Program Name:			
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 type="checkbox"/> Face-to-face	<input checked="" type="checkbox"/> Hybrid	<input type="checkbox"/> Online only
1.4	List the counties in the college's service district:	<u>Seminole County</u>		
1.5	Degree CIP code (4 or 6 digit):	<u>51.3801</u>		
1.6	Anticipated program implementation date:	<u>January, 2018</u>		
1.7	What is the primary associate degree pathway for admission to the program?	<u>A.S. Nursing</u>		

Incorporated in Rule 6A-14.095, Site Determined Baccalaureate Access Effective August, 2015

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.

Seminole State College proposes to develop and offer a Bachelor of Science in Nursing (BSN) for students who have completed the Associate of Science in Nursing (ASN) and who are eligible for licensure as a registered nurse (RN). This degree thereby is classified as an RN to BSN completion program. The curriculum will build on knowledge gained in the Associate Degree and will be sequenced so that students may complete the baccalaureate in four semesters as a full-time student or six to eight semesters as a part-time student.

The curriculum will be delivered in a hybrid format to promote professional role socialization and independent learning that will accommodate the schedule of a working RN. Coursework will focus on leadership and management, community health, pharmacology, research, patient centered care of vulnerable populations, evidenced based practice, interdisciplinary teams, diversity and global health concerns, quality enhancement, and health policy. The market for this new degree will be nursing graduates from Seminole State's service area.

## WORKFORCE DEMAND AND UNMET NEED

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

Students who graduate from an ASN program would advance into the BSN program as a career pathway. Additionally, current RNs in Seminole county with ASN degrees would also be able to return to complete the BSN. Area healthcare facilities in Seminole County such as Orlando Health-South Seminole, Florida Hospital-Altamonte, HCA Central Florida Regional Hospital, HCA Oviedo Medical Center, Health South Rehabilitation Hospital, and Nemours Children Clinic are all seeking nurses with baccalaureate degrees. Many of these institutions have mandated that baccalaureate degree nurses make up anywhere from 50 to 100% of their nursing workforce. In addition, there are vast employment opportunities for baccalaureate prepared nurses in areas such as nursing management, clinical specialist, education specialist, infection control, quality management, and care of acutely ill patients. The emergence of new nursing roles, such as health navigators, community health workers, health coaches, nurse researchers, health informaticians, and health insurance professionals

all require a baccalaureate degree in nursing, and, is resulting in more nurses being pulled from the bedside. Positions often have titles other than Registered Nurse. Nurse Practitioners and Nurse Anesthetists for example have titles other than RN, however the positions require the applicant be an RN as a criteria for consideration. Health Educators in hospitals and public health organizations are also typically registered nurses with advanced degrees such as the baccalaureate degree in nursing and beyond. In the appendices section of this proposal, is a letter from Seminole County Health Department (see page 98) indicating that the RN, BSN is an appropriate qualification for many of the jobs in public health, particularly health navigator, public health worker, health educator, and health diagnosing and treating practitioners, etc. In addition there is also a letter from Seminole County Public Schools (see page 102) which discusses their hiring of RNs with the BSN for many of the health specialty vocational teaching positions.

The 2010 Affordable Care Act calls for renovation of the existing health care system. These revisions recommend essential changes in the education and career pathways for nurses in order to meet the needs of health care environments which are becoming more complex. The Institute of Medicine (IOM)<sup>1</sup> report called for increasing the numbers of BSN prepared nurses from a national average of 50% to 80%, and to double the number of nurses with doctoral degrees by the year 2020 (see pages 109-116). In our state, the Florida Action Coalition (FLAC) has set forth a priority goal of increasing the percentage of baccalaureate prepared nurses to 80% by the year 2020<sup>2</sup> (see page 107), just three short years away. In order for Florida to achieve this goal, state colleges, like Seminole State must be able to contribute to the pool of greatly needed BSN prepared nurses.

Seminole State's BSN program would provide our graduates the opportunity to continue their studies towards the BSN while at the same time continuing their employment. The BSN would open doors for the graduate nurse to advance on their career pathway to a masters and doctorate in nursing if so desired. Having this pathway in place is essential to providing nursing faculty for Florida and Seminole County for the years to come.

### **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.**

#### Demand

The workforce demand for RNs and particularly baccalaureate educated registered nurses is strong in Seminole State College's Service district. Hospital administrators in our county inform us that the need will greatly expand within the next year and continue beyond. The direct CIP to SOC projected job openings is 149 as shown in Table A.1.1. These labor statistics include RNs and Nursing Faculty in Postsecondary institutions.

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<sup>1</sup> Institute of Medicine: The Future of Nursing: Leading Change, Advancing Health, 2010.

<sup>2</sup> Florida Action Coalition, <http://campaignforaction.org/state/florida/>

The Florida Center for Nursing estimates that about 10,000 new RN positions were created in Florida during 2016-17 alone, and the majority of these positions will be in hospitals and in the growing area of home health and ambulatory care. Further, according to the Florida Center for Nursing, Seminole County will require a minimum increase of 20.1% in registered nurses. A twenty percent increase in RN positions in Seminole County equates to 175 new positions.

According to the State College Projection Portal data for Seminole State College, the total RN job openings for the period between 2016 and 2024 is projected at 1166 additional openings, which is 136 more openings than the previous year. Annually the number of openings is 146, more than the 129 openings from the prior year's data.

The four largest health care employers of RNs in Seminole County (Florida Hospital-Altamonte, Orlando Health-South Seminole Hospital, Central Florida Regional Hospital and Oviedo Medical Center) were interviewed as a part of the regional RN planning process. These organizations, who are focusing on hiring BSNs for acute care hospitals, estimate that in fact there is a need for an additional 160 BSN graduates *annually* in Seminole County hospitals. These additional BSN positions are the result of the expansion of healthcare services in Central Florida, higher hospital bed occupancy rates and the greater acuity of patients cared for in Seminole State College's service district.

The narrative in Section 3.3 details many of the current and projected facility expansions which will further drive the demand for RNs with the BSN. It is important to note that only acute care hospitals were included in this survey. The expanding home health care industry, rehabilitation hospitals, public health organizations, insurance companies, long term care facilities and many ambulatory health care facilities, such as the emerging Walgreen's mini clinics, were not surveyed. It is anticipated that these industries will further push the demand for BSN prepared RNs in Seminole County.

In addition the portal for Seminole County also shows a 46% increase in the number of Nurse Practitioners needed. The only route to the Nurse Practitioner is through a BSN in Nursing. According to Steven Kropp, DEO, (MyFlorida), the number of Nurse Midwives is also expected to continue growing in Seminole County.

Exacerbating the coming crisis, the latest EMSI report projects that 25% of Florida's current RN workforce is at or near retirement<sup>3</sup>. Moreover, EMSI also found that, while there are over 3000 jobs for RNs posted monthly in Florida, a mere 21% are ever reported as filled. These facts taken together lead to our healthcare industry's great concern that job opening numbers for RNs and BSN's in particular are greatly underestimated.

The Institute of Medicine's 2010 report *The Future of Nursing: Leading Change, Advancing Health* set a goal of having 80% of employed Registered Nurses with a baccalaureate degree or higher by the year 2020. In referring to increasing the number of baccalaureate educated nurses, the IOM summarized, "In addition to increased numbers of BSN educated nurses, schools of nursing must build their capacities to prepare more students

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<sup>3</sup> EMSI, a CareerBuilding Company. [www.economicmodeling.com](http://www.economicmodeling.com)

at the graduate level who can assume roles in advanced practice, leadership, teaching and research.” (IOM, 2010, pp.4).

In a national survey conducted by the IOM, over 70% of hospitals stated that they would give preferential hiring treatment to those nurses with a BSN. The demand for nurses with BSNs is so great in Florida, that according to The Florida Center for Nursing many hospitals (43%) with currently employed RNs, who lack the BSN, say they will allow their RNs only five years to attain the BSN (see page 96). Locally we have seen an even stronger move to have the BSNs as the primary employed RN. Our area hospitals have made it a practice to either hire the BSN graduate or an ASN RN who is within a semester or two of attaining their BSN degree. Hospitals are using pay differentials and bonuses to attract and retain the BSN graduate. Graduates with the Associate Degree alone, who are not pursuing their baccalaureate degree in nursing are having a very difficult time in finding employment at one of our service area hospitals.

### Supply

The supply of BSNs for Seminole County is inadequate to meet the needs and demands of our healthcare partners. Currently there is only one institution of higher education, Remington College/ECPI that provides the BSN in Seminole County.

Remington College is a private institution that offers the BSN at a cost in excess of \$42,000 (see page 105). Remington College produces an average of 86 graduates per year<sup>4</sup>. The program is designed so that one must already have a bachelor degree prior to being admitted. The program design of Remington College completely eliminates any opportunity for Seminole State ASN graduates from participating in this much needed career pathway. Demographic data for Remington College is not available, however in verbal and written correspondences with the Director of Nursing for Remington College, Dr. Tony Pennington, he estimates that approximately 20 % of Remington students are from out of state, and many others may not be Seminole County residents. He further states that out of state and out of county graduates are more apt to leave the county for employment back home. Counting the full number of Remington College graduates in the supply data is misleading, as these graduates may never be employed in Seminole County. These concerns are confirmed in Dr. Pennington’s Letter of Support and attached email (see pages 94 & 106). For the purposes of this proposal and to give an accurate view of supply data the number of Remington College graduates should be documented is 69/per annum rather than the 86 which is reported in Table A.1.2 *Supply: National Center for Education Statistics, Integrated Postsecondary Education data System*.

The University of Central Florida (UCF), the regional state university, and Seminole State College have a partnership to offer a concurrent BSN program. Understanding the growing demand for the BSN nurse, UCF has fully endorsed Seminole State College’s proposal for a BSN program that builds upon the AS degree in Nursing (see page 95).

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<sup>4</sup> <https://www.ecpi.edu/press/ecpi-university-acquires-college-nursing-orlando>

## Unmet Need

Ms. Sheryl Dodds, Senior Vice President and Chief Clinical Officer for the Florida Hospital System, estimates that the Florida Hospitals in Central Florida will need an additional 1000 BSN graduates annually over the next two years. This expansion of the number of RN positions translates to an additional 64 BSN positions for each of the next two years at Florida Hospital Altamonte *alone* (SSC's service district area). This additional demand for BSN graduates is over and above the 63 documented in Table A.1.3 *Estimates of Unmet Need*.

Additionally:

- Data from EMSI and The Florida Center for Nursing (FCN)<sup>5</sup> document a 22.4% increase in the number of jobs for RN's by 2023, with a strong preference for the BSN graduate.
- In a study comparing the number of BSN or higher RNs nationally, the State of Florida lags in this category by more than 10% of the national average (FCN, 2016).
- Our hospital partners estimate an unfilled need of 1000 – 2000 BSN graduates annually, with approximately 250 of these openings in Seminole County.
- Adding to the shortage of BSN graduates is that the average age of both hospital nurses and nursing faculty is approaching retirement age, with 25% of the nursing (hospital and faculty) workforce expected to retire within the next ten years.
- There are several hospital facility expansions currently going on in Seminole State's Service District which are detailed in 3.3.
- According to one of our local hospital executives, hospital bed occupancy rate is increasing. Mrs. Wendy Brandon, the CEO of Central Florida Regional Hospital, estimates that an additional 18 RN positions over projections, are needed in her facility this year alone due to increases in hospital occupancy rates (see page 85-86). Fifteen of these vacancies are desired to be BSN graduates.

The unmet need as illustrated in Table A.1.3 is estimated at 63 open unmet positions in the Florida Department of Economic Opportunity (DEO) direct SOC to CIP data. Using the total RN positions and accounting for the new hospital expansions the unmet need increases to more than 230 openings annually. This number, we believe, remains underestimated as documented by data presented in the preceding narratives.

Source	Openings and Additional Need Jobs
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<sup>5</sup> <https://www.flcenterfornursing.org/StatewideData/FCNNurseDemandReports.aspx>

DEO Direct SOC	149
Florida Hospital Altamonte: Seminole County	64
Central Florida Regional Hospital Inc. Occupancy Rates	18
Orlando Health-Lake Mary	14
Total	245

**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).**

In June of 2016 a regional nursing consortium was formed in Central Florida to address the current and growing shortage of RNs particularly those with BSNs. The consortium consisted of executive leadership from our area healthcare organizations, CareerSource, representatives from the three regional state colleges and our state university, UCF. Ms. Ann Peach, MSN, RN, NEA-BC, Vice President and Partner, Future Vision Group, LLC, facilitated and lead the group and its activities. Ms. Peach conducted 25 healthcare industry leader interviews within Seminole State College’s Service District. The consortium held a Regional Nursing Summit on September 12, 2016. Data presented at the summit, derived from these interviews and extensive research provided by Mary Lou Brunell RN, MSN, Executive Director of the Florida Center for Nursing, acknowledged that there is a large and growing shortage of registered nurses, particularly BSN graduates, in Seminole State College’s Service District.

This consortium, through extensive research and interviews with those responsible for hiring RNs, determined that between 200 – 300 additional nursing graduates are needed annually in Seminole State College’s service district, and, that 80% (160 – 240) of these graduates should be BSNs. This information demonstrates that the need for BSNs may be much greater than represented by the DEO employment projections<sup>6</sup> as some employers prefer to hire BSNs for positions such as health educators and informatics nurse specialist.

Planned hospital and medical health care center expansions are also creating significant pressure on the need for RNs. Seminole County has several projects either recently completed or projected which will further increase the need and unmet need for BSN nurses well over the 63 projected in A.1.3.

Some examples of planned or recent expansions in Seminole County include but are not limited to:

<sup>6</sup> Florida Department of Economic Opportunity, <http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/employment-projections>

- Central Florida Health Services LLC ([www.oviedomedicalcenter.com/](http://www.oviedomedicalcenter.com/)) is building a new hospital in Oviedo, the 84 bed acute care facility is scheduled to open late 2017. The new facility is adjacent to HCA's freestanding emergency room which opened in 2014 (Orlando Sentinel 09/24/15).
- Florida Hospital ([www.floridahospital.com/lake-mary-ed](http://www.floridahospital.com/lake-mary-ed)) recently opened a free standing ER in Lake Mary with more than 25 emergency room beds and all required services.
- Central Florida Health Services LLC (CFRH) (<http://centralfloridaregional.com/service/trauma>) recently opened a Level II Trauma Center. The impact of having a trauma center at the hospital has increased the occupancy rate at CFRH. The CEO of Central Florida Regional Hospital states that this year an additional 18 RNs are needed to cover the increased occupancy rate, and that her preference is to hire BSN graduates.
- Orlando Health (<http://orlandosentinel.com/health/os-orlando-health>) recently announced the construction of a 90,000 square foot ER facility with future expansion to include an acute hospital.

Through these expansions and additions, the number of hospital beds in Seminole County is projected to increase by over 100. According to the Journal of Nursing Administration<sup>7</sup> *equivalents per occupied hospital bed in the United States by ownership in 2014*<sup>8</sup>, found that the number of RNs needed per hospital bed ranged between 2.98 to 3.63 depending upon hospital ownership (private/public). Using this research, it is projected that Seminole County will need approximately 245 additional RNs, to provide adequate and safe care for the increased number of patients. One hundred and eight-four (184) of these RN positions will need to be educated at the BSN level.

All of the expansion data noted above supports our partner hospitals' position that approximately 200-300 additional RN's are actually needed in Seminole County, with 160-240 requiring the BSN.

**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 DEO report identifies that the degree for the RN is at an associate degree<sup>9</sup>. However, based on the data provided by the largest healthcare organizations in Seminole County: Florida Hospital, Orlando Health, Oviedo Medical Center and HCA Central Florida Regional Hospital, we know that the BSN is the industry's preferred degree, and that the need for the baccalaureate is critical in Seminole County (see hospital letters pages 85-93). The only occupation in the direct CIP to SOC occupations that is below the bachelor degree level is the Registered Nurse. The Registered Nurse is considered both an associate's degree and

<sup>7</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3201819/>

<sup>8</sup> The Statistics Portal, <https://www.statista.com/statistics/325303/hospital-staffing-ratios-by-fte-per-occupied-bed-by-mhs-ownership-in-the-us/>

<sup>9</sup> Florida Department of Economic Opportunity, <http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/employment-projections>

bachelor degree level occupation. The Registered Nurse is ranked in the Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, Employment Projections Program, Forecast to 2023 *Bachelor's Degree Statewide Demand Lists* as an occupation with significant growth for now and the future. Registered Nurse is ranked as:

- #1 in Largest Occupations
- #1 in Occupations with the Most Gains
- #20 in Fastest growing Occupations.

Our hospital partners agree that the bachelor degree is the preferred degree for the Registered Nurse. In the more than 25 interviews, conducted in preparation for the Regional Nursing Summit, our area's health care facilities' voiced a strong preference for hiring baccalaureate prepared nurses. While the Associate Degree nurse has been the backbone of hospitals for many years, the hospital and nurse administrators interviewed from Seminole County were unanimous in stating that they have shifted the focus of their hiring to the BSN graduate. In the majority of cases, our healthcare organizations state that they target the hiring of BSN graduates and differentiate salaries by degrees.

Of the 149 current openings in Seminole County, five require a master's degree in nursing while for the remaining 146 openings our hospital administrators state that their clear preference is to hire the BSN graduate. Given that all of these hospitals are seeking Magnet Status, the hiring of the BSN graduate is a mandate. Magnet Status is awarded to a healthcare organization that demonstrates excellence in patient care by providing exceptional nursing care. A recent correspondence from Ms. Kathy Black, Chief Nursing Officer for Orlando Health, requests Seminole State College's attendance at a career fair designed to assist their RN's with progression to the BSN. In her letter, Ms. Black states "we would like to expand our bachelor degree rates for nurses from the current 67% to 72% by October 2018. Our ultimate plan is to meet the IOM recommendations of 80% BSN by the year 2020." Her email (see page 119) is included in the Supporting Documents section of this document

In addition our area hospitals are pursuing Magnet Status; this is one of the major driving forces in their desire to hire more BSN graduates.

## PLANNING PROCESS

### 4.1 Summarize the internal planning process.

Multiple college wide meetings were held at all levels of the college over the course of the past two years. These meetings are documented in the tables provided. Meetings include, the full nursing faculty, all healthcare faculty, representatives from the School of Business, Health and Public Safety administration, Arts and Science faculty, (particularly the biological sciences), Student Affairs, Student Support Services, Library Resources, Business Office, eLearning, Institutional Research, Workforce Support personnel, Academic Leadership, Facilities, Executive Staff, the College Foundation, and the Board of Trustees.

magnet hospital. (n.d.) *Medical Dictionary for the Health Professions and Nursing*. (2012). Retrieved May 16 2017 from <http://medical-dictionary.thefreedictionary.com/magnet+hospital>

All college faculty and staff give strong support for the BSN proposal. Mrs. Wendy Brandon, CEO of HCA Central Florida Regional Hospital and a Seminole State Board of Trustee Member, was a full participant in the Regional Nursing Summit which helped craft strategies to meet the need for additional BSN graduates for the region and importantly for Seminole County.

On December 5, 2016, Seminole State's Board of Trustees unanimously endorsed SSC's BSN proposal.

#### **4.2 Summarize the external planning process.**

As one of the Direct Connect Partners with the University of Central Florida, Seminole State College is one of the founding members of The Consortium for Academic Coordination Committee (CACC). The CACC and its subcommittee, The Regional Workforce Group are comprised of representatives from UCF, Seminole State College, Valencia College, CareerSource, Lake Sumter and Brevard College. The CACC is charged with planning academic programs from a regional perspective and it has a particular focus on baccalaureate degrees. As part of the coordinated process all new baccalaureate degrees are submitted to The Regional Workforce Group, of which Seminole State is a member. If it is demonstrated that there is adequate labor demand for a particular baccalaureate degree, it is forwarded to the full CACC.

In support of the CACC and its work, a regional planning group of the three state colleges; Seminole State College, Valencia College and Lake Sumter State College worked collaboratively to assemble workforce data, and to develop a curriculum model for the proposed BSN that would be most efficient in terms of educating BSN graduates to meet local service districts and Workforce Region 12 needs.

What follows are chronological dates of work for the CACC, The Regional Workforce Group (RWG) and the Regional Planning Team (RPT) of the three state colleges.

Significant Dates of related external meetings of the three groups:

April 29, 2016- The CACC reviewed its charge and clarified the work flow process for consideration of new baccalaureate degrees. Dr. Jeff Jones, Vice Provost for Regional Campuses, UCF and Dr. Susan Ledlow, VP, Academic Affairs & Planning, Valencia were selected as Co-Chairs. The Committee elected to hold meetings after the baccalaureate liaison meetings at the Council of Instructional Affairs for the Florida College System. The group also agreed that because the APPRiSe process and approval from SACS takes over a year, Consortium members could submit pre-proposals for new degrees into APPRiSe before CACC approval.

June 8, 2016 – CACC members agreed upon the principles by which decisions would be made, with workforce need being first on the list of criteria. The Regional Workforce Group (RWG) was commissioned by CACC. Members of the Workforce Group included Dr. Angela Kersenbrock, Seminole State College, Dr. Eugene Jones, Lake Sumter State College

and Dr. Nasser Hedayat, Valencia College. Committee members also included representatives from UCF and other state colleges of DirectConnect. The Regional Workforce Group outlined the types of data that might be considered in addition to the labor market data available, such as employer surveys, industry reports, and changes in certifications or education levels required for employment. CareerSource Central Florida was invited to the meeting and it was agreed to have representatives of all DirectConnect regions going forward at CACC meetings. Consortium members shared plans for new degrees.

June 29, 2016 – Representatives from the three Region 12 state colleges (Valencia College, Seminole State College of Florida, and Lake Sumter State College) met with Anne Peach, Future Vision Group, LLC for planning for the new BSN degrees.

July 6, 2016 – The Regional Workforce Group reviewed Seminole State's service area workforce demand, supply, and unmet need data, and unanimously agreed to forward the findings to the full CACC.

August 26, 2016 – Representatives from Region 12 state colleges (Seminole State College of Florida, Lake Sumter State College, and Valencia College) met with Anne Peach, Future Vision Group, LLC for curriculum and program planning.

September 12, 2016 - The state colleges working together with the major healthcare employers, healthcare leaders and the University of Central Florida held a Nursing Summit. In preparation for the Summit, interviews with the major healthcare employers in the region were conducted. A review of state and regional nursing workforce supply and demand data, trends, and forecasts was reviewed. Based on the data and interviews, the conclusion was that the need for nurses will continue to increase in Region 12 over the next ten years with predicted shortages in specialty areas. Most health care leaders agreed that the employees of choice are those nurses with a BSN degree or above.

September 12, 2016 - The CACC reviewed the nursing data from The Regional Workforce Group and supplemental data provided in the Region 12 Nursing Summit. The Deans of Nursing from Eastern Florida, Lake-Sumter, Seminole, Valencia, and UCF were invited as guests to the meeting to present their needs and concerns. The committee decided that more internal dialog was needed at the respective institutions and deferred the decision until the next meeting.

October 24, 2016 - Following the Nursing Summit, a Regional Planning Team of the CACC met to discuss possible recommendations to the state college presidents. The team included educational leaders from UCF, Lake-Sumter, Seminole and Valencia, along with healthcare leaders of the largest healthcare providers. The group unanimously supported investigating the opportunity to offer the BSN degree at the three State Colleges (Lake-Sumter State College, Seminole State College, Valencia College) in addition to keeping the UCF concurrent program intact.

October 31, 2016 - The CACC endorsed the BSN proposal by Seminole State College with the caveat that Seminole State would continue its concurrent nursing program with UCF. It was decided that the three colleges in Region 12 would submit their proposals to DOE together and use the same workforce data. Eastern Florida will submit their proposal individually as their workforce data is in Region 13.

November 3, 2016 – A five hour meeting was held to discuss curriculum, staffing, facilities, capacity for students, and cost of BSN programs at each of the three state colleges. Representatives included: Nasser Hedayat, Joan Tiller, Angela Kersenbrock, Cheryl Cicotti, Eugene Jones, and Anne Peach.

November 16, 2016 – Representatives from Region 12 state colleges (Valencia College, Seminole State College of Florida, and Lake Sumter State College) met with Anne Peach, Future Vision Group, LLC for program planning.

December 16, 2016 - Anne Peach conducted a Regional BSN Nursing Consortium Planning Meeting to develop one method to submit data to the state and continue the “consortium approach” to demonstrate a regional plan. Attending: Cheryl Cicotti and Angela Kersenbrock of Seminole State College, Sue Fagan, Nasser Hedayat, Risë Sandrowitz, and Joan Tiller of Valencia College, and Douglas Wymer of Lake-Sumter State College.

January 20, 2017 – Representatives from Region 12 state colleges (Valencia College, Seminole State College of Florida, and Lake Sumter State College) met with Anne Peach, Future Vision Group, LLC for program planning.

March 24, 2017 – Representatives from Region 12 state colleges (Valencia College, Seminole State College of Florida, and Lake Sumter State College) met with Anne Peach, Future Vision Group, LLC for program planning.

In summary, the Regional Nursing Consortium Team was created to address the RN and BSN vacancies that exist in Central Florida. Through the consortium’s efforts, a plan was developed to address, not only the need for RNs, but the urgent need for more BSNs. The consortium sponsored a Regional Nursing Summit, held in September of 2016, which brought together 60 individuals representing higher education, the Region 12 Workforce Board, and the area’s largest healthcare organizations. The Summit and Consortium were led by a consultant, a former Chief Nursing Officer from the Orlando Health Organization, Mrs. Anne Peach. The major recommendation of this summit was that the state colleges in Central Florida (Seminole State, Valencia, and Lake Sumter) and the regional university, UCF, work together to meet the growing healthcare needs, particularly for the BSN, of our region. There was a thorough data based discussion of the issues and potential solutions to the RN and BSN shortage. At the conclusion of these meetings unanimous agreement was reached on the following recommendation:

*“Offer the ADN and BSN degrees at the three State Colleges (Lake- Sumter State College, Seminole State College, Valencia College) in addition to keeping the UCF concurrent programs.”*

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

<b>Engagement Activities</b>	<b>Date(s)</b>	<b>Institution</b>	<b>Description of activity</b>
APPRISe	5/5/2016	Seminole State College	
Public universities in college's service district	6/15-11/16	University of Central Florida	Seminole State's leadership team has held multiple meetings with UCF's academic leadership regarding SSC's proposal to start the BSN program. UCF is in full support of Seminole State's proposal.
Regionally accredited institutions in the college's service district	11/16/16	Remington College (ECPI University)	Phone discussion with Dr. Anthony Pennington, the Director of Nursing at Remington College (now ECPI) fully supports Seminole State College in its development of the BSN. He stated that the two institutions serve very different students. Remington offers an accelerated program to nursing for those who already have a bachelor degree other than nursing. SSC's program is geared towards the AS Nurse graduate who wishes to pursue the BSN.
Private Colleges in Service District	3/Institute of medicine 6/2017	Remington College	Letter of Support
Telephone Discussion re: NOI	5/9/16	Dr. Angela Kersenbrock – Seminole State College, Dr. Cheryl Cicotti – Seminole State College.	Posting of NOI for BSN in Apprise system Development of program description.
Orlando Health Hospital	5/24/16	Andy Gardiner – Orlando Health Claire Fournier – Orlando Health Dr. E. Ann McGee – Seminole State Dr. J. Sarnovsky – Seminole State Dr. Cheryl Cicotti – Seminole State.	Discussed the need for a BSN and the consortium to determine actions and strategies needed to meet need for BSNs.
Nursing Faculty Curriculum	6/16/16	All Nursing Faculty	Discussed initial meeting of the consortium and plans for a BSN summit in the fall.
Telephone Conference	6/27/16	Dr. Angela Kersenbrock – Seminole State College, Dr. Cheryl Cicotti – Seminole State College.	Follow up discussion about consortium plans.
Meeting	6/29/2016	State colleges meet with Ann Peach	Planning new BSN degrees
Regional Workforce Group Meeting	7/6/2016	Regional Workforce Group	Review of Seminole State labor date

<b>Engagement Activities</b>	<b>Date(s)</b>	<b>Institution</b>	<b>Description of activity</b>
Executive Staff Meeting	7/16/16	Seminole State Executive Staff Dr. E. Ann McGee, President Dr. Laura Ross, VP Academic Dr. Joe Sarnovsky, EVP CFO Dr. Dick Hamann, CP Student.	Exec Staff gives full support for BSN.
SSC Foundation Meeting	7/16/16	Dr. John Gyllin Dr. Kersenbrock Dr. Cicotti.	Discussions with Foundation regarding support for the BSN at Seminole State.
Seminole State Nursing Curriculum Meeting	7/13/16	Dr. Cheryl Cicotti Lydia Gaud Dr. Lori Theodore Jane Muszynski Sheron Rowe Naomi Rivera Jessica Shearer Alison Sutton Patti Yorty Randy Jackson Marilyn Wells Donna Tryan Tangela Evans Ilona Sheplan Leslie Sammarco, Megan Ward – Student.	Discussed planning process for BSN curriculum. Several faculty members volunteered to work with the Dean's curriculum planning group.
Nursing Deans Curriculum Planning Group (Seminole, Valencia, Lake Sumter)	7/20/16	Dr. Cheryl Cicotti, Seminole State Dr. Lyne Chamberlain, Seminole State Jessica Shearer, Seminole State Cindy Griffin, Lake Sumter State Nicole Tinny, Lake Sumter State Robyn Winship, Lake Sumter State Rise Sandrowitz, Valencia College Ruby Alvarez, Valencia College.	Group met to discuss: <ul style="list-style-type: none"> <li>- Structure of the BSN</li> <li>- General Ed requirements</li> <li>- BSN core courses</li> <li>- BSN electives</li> <li>- Collaborative nature of the curriculum between the three institutions</li> <li>- Given follow up assignments for development of specific courses</li> </ul> Next meeting: 8/25/16
Seminole State Nursing Department Meeting	8/19/16	Dr. Cheryl Cicotti, all FT faculty members, 28 adjunct faculty members.	Discussion on progress of consortium group. Reviewed faculty education survey and revised findings.
Seminole State Academic Leadership	8/19/16	Academic Leadership SSC.	Academic Leadership Team gave its full support of the college pursuing of the BSN.

<b>Engagement Activities</b>	<b>Date(s)</b>	<b>Institution</b>	<b>Description of activity</b>
Nursing Deans' Curriculum Planning Group from Region 12, with Ms. Ann Peach, Future Vision Group	8/26/16	Dr. Cheryl Cicotti, Seminole State Dr. Lyne Chamberlain, Seminole State Jessica Shearer, Seminole State Cindy Griffin, Lake Sumter State Nicole Tinny, Lake Sumter State Robyn Winship, Lake Sumter State Rise Sandrowitz, Valencia College Ruby Alvarez, Valencia College. Ms. Ann Peach, Future Vision Group	Meeting to review progress of curriculum development. Course content assignments distributed. Need for decision on textbooks discussed.
Regional Nursing Summit	9/12/2016	Hospital partners, higher education representatives, state colleges, etc	Collaborate on solutions for nursing shortage, and need for BSNs
Telephone Conversation	10/9/16	Dr. Cicotti, Anne Peach.	Planning for next steps in BSN process. Review of methods to collect data from colleges.
Emails	10/10 – 12/16/16	Dr. Cicotti, Anne Peach, A. Kersenbrock.	Continued planning for next steps (see above).
Emails Telephone Conversations	10/12-16	Dr. Angela Kersenbrock – Seminole State Dr. Jones – Lake Sumter State Dr. Hedayat – Valencia College.	Planning for BSN and NOI.
Meeting	10/24/16	Dr. Angela Kersenbrock – Seminole State Dr. Jones – Lake Sumter State Dr. Hedayat – Valencia College	Planning for BSN and NOI.
CACC Meeting	10/31/2016	CACC committee	Review and approve SSC nursing proposal
Emails	11/09/16	Dr. Jeff Jones, UCF	Email documenting UCF support of the state colleges to pursue the BSN.
Emails	11/11/16	Dr. Cheryl Cicotti, Nicole Tinny, Rise Sandrowitz. Nursing Deans.	BSN proposal process, teach out commitment from partner colleges.
BSN Meeting	11/15/16	Dr. Kersenbrock, Dr. Cicotti.	BSN budgeting, Notice of Intent development.
Meeting	11/3 & 16 /2016	Meeting with Anne Peach, the Consortium facilitator, Dr. Laura Ross VP Academic Affairs, Dr. Angela Kersenbrock & Dr. Cheryl Cicotti.	BSN resource planning & expansion of ADN planning.

<b>Engagement Activities</b>	<b>Date(s)</b>	<b>Institution</b>	<b>Description of activity</b>
Meeting with Ann Peach, Future Vision Group	12/16/16, 1/20/17, 3/24/17	Meeting between the 3 state colleges, N. Hedayat - Valencia, A. Kersenbrock – Seminole State & E. Jones – Lake Sumter.	Collaboration on NOI, BSN planning and ADN expansion plans. Resource sharing and discussions.
Meeting	3/20/17- 4/5/17	A. Kersenbrock, C. Cicotti, J. Cooper, N. Pharm (Business office).	Discussion of costs and revenues for BSN.
Meeting	3/31/17	A.Kersenbrock meeting with N. Hedayat.	Collaboration on the BSN between Valencia College and Seminole State.

## **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.**

Since 2010-11 state colleges, in general, have not been provided additional state funding for baccalaureate degree programs. Additionally funding based on enrollment growth lags behind actual enrollment, therefore, this new program will be funded through a combination of student tuition and fee revenue and foundation dollars. In the unlikely event that these funds would be inadequate to sustain the program, the College maintains adequate reserves that the Board of Trustees could designate for the first years of the start-up phase of the new programs.

Program revenue is based on in-state student enrollment tuition and fees. There are no tuition increases projected for the first four years of the program, illustrated in Table A.2. One can see from Table A.2., that the college projects a deficit of \$77,212 during Year 1 of the program. This assumes a Spring Term soft start. Although all resources will be in place we feel it is wise to start with a smaller enrollment group that first semester. Our experience with our six baccalaureates informs this decision and has contributed to making Seminole’s baccalaureate programs successful in terms of enrollment, retention, completion and placement.

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

With the goal of meeting our area hospitals’ need for BSN graduates by 2020, Seminole State, Valencia and Lake Sumter Colleges worked together to determine the number of students each college would need to admit over a four year period in order to achieve the requested goal.

With this in mind, as well as resources available, our ability to expand and our current student body’s desire for the BSN, Seminole State has determined a plan that is both achievable and efficient while maintaining a high level of quality. Section 10.11 illustrates how the program will be designed to be completed in four semesters. We estimate that on

average students will complete the program in four semesters. Table A.2. shows the number of students admitted each year for the first several years of the program. The current retention rate of Seminole State’s ASN program is approximately at 80-84 %, one of the highest in the nation. It is anticipated by the faculty that the retention and completion rates for the BSN program will be at or near 100%, since these students will have already completed a rigorous program consisting of the sciences and clinical coursework. College personnel and the Nursing Dean, Dr. Cheryl Cicotti, are confident that the admission numbers will be achieved. Currently there are well over 1000 students at Seminole State who indicate that they are here waiting admission into the nursing program. The resources required to educate these admitted students are detailed in Table A.2.

The College has a full complement of health focused library resources and technology equipment, therefore additional expenditures are not estimated to be exorbitantly high during the initial start-up years. During years three and four, technology funds will be used to purchase laptops for student testing. The current estimates included in the budget are based on faculty requests and their associated cost. Student tuition and fees are expected to cover programmatic costs.

Operating expenses are based on other health related AS degrees as well as the new Bachelor in Health Sciences. Academic administrative costs will be allocated for a program manager to lead the new BSN. Since this program is for those who already possess an RN license, we do not anticipate that skill lab materials to be very high in comparison to other health programs.

Travel funds, professional services and accreditation funds will be used for faculty and administration to visit other more established programs to ascertain best practices and to prepare and submit for ACEN accreditation.

## 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:	\$104.38	X	Credit hours	90	=	\$9394.20
Tuition & Fees for upper division:	\$119.91	X	Credit hours	30	=	\$3597.30
Tuition & Fees (Total):				120	=	\$12,991.50

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

Not Applicable

Institution Name:

Tuition & Fees:	\$	X	Total Cr. Hrs.	X	=	\$
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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: Remington College (ECPI)

Note: Students must have already completed a baccalaureate degree, and all common course prerequisites, including sciences. See Appendices

Tuition & Fees:	\$	X	Total Cr. Hrs.	X	=	\$42,030
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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:	(May 5, 2016)
7.2	Board of Trustees approval:	(December 5, 2016)
7.3	Notice of Intent:	(January 31, 2017)
7.4	Completed proposal submission:	(April 30, 2017)
7.5	Targeted State Board of Education consideration:	(July 17, 2017)
7.6	SACSCOC accreditation at a more advanced level:	N/A SSC is already approved as a Level II institution. (Substantive change Approval June, 2017)
7.7	Targeted initial teacher preparation program approval (if applicable):	(N/A)
7.8	Targeted date upper division courses are to begin:	(January, 2018)

**FACILITIES AND EQUIPMENT SPECIFIC TO PROGRAM AREA**

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

SSC's existing facilities and equipment will support the proposed BSN program. The program will be housed at the Altamonte Springs campus<sup>10</sup>. The major focus of this facility are the health sciences programs. This 100,000 square foot building has state-of-the-art smart classrooms, laboratories, two fully equipped healthcare simulation labs, four clinical labs, a medical office simulation space, a fully-equipped apartment for public health/home

<sup>10</sup> <https://www.seminolestate.edu/altamonte-springs/>

health care practice and a media center with discipline-specific resource areas, all in a completely wireless environment.

The SSC's Altamonte Springs campus has a full service library, an academic success center, café, bookstore, full service student affairs area, and print shop. There are 15 classrooms, seven computer classrooms, and one auditorium which holds 115 students. Students can access the network from remote locations to continue their studies.

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

During the initial startup period (one to four years) no new facilities are needed for this degree. The College's recent strategic realignment has resulted in one of the larger classrooms becoming available for nursing at the SSC Altamonte Springs Campus.

Future development of the Altamonte Springs Campus will include the addition of facilities on the 42.5 acre site to increase access to higher education by residents of Seminole County. Pending final approval in June of 2017, the second building at the Altamonte Springs Campus, being built by a private developer, is scheduled to break ground in early 2018 with a tentative opening date in early 2020. Seminole State College will be leasing a portion of this building, so, while plans are still under development, we expect the nursing program to utilize approximately 54,500 square feet in classrooms, simulation labs and office space. This additional space will more than adequately support the addition of the baccalaureate program and other growth plans for nursing.

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

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

Seminole State College's Library<sup>11</sup> provides materials and services at four campuses. The Libraries house a collection of 215,000 total items consisting of 18,000 eBooks, access to scholarly online journals and 123 online databases. Services include selection, acquisition, cataloging, circulation, instructor reserves, intra-campus and interlibrary loan, professional reference service and embedded librarians. The libraries provide student access to more than 200 computer workstations, wireless internet access, and study rooms. Library service, available via the Library website, includes a discovery service for book and database access, library account access, video tutorials and online reference services. The nursing collection includes 7,900 print titles, access to 32,000 health/nursing related videos and hundreds of nursing related books.

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

During the planning process for the BSN program, current library resources were reviewed

<sup>11</sup> <https://www.seminolestate.edu/library/>

and new resources were identified by faculty and staff. A recommended core library collection to support the BSN program has been compiled, \$8000.00 allocated over the next four years is included in Table A.2, Revenues and Expenditures, to procure the required resources for the first four years of the program. As with all of our degree programs, materials are acquired primarily to directly support the curriculum of the College. The teaching faculty and librarians work collaboratively on both collection development and maintenance to ensure that learning outcomes for the BSN program will be fully supported by the collection. This program will be designated as a collection development priority during program startup and accreditation. The collection development will comply with SACS for library and media support.

## **ACADEMIC CONTENT**

### **10.1 List the admission requirements for the program.**

Applications for Seminole State College's BSN degree program will be accepted for Fall, Spring, and Summer terms. There is no application fee and admission to the program will be open to all applicants who meet the following requirements:

- Prospective students must submit a college application to the Bachelor of Nursing program and have a 2.5 or higher GPA in previous course work.
- Graduation from a regionally accredited Associate in Science Degree in Nursing program.
- Eligible to sit for the NCLEX licensing exam (students must have an unrestricted and unencumbered RN licensure prior to enrolling in coursework with a clinical component). Students who do not pass the NCLEX exam will be required to sit out of the curriculum until the exam is passed.

All lower division courses can be taken at Seminole State College or any other Florida State College by prospective applicants prior to admission to the BSN program.

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

Seminole State College will adhere to the established Southern Association of Colleges and Schools Commission on Colleges (SACS) guidelines<sup>12</sup> as follows: at least 25% of the upper division coursework will be taught by faculty with terminal degrees. For the BSN at Seminole State College it is anticipated that 50% of the courses will be taught by nursing faculty with terminal degrees. The percentage will increase as more of the current nursing faculty complete their doctoral degrees in nursing.

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

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<sup>12</sup> <http://www.sacscoc.org/principles.asp>

Enrollment is projected to be 64 enrolled students in the first year, 136 enrolled in the second year and 176 students enrolled during year three. Based on prior new baccalaureate program implementation history at Seminole State College, it is anticipated that the student/teacher ratio will be approximately 30 students to one faculty member. The clinical courses will utilize the preceptor model with a ratio of 1 faculty to 18 students and will follow professional accreditation guidelines. Clinical courses are signified with an asterisk on the curriculum page and have the C designation on the course number.

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

Seminole State College is currently accredited as a Level II institution by the Southern Association of Colleges and Schools, Commission on Colleges (SACS-COC). It is anticipated that Seminole State College will submit the SACS substantive change document in parallel (April, 2017) with the final submission of the FL.DOE Baccalaureate in Nursing Proposal. As required by SACS, the degree will not be offered without prior SACS approval.

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

Not applicable.

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

Seminole State’s Associate in Science degree in Nursing is accredited by the Accreditation Commission for Education in Nursing (ACEN). SSC will seek accreditation for the Bachelor of Science in Nursing program from the same agency.

**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 of 2017-2018.

Accreditation Timeline	
Semester	Activity
August 2018	Submit candidacy packet
December 2018	Receive permission to apply for accreditation
January – April 2019	Write self-study
May 2019	Submit self-study
Spring 2020	Site visit
Fall 2020	Full accreditation awarded

**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. 51.3801 Nursing Track 2/2

Most of the common prerequisites are part of the Associate of Science in Nursing degree. The complete list of required courses and accepted variation is in Appendix N. Seminole State College will accept any courses listed in the Common Prerequisites Manual. These courses are:

- BSCX085C – BSC2093C Anatomy and Physiology I
- BSCX086C – BSC2094C Anatomy and Physiology II
- CHMXXXX – CHM 2045C General Chemistry I or CHM 2210C Organic Chemistry I
- DEPX004 – DEP2004 Developmental Psychology
- HUN2202 Human Nutrition and Diet Therapy
- MCBX010C – MCB2010C Microbiology or MCB2005C Microbiology for Health Professionals
- PSYXXXX – PSY 2012 General Psychology
- STAX014 – STA 2023 Statistical Methods

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

Not applicable.

**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:**

*Bachelor of Science in Nursing  
Seminole State College of Florida*

<b>Semester One</b>		
Science	Physical Science (General Education)	3
STA2023	Statistical Methods (General Education)	3
SPC1608	Oral Communications (General Education)	3
NUR3825	Professional Role Transition	3
<b>Subtotal</b>		<b>12</b>
<b>Semester Two</b>		
AMH 2020	US History (General Education)	3
ENC1102	English II (General Education)	3
NUR3125	Pathophysiology	3
NUR3XXX	Healthcare Policy and Economics	3
<b>Subtotal</b>		<b>12</b>
<b>Semester Three</b>		
NUR 3169	Evidence and Research in Nursing Practice	3
*NUR 3634C	Community and Public Health Nursing	4
NUR 3XXX	Nursing Electives	6
<b>Subtotal</b>		<b>13</b>
<b>Semester Four</b>		
NUR 4829	Leadership and Management in Nursing	3
NUR XXXX	Diversity and Global Trends in Nursing	3
*NUR 4945C	Nursing Capstone	2
HUM XXXX	Humanities	3
<b>Subtotal</b>		<b>11</b>
Baccalaureate Credits		30
ASN Credits		72
General Education Completion Credits		18
<b>Total Credits</b>		<b>120</b>

**Note: Clinical courses are designated with an \* and "C" after the course number.**

**10.12 Is the program being proposed as a limited access program? (If yes, identify admission requirements and indicate enrollment capacity): Yes**

Admission to the program will be open to all applicants who meet the following requirements:

- Prospective students submit a college application to the Bachelor of Nursing program and must have a 2.5 or higher GPA in previous course work.
- Graduation from a regionally accredited Associate in Science Degree in Nursing program.
- Eligible to sit for the NCLEX licensing exam (students must have an unrestricted and unencumbered RN licensure prior to enrolling in coursework with a clinical component)

Enrollment capacity: Year 1 (63), Year 2 (126), Year 3 (189)

## **PROGRAM TERMINATION**

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

In the unlikely event of program termination, and according to College Procedure 4.0800, Seminole State College will ensure the program is phased out over a gradual time period to allow students who have completed at least 50% of the program the opportunity to complete their degree. In addition, we will work with other colleges to transition the students into similar programs. Valencia College, Lake Sumter State College and University of Central Florida have agreed to assist Seminole State College with a teach out plan and provide opportunities who have completed courses but are not at the 50% completion.

Appendix Table A.1.

**INSTRUCTIONS FOR COMPLETING THE DEMAND SECTION OF APPENDIX TABLE A.1.1:** 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..

<b>DEMAND: FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY (DEO) EMPLOYMENT PROJECTIONS</b>										
<b>A.1.1</b>		<b>Occupation</b>			<b>Number of Jobs</b>			<b>Salary</b>		<b>Education Level</b>
	<b>Name/Title</b>	<b>SOC Code</b>	<b>County/Region</b>	<b>Base Year 2016</b>	<b>Projected Year 2024</b>	<b>Level Change</b>	<b>Total Job Openings (divided by 8)</b>	<b>Avg. Hourly Wage</b>	<b>Annualized Salary</b>	
	Nursing Instructors and Teachers, Postsecondary	251072	Seminole	75	90	15	3	\$39.80	\$81988	Master’s + (Master’s)
	Registered Nurses	291141	Seminole	2766	3,418	652	146	\$30.17	\$62150	Associate (Bachelor’s)
<b>Total within CIP to SOC Crosswalk</b>							<b>149</b>	<b>\$34.985</b>	<b>\$72,069</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 Table A.1.1 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 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.

<b>ESTIMATES OF UNMET NEED</b>							
<b>A.1.3</b>		<b>DEMAND</b>		<b>SUPPLY</b>		<b>RANGE OF ESTIMATED UNMET NEED</b>	
		<b>A</b>		<b>B</b>	<b>C</b>		
		Total Job Openings (divided by 8)		Most Recent Year	5-year average or average of years available if less than 5 years	Difference	Difference
A.1.1	DEO	149		86	86	63	63
	Total	149		86	86	63	63

**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.

<b>PROJECTED BACCALAUREATE PROGRAM ENROLLMENT</b>					
		<b>Year 1 17/18</b>	<b>Year 2 18/19</b>	<b>Year 3 19/20</b>	<b>Year 4 20/21</b>
A.2.1	Unduplicated headcount enrollment:				
A.2.1.1	Admitted Student Enrollment (First-time)	63	63	63	63
A.2.1.2	Total Admitted Student Enrollment	63	126	189	252
A.2.2	FTE Enrollment:				
A.2.2.1	Program Student Credit Hours (Resident)	768	3600	5616	9648
A.2.2.2	Program Student Credit Hours (Non-Resident)	0.00	0.00	0.00	0.00
A.2.2.3	Total Program Student Credit Hours	768	3600	5616	9648
A.2.2.4	FTE (30 credits) – (Resident)	25.6	120	187.2	321.6
A.2.2.5	FTE (30 credits) – (Non-Resident)	0.00	0.00	0.00	0.00
A.2.2.6	Total Program FTE	25.6	120	187.2	321.6

**I. 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.**

<b>PROJECTED DEGREES AND WORKFORCE OUTCOMES</b>					
		<b>Year 1 17/18</b>	<b>Year 2 18/19</b>	<b>Year 3 19/20</b>	<b>Year 4 20/21</b>
A.2.3	Degrees	0.	63	136	189
A.2.4	Number Employed	0.	63	136	189
A.2.5	Average Starting Salary	\$0.00	\$61,543	\$62,224	\$62,912

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.

	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
<b>REVENUES AND EXPENDITURES</b>				
<b>I. PROJECTED PROGRAM EXPENDITURES</b>				
<b>INSTRUCTIONAL</b>				
1. Faculty Full-Time FTE	1.0	1.0	2.0	4.0
2. Faculty Part-Time FTE	0	1.00	1.00	2.00
1. Faculty Full-Time Salaries/Benefits	110,000.00	113,000.00	233,200.00	479,600.00
2. Faculty Part-Time Salaries/Benefits		24,389.00	25,292.00	52,015.00
3. Faculty Support: Lab Assistants				25,000.00
<b>OPERATING EXPENSES</b>				
1. Academic Administration	4,000.00	12,300.00	18,000.00	22,000.00
2. Materials/Supplies	1500.00	2000.00	3000.00	3500.00
3. Travel	1500.00	2000.00	2500.00	4500.00
4. Communication/Technology	1500.00	1500.00	1500.00	2000.00
5. Library Support	0.00	28,000.00	30,000.00	58,000.00
6. Student Services Support	20,000.00	47,872.00	49,308.00	85,000.00
7. Professional Services	2000.00	3000.00	4000.00	6000.00
8. Accreditation	0	12,000.00	0	0
9. Support Services	15,000.00	35,383.00	38,000.00	45,000.00
<b>CAPITAL OUTLAY</b>				
1. Library Resources	1000.00	2000.00	2500.00	2500.00
2. Information Technology Equipment	0	0	45,000	45,000
3. Other Equipment	0	0	0	0
4. Facilities/Renovation	0	0	0	0
<b>TOTAL PROJECTED PROGRAM EXPENDITURES</b>	<b>\$156,500</b>	<b>\$283,444</b>	<b>\$452,300</b>	<b>\$830,115</b>

	Year 1 17/18	Year 2 18/19	Year 3 19/20	Year 4 20/21
<b>II. NATURE OF EXPENDITURES</b>				
1. Recurring	\$156,500	\$283,444	\$452,300	\$830,115
2. Nonrecurring	0	0	0	0
<b>TOTAL</b>	<b>\$156,500</b>	<b>\$283,444</b>	<b>\$452,300</b>	<b>\$830,115</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	70,495.00	330,444.00	515,493.00	885,590.00
Upper Level - Nonresident Student Fees Only	0	0	0	0
Upper Level - Other Student Fees	8,793.00	41,220.00	64,303.00	110,470.00
3. Contributions or Matching Grants	0	0	0	0
4. Other Grants or Revenues	0	0	0	0
5. Florida College System Program Funds	0	0	0	0
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>(\$77,212)</b>	<b>\$11,008</b>	<b>\$138,504</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>79,288.00</b>	<b>294,452.00</b>	<b>590,804.00</b>	<b>1,113,456.4.</b>
<b>TOTAL UNEXPENDED FUNDS (CARRY FORWARD)</b>	<b>(\$77,212)</b>	<b>\$11,008</b>	<b>\$138,504</b>	<b>\$304,449</b>

## 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.

**See attached**

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

**None received**

# Supporting Documents

## B.1

## **Regional Nursing Summit Documents**

	<b><u>Dates</u></b>
Invitation	9/1/2016
List of Healthcare Leaders & Educators Interviewed	
Presentation of Findings	9/12/2016
Summary & Recommendations	1/2016
Execution Summary	7/2016

## **Letters of Support**

### **Hospitals**

Central Florida Regional Hospital (HCA)  
Florida Hospital  
Nemours Children's Hospital  
Orlando Regional Medical Center (South Seminole)  
Oviedo Medical Center  
Department of Veteran Affairs

### **Universities**

Remington College/ECPI  
University of Central Florida

### **Other Health Entities**

Florida Center for Nursing  
Anesthesiologists of Greater Orlando  
Florida Department of Health - Seminole County

### **Community Support**

City of Lake Mary  
Career Source/Central Florida  
Seminole County Office of Economic Development & Community Relations  
Seminole County Public Schools

## **Other Reference Materials**

Central Florida Higher Education Consortium Agreement Direct Connect to UCF  
Eastern Florida State College  
Lake Sumter State College  
Seminole State College  
Valencia College  
University of Central Florida  
Remington College Tuition

Remington College Email pp. 106b  
Florida Action Coalition - 2010-2017  
Florida Center for Nursing - 2014-2015 RN Supply by County  
Institute of Medicine - "The Future of Nursing, Focus on Education"  
FLDOE - Common Course Pre-Requisite Manual  
AS to BS  
51.3801, track 2/2  
Email from Orlando Health - 3/14/2017 (Kathy Black, CNO)  
Documentation of Nurse Midwives demand

### **Meetings Documentation**

Seminole State College Board of Trustees	12/5/2016
BSN Regional Consortium Planning Meeting	12/16/2016
Consortium Academic Coordination Committee	
Regional Education Workforce Committee (REWC)	
Consortium Academic Coordination Committee (CACC)	

## Regional Nursing Summit Invitation from Dr. Sandy Shugart, President, Valencia College

**From:** Barbara Halstead (on behalf of Sandy Shugart)

**Sent:** Thursday, September 1, 2016 11:43 AM

**Subject:** Regional Nursing Summit - September 12, 2016 - Presentation for Review

Good Morning,

We appreciate your willingness to participate in the **Regional Nursing Summit on Monday, September 12, 2016, 8:00 am - 11:00 am** at the **Rosen Centre on International Drive**. Breakfast will be served and we will begin at 8:00 am sharp.

The facilitator for the Regional Nursing Summit is Anne G. Peach MSN, RN, NEA-BC. Anne is well known in the Central Florida community and is a recently retired healthcare executive. For your review, attached is the presentation that she will use at the Summit. Also, copies of the PowerPoint presentation will be provided at the Summit.

The Purpose of the Summit is to:

- Review the current and future needs for nurses in Central Florida and address educational requirements
- Discuss the current associate and baccalaureate degrees available in Central Florida
- Elicit recommendations for next steps for partnerships between the University of Central Florida and the three state colleges, Lake-Sumter State College, Seminole State College, and Valencia College in meeting the future nursing needs.

The summit will be interactive with many opportunities for dialogue and to discuss options for the future.

We are looking forward to seeing you.

Sandy Shugart

President

Valencia College

**Rosen Centre, Salon 15/16 - Second Floor**  
**9840 International Drive, Orlando, FL 32819**

**Below is link for directions & map:**

<http://www.rosencentre.com/location-and-transportation/>

**To:** [mcpeea@seminolestate.edu](mailto:mcpeea@seminolestate.edu);  
[elizabeth.dooley@ucf.edu](mailto:elizabeth.dooley@ucf.edu);  
[mark.jones@orlandohealth.com](mailto:mark.jones@orlandohealth.com);  
[jayne.willis@orlandohealth.com](mailto:jayne.willis@orlandohealth.com);  
[rsandrowitz@valenciacollege.edu](mailto:rsandrowitz@valenciacollege.edu);  
[rossl@seminolestate.edu](mailto:rossl@seminolestate.edu);  
[jromano@valenciacollege.edu](mailto:jromano@valenciacollege.edu);  
[jtiller@valenciacollege.edu](mailto:jtiller@valenciacollege.edu);  
[dale.whittaker@ucf.edu](mailto:dale.whittaker@ucf.edu);  
[mary.sole@ucf.edu](mailto:mary.sole@ucf.edu);  
[daryl.tol@flhosp.org](mailto:daryl.tol@flhosp.org);  
[sheryl.dodds@flhosp.org](mailto:sheryl.dodds@flhosp.org);  
[mcoenen@careersourcecf.com](mailto:mcoenen@careersourcecf.com);  
[fawilliams@valenciacollege.edu](mailto:fawilliams@valenciacollege.edu);  
[cicottic@seminolestate.edu](mailto:cicottic@seminolestate.edu);  
[sidors@lssc.edu](mailto:sidors@lssc.edu);  
[john.moore@orlandohealth.com](mailto:john.moore@orlandohealth.com);  
[donhenderson@centflhealth.org](mailto:donhenderson@centflhealth.org);

[david.ottati@ahss.org](mailto:david.ottati@ahss.org);  
[lynn.kirman@ahss.org](mailto:lynn.kirman@ahss.org);  
[bonnie.onofre@orlandohealth.com](mailto:bonnie.onofre@orlandohealth.com);  
[jfleming@centflhealth.org](mailto:jfleming@centflhealth.org);  
[wymerd@lssc.edu](mailto:wymerd@lssc.edu);  
[sledlow@valenciacollege.edu](mailto:sledlow@valenciacollege.edu);  
[jeff.jones@ucf.edu](mailto:jeff.jones@ucf.edu);  
[mark.marsh@healthcentral.org](mailto:mark.marsh@healthcentral.org);  
[Nancy.Dinon@orlandohealth.com](mailto:Nancy.Dinon@orlandohealth.com);  
[linda.knorr@orlandohealth.com](mailto:linda.knorr@orlandohealth.com);  
[kersenba@seminolestate.edu](mailto:kersenba@seminolestate.edu);  
[wendy.brandon@hcahealthcare.com](mailto>wendy.brandon@hcahealthcare.com);  
[linda.smith2@hcahealthcare.com](mailto:linda.smith2@hcahealthcare.com);  
[maria.callaway@hcahealthcare.com](mailto:maria.callaway@hcahealthcare.com);  
[NBlanco@careersourcecf.com](mailto:NBlanco@careersourcecf.com);  
[ccampbell@valenciacollege.edu](mailto:ccampbell@valenciacollege.edu);  
[dana.bledsoe@nemours.org](mailto:dana.bledsoe@nemours.org);  
[helen.case@nemours.org](mailto:helen.case@nemours.org);

[toni.christopherson@nemours.org](mailto:toni.christopherson@nemours.org);  
[barbara.watson@hcahealthcare.com](mailto:barbara.watson@hcahealthcare.com)  
; [jodi.molloy-strudwick@va.gov](mailto:jodi.molloy-strudwick@va.gov);  
[jsummersett@careersourcecf.com](mailto:jsummersett@careersourcecf.com);  
[jonese@lssc.edu](mailto:jonese@lssc.edu); [winshipr@lssc.edu](mailto:winshipr@lssc.edu);  
[nhedavat@valenciacollege.edu](mailto:nhedavat@valenciacollege.edu);  
[showell21@valenciacollege.edu](mailto:showell21@valenciacollege.edu);  
[patricia.celano@flhosp.org](mailto:patricia.celano@flhosp.org);  
[sallybankston@flhosp.org](mailto:sallybankston@flhosp.org);  
[marylou.brunell@ucf.edu](mailto:marylou.brunell@ucf.edu);  
[tinnyn@lssc.edu](mailto:tinnyn@lssc.edu);  
[bgallup@valenciacollege.edu](mailto:bgallup@valenciacollege.edu)  
[jwatson1@valenciacollege.edu](mailto:jwatson1@valenciacollege.edu);  
[annegpeach@gmail.com](mailto:annegpeach@gmail.com)  
**Cc:** [HolimanL@LSSC.EDU](mailto:HolimanL@LSSC.EDU);  
[Suzanne.Gordon@nemours.org](mailto:Suzanne.Gordon@nemours.org);  
[karen.luna@orlandohealth.com](mailto:karen.luna@orlandohealth.com);  
[Debbie.Copertino@ucf.edu](mailto:Debbie.Copertino@ucf.edu)

## Healthcare Leaders & Educators Interviewed by Consultant

**Anne Peach, M.S.N., Vice President and Partner, Future Vision Group, LLC**

Institution	Service Area	Nurse Executives	Position	E-mail	Appointment	Address	Telephone
<b>Adventist Health System (Florida Hospital-FH)</b>	Valencia	Sheryl Dodds, MS, BSN, RN	1. Associate Director for Patient Services/ System CNO	<a href="mailto:sheryl.dodds@flhosp.org">sheryl.dodds@flhosp.org</a>	May 19, 2016 11am -1pm	601 E Rollins St, Orlando, FL 32803	(407) 303-5600
a. FH South	Valencia	Patricia Celano, MSN, RN	2. CNO, VP	<a href="mailto:patricia.celano@flhosp.org">patricia.celano@flhosp.org</a>	June 20, 2016 10-11 am	601 E Rollins St, Orlando, FL 32803	(407) 303-5600
b. FH Celebration	Valencia	Patricia Toor	3. CNO AVP	<a href="mailto:patricia.toor@flhosp.org">patricia.toor@flhosp.org</a>	June 29, 2016 1-2pm	400 Celebration Pl, Kissimmee, FL 34747	(407) 764-4000
c. FH Altamonte	Seminole	Heather Long MSN, RN	4. CNO AVP	<a href="mailto:heather.long@flhosp.org">heather.long@flhosp.org</a>	June 28, 2016 1-2 pm	601 E Altamonte Dr., Altamonte Springs, FL 32701	(407) 303-2200
d. FH Waterman	Seminole	Lynn Kirman	5. CNO, AVP	<a href="mailto:lynn.kirman@ahss.org">lynn.kirman@ahss.org</a>	Left messages	1000 Waterman Way Tavares, Florida 32778	(352) 253-333
e. Children's Hospital	Valencia	Lisa Bowman	6. CNO, AVP	<a href="mailto:lisa.bowman@flhosp.org">lisa.bowman@flhosp.org</a>	June 24, 2016 2-3 pm		
f. Adventist System Positions	All	Sally Galura	7. System Leader Education	<a href="mailto:sandra.galura@flhosp.org">sandra.galura@flhosp.org</a>	June 24, 2016 1-2 pm		
g. Adventist System Positions	All	Sally Bankston	8. System Leader Workforce Management	<a href="mailto:sally.bankston@flhosp.org">sally.bankston@flhosp.org</a>	emailed her		
<b>Hospital Corporation of America</b>	Seminole	Maria Callaway	9. CNO		Left messages	401 W Seminole Blvd, Sanford, FL 32771	(407) 321-4500
a. Central Florida Regional							
b. Osceola Regional	Valencia	Jennifer LeBlanc	10. Acting Chief Nursing Officer	<a href="mailto:jennifer.leblanc@hcahealth.com">jennifer.leblanc@hcahealth.com</a>	June 9, 2016 10 -11 am	700 West Oak Street Kissimmee, Florida	(407) 321-4500 (407) 279-9364 (cell)
<b>Nemours Children's Hospital Orlando</b>	<b>Valencia</b>	Dana Nicholson Bledsoe FACHE, MBA	11. President	<a href="mailto:maria.kierulf@nemours.org">maria.kierulf@nemours.org</a>	June 9, 2016 2-3:30 pm	13535 Nemours Parkway, Orlando, FL 32827	(407) 567-4000
Nemours Children's Hospital Orlando	Valencia	Helen Case	12. CNO				

**Anne Peach, M.S.N., Vice President and Partner, Future Vision Group, LLC**

Institution	Service Area	Nurse Executives	Position	E-mail	Appointment	Address	Telephone
Orlando Health	Valencia	Jayne Willis, MSN, RN, NEA-BC	13. Acting System CNO	<a href="mailto:jayne.willis@orlandohealth.com">jayne.willis@orlandohealth.com</a>	May 20, 2016 1-2:30 pm	1414 Kuhl Avenue Orlando, FL 32835	(407) 841-5111
h. Arnold Palmer	Valencia	Louise Kaigle MSN, RN, NEA-BC	14. CNO	<a href="mailto:louise.kaigle@orlandohealth.com">louise.kaigle@orlandohealth.com</a>	May 23, 2016 11 -12:30 pm	85 West Miller Street Orlando, FL 32806	(352) 394-4071
i. Dr. P. Phillips	Valencia	Kathy Black, MSN, RN, NEA-BC	15. CNO	<a href="mailto:kathleen.black@orlandohealth.com">kathleen.black@orlandohealth.com</a>	May 16, 2016 5pm – 7 pm	9400 Turkey Lake Rd, Orlando, FL 32819	(407)351-8536
j. Health Central	Valencia	Christina McGuirk, MSHA, BSN, NEA-BC	16. CNO	<a href="mailto:christina.mcguirk@healthcentral.org">christina.mcguirk@healthcentral.org</a>	June 7, 2016 3 -4:30 pm	10000 W Colonial Dr. Ocoee, FL 34761	(407)296-1000
k. Orlando Reg. Medical Ctr.	Valencia	Jayne Willis, MSN, RN, NEA-BC	17. CNO	<a href="mailto:jayne.willis@orlandohealth.com">jayne.willis@orlandohealth.com</a>	May 20, 2016 1 -2:30 pm	1414 Kuhl Avenue Orlando Florida 32806	(407)841-5111
l. Orlando Health	Valencia	Christy Pearson	18. COO – HR	<a href="mailto:christy.pearson@orlandohealth.com">christy.pearson@orlandohealth.com</a>	May 20, 2016 11-12n	1414 Kuhl Avenue Orlando, FL 32806	(407) 841-5111
m. South Seminole	Seminole	Cindy Stone MSHA, BSN, NEA-BC	19. CNO	<a href="mailto:cindy.stone@orlandohealth.com">cindy.stone@orlandohealth.com</a>	June 8, 2016 1- 2pm	555 W State Road 434, Longwood, FL 32750	(407) 767-5800
n. South Seminole	Seminole	Karen Frenier	20. President	<a href="mailto:karen.frenier@orlandohealth.com">karen.frenier@orlandohealth.com</a>	June 8, 2016 2 - 3pm	555 W State Road 434, Longwood, FL 32750	(407)767-5800
o. South Lake Hospital	Lake-Sumter	Bonnie Onofre	21. CNO	<a href="mailto:bonnie.onofre@orlandohealth.com">bonnie.onofre@orlandohealth.com</a>	June 6, 2016 1-2:30 pm	900 Don Wickham Dr. Clermont, FL 34711	(352) 394-4071
Orlando Veteran Affairs Medical Center	Valencia	Kathleen L. Cole, RN, BSN, MS, CNA	22. Associate Director for Patient Services	<a href="mailto:kathleen.cole1@va.gov">kathleen.cole1@va.gov</a>	June 22, 2016 11- 1130 am	13800 Veterans Way, Orlando, FL 32827	(321) 397-6242
Leesburg Regional Medical Center	Lake-Sumter	Sandria George	23. Director of Nursing	<a href="mailto:sgeorge@cfhalliance.org">sgeorge@cfhalliance.org</a>	June 21, 2016 1:30-2:30pm	600 E Dixie Ave, Leesburg, FL 34748	(352) 323-5762
The Villages Hospital	Lake-Sumter	Susan Williams	24. Director of Nursing	<a href="mailto:suwilliams@centflhealth.org">suwilliams@centflhealth.org</a>	June 21, 2016 1:30-2:30 pm	1451 El Camino Real, The Villages, FL 32159	(352) 751-8000
Promises Hospital	Lake-Sumter	Jill Nadeau	25. Director of Nursing	<a href="mailto:jill.nadeau@promisehealthcare.com">jill.nadeau@promisehealthcare.com</a>	Emailed and left a message	5050 Co Rd 472 Oxford, FL 34484	(352 )689-6400
Florida Center for Nursing	All	Mary Lou Brunell, MSN, RN	26. Executive Director	<a href="mailto:marylou.brunell@ucf.edu">marylou.brunell@ucf.edu</a>	May 24, 2016 9 – 10:30 am	4000 Central Florida Blvd. Orlando, FL 32816	(407) 491-0832 (321) 823-0980

Anne Peach, M.S.N., Vice President and Partner, Future Vision Group, LLC							
Institution	Service Area	Nurse Executives	Position	E-mail	Appointment	Address	Telephone
UCF – College of Nursing	All	Mary Lou Sole, PhD., R.N.	27. Dean	<a href="mailto:mary.sole@ucf.edu">mary.sole@ucf.edu</a>	May 12, 2016 12n-2pm	12201 Research Pkwy, Orlando, FL 32826	(407) 823-2744
Valencia College	Valencia	Risë Sandrowitz	28. Dean	<a href="mailto:rsandrowitz@valenciacollege.edu">rsandrowitz@valenciacollege.edu</a>	May 11, 2016 2pm-3pm and May 24, 2016 1pm -2pm	800 South Kirkman Road, Orlando, FL 32811	(407)582-6688
Seminole State College	Seminole	Cheryl Cicotti	29. Associate Dean	<a href="mailto:cicottic@seminolestate.edu">cicottic@seminolestate.edu</a>	May 24, 2016 3pm-4:40pm	100 Weldon Blvd, Sanford, FL 32773	(407) 404.6080 (407) 708-4722
Seminole State College		Angela Kersenbrock	30. Associate Vice President, School of Career and Professional Program	<a href="mailto:kersenba@seminolestate.edu">kersenba@seminolestate.edu</a>			
Lake Sumter College	Lake-Sumter	Doug Wymer	31. Vice Pres Academics		May 23, 2016 1:30 pm - 4 pm	9501 US-441, Leesburg, FL 34788	
Lake Sumter College		Mary Jo Rager	32. Interim Vice President of Academic Affairs	<a href="mailto:ragermj@lssc.edu">ragermj@lssc.edu</a>			(352)365-3520
Lake Sumter College		Cindy Griffin	33. Director of Nursing	<a href="mailto:griffinc@lssc.edu">griffinc@lssc.edu</a>			(352)365-3521
Lake Sumter College		Eugene Jones	34. Assist Vice President of Workforce Programs	<a href="mailto:ionese@lssc.edu">ionese@lssc.edu</a>			(352)365-3576

# Regional Nursing Summit

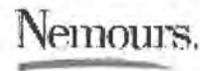
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September 12, 2016



## Welcome, Introductions & Acknowledgements

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## Agenda

- Welcome & Introductions
- Purpose
- State of Healthcare
- Employer Demand Study
- Findings & Challenges
- Options & Alternatives
- Next Steps
- Closing



## Purpose

- Review the current and future needs for nurses in Central Florida and address educational requirements
- Discuss the current associate and baccalaureate degrees available in Central Florida
- Elicit recommendations for next steps for partnerships between the University of Central Florida and the three state colleges to meet the future nursing needs



## State of Healthcare

- Shift from volume based care to value based care
  - Performance-based payment
  - Incentives and penalties to healthcare providers
- Focus on preventive care and population health
- Changes in where and how health care is delivered
- Highly regulated

## State of Healthcare

From	To
Care Delivered in Hospitals	Care Across the Continuum
Episodes of Care	Coordinated Holistic Care
Caring for the Sick	Keeping People Well
Utilization Management	Right Care at the Right Place at the Right Time
Volume	Value

## Value Based Purchasing Timeline

Baseline Period	Performance Period	VBP Financial Impact Period	VBP Percentage Impact
Compressed Year 2009-2010 (Jul'09-Mar'10)	Compressed Year 2011-2012 (Jul'11-Mar'12)	Fiscal Year 2013 (Oct'12-Sep'13)	1%
Compressed Year 2010 (Apr-Dec'10)	Compressed Year 2012 (Apr-Dec'12)	Fiscal Year 2014 (Oct'13-Sep'14)	1.25%
Calendar Year 2011 (Jan-Dec'11)	Calendar Year 2013 (Jan-Dec'13)	Fiscal Year 2015 (Oct'14-Sep'15)	1.5%
Calendar Year 2012 (Jan-Dec'12)	Calendar Year 2014 (Jan-Dec'14)	Fiscal Year 2016 (Oct'15-Sep'16)	1.75%
Calendar Year 2013 (Jan-Dec'13)	Calendar Year 2015 (Jan-Dec'15)	Fiscal Year 2017 (Oct'16-Sep'17)	2%
Calendar Year 2014 (Jan-Dec'14)	Calendar Year 2016 (Jan-Dec'16)	Fiscal Year 2018 (Oct'17-Sep'18)	2%

## State of Healthcare Challenges

- Technology is a central issue
- Cyber security over medical devices
- Mergers and acquisitions
- Quality and Patient Safety
- Drug pricing/Biosimilar drugs
- Access to Care
- Physician and Nursing shortages

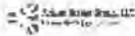
The healthcare journey to value requires that there is collaboration, connectivity, innovation and partnership... sometimes that seems overwhelming!



## Employer Demand Study

## Study and Process

- EMSI Data
- Florida Center for Nursing Report
- CareerSource of Central Florida Data
- Curriculum Review of State Colleges and University
- Interviews with Healthcare Stakeholders
- Interviews with Educators at all Regional Public Institutions with AS/BSN Degrees
- Review of the Literature



## Nursing Workforce Data

	2015 Jobs	2023 Jobs	Change	% Change
<b>United States</b>	<b>2,904,465</b>	<b>3,247,685</b>	<b>343,220</b>	<b>11.8%</b>
<b>Florida</b>	<b>181,886</b>	<b>201,117</b>	<b>19,231</b>	<b>10.6%</b>
<b>Region 12</b>	<b>20,743</b>	<b>25,391</b>	<b>4,648</b>	<b>22.4%</b>
Orange County, FL	12,862	15,425	2,563	19.9%
Lake County, FL	2,600	3,136	536	20.6%
Seminole County, FL	2,596	3,117	521	20.1%
Osceola County, FL	2,119	2,890	777	36.8%
Sumter County, FL	572	823	251	43.9%

Nurses represent the largest segment of the US Healthcare Workforce



## Industry Demand

- Nationwide the need for registered nurses will continue to grow with an expected change need by 2023 of:
  - Nationally 343,220 (11.8%)
  - Florida Center for Nursing estimated that about 10,000 new RN positions will be created statewide in 2016 within the surveyed industries, and the majority of these will be in hospitals and home health agencies

## Industry Demand

- Florida is the 4<sup>th</sup> in the nation for highest employment of registered nurses
- Among Florida industries that employ nurses, acute care hospitals are the largest with close to 12,400 vacant RN positions in 2015.
- Greater than 3,000 jobs posted in Florida monthly; only 21% are filled

# Job Postings vs. Hires - Registered Nurses

**3,079** Avg. Monthly Postings (Jan 2015 - May 2016) | **624** Avg. Monthly Hires (Jan 2015 - May 2016)



In an average month, there were 3,079 unique job postings for Registered Nurses, and 624 actually hired. This means there was approximately 1 hire for every 5 unique job posting for Registered Nurses. This is higher than the Posting Intensity for all other occupations and employers in the region (6-to-1), indicating that employers may be trying harder to hire this position. Also, many employers do not post all open positions.

## Job Postings Summary - Region 12

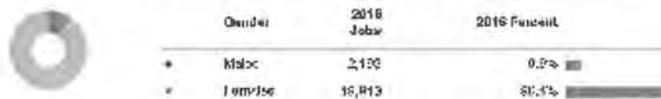
**127,253**  
Unique Postings (Apr 2011 - May 2016)  
1,012,005 Total Postings

**8 : 1 Florida**  
Posting Intensity (Apr 2011 - May 2016)  
Regional Average: 6 : 1



# Nursing Workforce Demographics

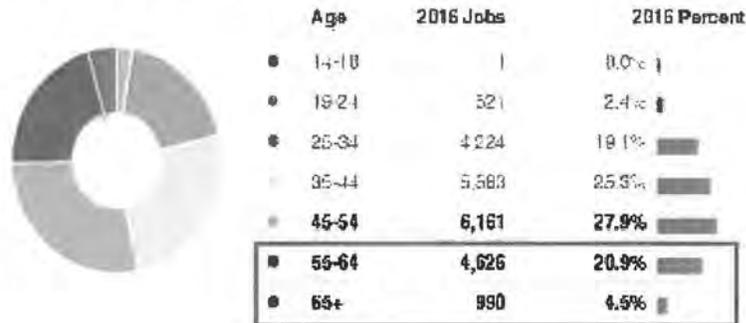
## Occupation Gender Breakdown



## Regional Ethnicity of Nursing Workforce



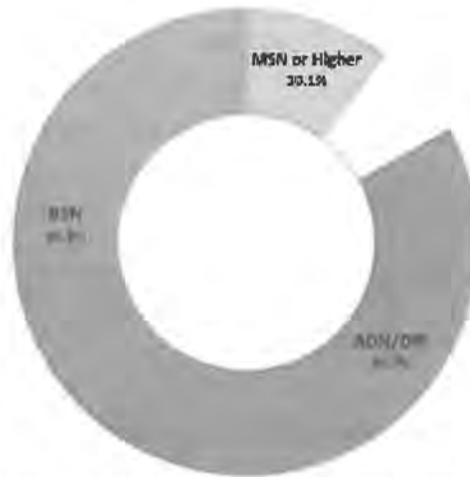
### Regional Age of Nursing Workforce



25 % of the nursing workforce is at or near retirement age

## Discussion

## Highest Degree Reported Nationally

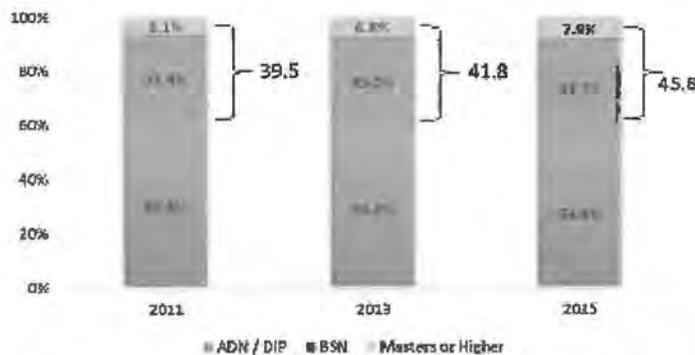


Source: ENRN, Source: The Bureau of Labor Statistics (BLS) Education and Training Meanings for Workers 25 Years and Older by Detailed Occupation

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## Highest Degree Reported in Florida

- The percentage of working RNs with a baccalaureate in nursing or higher degree is lower than national average however is increasing, moving from 39.5% in 2011 to 45.6% in 2015.
- Currently hiring 56% to 62% BSN and some much higher.



Source: ENRN, Source: The Bureau of Labor Statistics (BLS) Education and Training Meanings for Workers 25 Years and Older by Detailed Occupation

Source: Florida Center for Nursing March 2016 Newsletter

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## Industry Demand - Analysis

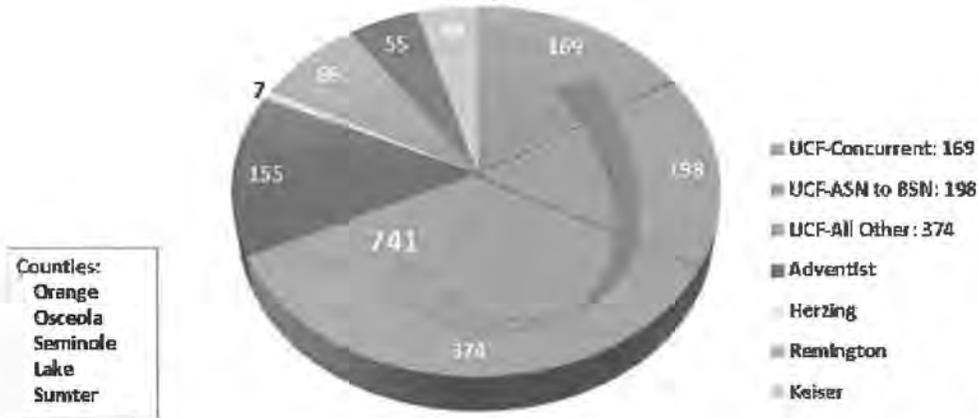
	National	State	Difference
Percentage of Nurses with ADN/Diploma	36.7%	54.4%	17.7%
Percentage of Nurses with BSN	46.5%	37.7%	8.8%
Percentage of Nurses with Masters Degree or higher	10.1%	7.9%	2.2%

## Florida Colleges and Universities

- State University System
- Florida State College System
- Regional University Nursing programs
- Private Nursing programs
- Proprietary Nursing programs



Central Florida  
BSN Graduates/Completers  
2014/15



Note: Concurrent and ASN to BSN with State Colleges

## Where is our workforce coming from? Graduate Nurses School Breakdown

- **State University System:**
  - 10 of 12 universities offer bachelor's degree in nursing (BSN)
- **Florida College System:**
  - 21 state colleges offer an associate's degree in nursing and a BSN completion program
  - 2 state colleges have applied to add a BSN completion program
  - 4 local state colleges are under study Central Florida
  - 1 state college has no identified plans

## BSN Programs in Florida at Public Institutions

BSN Programs at State Universities in Florida	BSN Programs at State Colleges in Florida
<ul style="list-style-type: none"> <li>▪ Florida A &amp; M University</li> <li>▪ Florida Atlantic University</li> <li>▪ Florida Gulf Coast University</li> <li>▪ Florida International University</li> <li>▪ Florida State University</li> <li>▪ University of Central Florida</li> <li>▪ University of Florida</li> <li>▪ University of North Florida</li> <li>▪ University of South Florida</li> <li>▪ University of West Florida</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Of the 28 State Colleges:</b> <ul style="list-style-type: none"> <li>▪ <u>21 Offer BSN Programs</u></li> <li>▪ 2 Applied for BSN                             <ul style="list-style-type: none"> <li>• Florida Keys</li> <li>• North Florida (Mason)</li> </ul> </li> <li>▪ 4 Under Study:                             <ul style="list-style-type: none"> <li>• Eastern Florida (Brevard)</li> <li>• Lake-Sumter State College</li> <li>• Seminole State College</li> <li>• Valencia College</li> </ul> </li> <li>▪ 1 Undetermined - Hillsborough</li> </ul> </li> </ul>

## Where is our workforce coming from? Graduate Nurses School Breakdown

- **Private Schools:**
  - Adventist University located in Orlando
- **Proprietary Schools** - 9 programs in Central Florida
  - Tuition - \$13,068 to \$42,000 annually
  - Quality of programs vary

## Where the workforce is coming from: Graduate Nurses School Breakdown

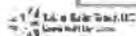
- **Proprietary Nursing Programs Locally:**
  - Remington College
  - Herzing University - Winter Park
  - Keiser University
  - Lincoln Technical Institute Fern Park
  - Concorde Career Institute
  - City College - Altamonte Springs
  - MedTech College - Orlando



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### Annual Cost and Per Credit Hour Nursing Programs

Institutions	Tuition and Fees	
	Credit Hour Undergraduate 2015/16	Estimated Annual Undergraduate Expenses 2015/16
University of Central Florida	\$179.19	\$6,368
Lake-Sumter State College	\$105.73	\$3,172
Seminole State College of Florida	\$104.38	\$3,131
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Herzing University-Winter Park		\$13,670
ECPI (Formerly Remington College of Nursing)		\$42,000
Lincoln Technical Institute Fern Park		\$40,170
City College-Altamonte Springs		\$13,068
	<small>(Source: Institution's website)</small>	<small>(Source: National Center for Education Statistics (NCES))</small>



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## Quality: NCLEX Results of Florida Board of Nursing - 2015

Institutions	BSN		ADN	
	Delivered	Percentage Passed	Delivered	Percentage Passed
University of Central Florida	243	97.1%	--	--
Lake-Sumter State College			88	81.8%
Seminole State College of Florida			206	95.6%
Valencia College			196	95.9%
Adventist University of Health Sciences	51	94.1%	1	100.0%
City College-Waltamonte Springs			17	70.6%
Concorde Career Institute-Orlando			43	65.1%
Herring University-Winter Park	6	100%	49	81.6%
ITT Technical Institute John Mary (aka Breckenridge School of Nursing)			44	52.3%
ITT Technical Institute-Orlando			16	62.5%
Keiser University			56	92.9%
Lincoln Technical Institute-Fern Park			26	61.5%
Med-Life Institute-Kissimmee			74	33.8%
Medtech College			35	31.4%
Milbr's College of Nursing-Kissimmee			14	28.6%
Orlando Medical Institute			10	90.0%
Remington College of Nursing Orlando	83	89.2%		
Universidad Del Turabo-Puerto Rico	8	12.5%		
<b>Total NCLEX Exams Delivered Regionally</b>		<b>391</b>		<b>875</b>

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## NCLEX Pass Rates State University and State Colleges

Public Institutions	BSN	ASN
University of Central Florida	97.1%	
Lake-Sumter State College		81.8%
Seminole State College of Florida		95.6%
Valencia College		95.9%

© 2015 Florida Board of Nursing

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## State of Florida Universities and State Colleges

- The average age nationally of nursing faculty is 62.5 with a wave of expected retirements predicted in the next 10 years\*
- There is a shortage of nursing faculty primarily due to low wages compared to those of equal educational attainment in the workforce.

## Where is the workforce coming from: Experienced Nurses?

- State University System
- Florida State College System
- Out of State University Nursing Programs
- Proprietary Nursing Programs
- Traveling Nurses
- Foreign Nurses

## Curriculum Study UCF & Local State Colleges

- **UCF offers the following nursing programs:**
  - Traditional generic BSN program in Orlando, Cocoa and Daytona
  - Second degree BSN program for non-nursing degree and higher
  - Dual enrollment concurrent program at Seminole State College and Valencia College
  - Post licensure RN-BSN program
  - Masters in Nursing and Doctoral programs (DNP & PhD)

## Curriculum Study UCF & Local State Colleges

- **Lake-Sumter State College offers:**
  - Traditional generic ASN program
  - Bridge Program LPN and Paramedic to ASN
- **Seminole State College offers:**
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  - Dual enrolled concurrent (ASN/BSN) program with UCF
- **Valencia College offers:**
  - Traditional generic ASN program
  - Dual enrolled concurrent (ASN/BSN) program with UCF
  - Advanced Standing program: LPNs/ Paramedics/Respiratory Therapists Cardiovascular Specialists to ASN

## Industry Demand

- Regional data reveals there are approximately 2,000 graduates each year:
  - 51% achieve a BSN, 44% achieve an ASN, and 5.2% achieve a Master's degree
- Shortages of experienced RNs particularly in specialty areas
- Increased need for Bachelor's prepared nurses
- Growing need for Master's prepared nurses
- Shortage of Masters and PhD prepared faculty in colleges and universities

## Discussion

## Review of the Literature - Nurse Staffing

- The effect of nursing characteristics and patient outcomes has been studied by Dr. Linda Aiken and others since the 1990s.
- There is a direct relationship between measures of levels of nurse-to-patient staffing, organizational aspects of the nurse work environment, and nurse education.
- In several studies, it was reported that for every 10% increase in the proportion of BSN nurses on the hospital team, there was a 5% decrease in the risk of patient death and failure to rescue.

## Review of the Literature - Nurse Staffing

- If the proportion of BSN nurses was 60% versus 20%, 17.8 fewer deaths per 1,000 surgical patients would be expected. (Aiken, 2003)
- A higher proportion of BSN nurses is associated with lower rates of 30 day mortality. (Tourageau, 2007)
- While no studies have directly linked individually BSNs with reduced length of stay and readmissions, there is significant association when patients were cared for by > than 80% BSNs. (Aiken, 2014)

## Review of the Literature - Nurse Staffing

- A study in New York and Texas show a higher level of medication errors and procedural violations committed by nurses in pre-baccalaureate level programs. (Fagin, 2005)
- Nurses at a baccalaureate level expressed higher job satisfaction. (Rambur, 2003)
- The Veteran Affairs in 2005 changed their standard to require a BSN in order to attain promotion beyond entry-level of staff nurse one.

## Review of the Literature - IOM Report

- The 2010 Institute of Medicine report entitled *The Future of Nursing: Leading Change, Advancing Health* funded by the Robert Wood Johnson foundation drew attention to education of nurses.
  - Nurses should practice to the full extent of their education and training.
  - Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression.
  - Nurses should be full partners with physicians and other health care professionals in redesigning health care in the United States.
  - Effective workforce planning and policy making require better data collection and information infrastructure.

## Future of Nursing Report Recommendations

- Increase the proportion of nurses with a baccalaureate degree to **80 percent by 2020**.
- Double the number of nurses with a doctorate by 2020.
- Ensure that nurses engage in lifelong learning.
- Implement nurse residency programs.

## Healthcare Providers - Interview Summary

- The six largest health care employers of registered nurses were interviewed in Region 12 which included 25 different interviews with CNOs, CEOs, and administrators involved in student placement, staffing, recruiting, education, and workforce planning.
- New graduates account for > then 60% of the workforce hired.
- Many new graduates express an interest in working in highly specialized areas such as critical care, emergency, NICU, and labor and delivery.

## Healthcare Providers - Interview Summary

- While ASN nurses have been the backbone of hospitals for many years in our region, there is a shift in the needs for nurses with a higher degree of preparation.
- In most cases, healthcare organizations are:
  - Targeting hiring BSN graduates,
  - Differentiate their salary and
  - Of those organizations that have established specific hiring guidelines, the range is from 100% BSN to 50%.

## Healthcare Providers - Interview Summary

- Chief nursing officers highlighted in most cases the differences in performance of the BSN prepared nurses. Some themes included:
  - Critical thinking skills
  - Managing care across the continuum
  - Professional involvement in the department or hospitals on committees, councils, or involved in projects
  - Understanding and use of research and evidenced based practice standards
  - Leading teams

## Healthcare Providers - Interview Summary

- There is a desire to continue to increase the percentage of BSN prepared nurses and possibly achieve, over time, a goal of **80% BSN nurses**.
- All expressed the importance of maintaining the **excellent clinical skills in the ASN programs** if they add a BSN program.
- UCF BSN graduates referenced by many employers as the “gold standard”.

## Healthcare Providers - Interview Summary

- Most employers expressed a need for BSN nurses not only at the bedside but to fill management, educator, and nontraditional roles such as: care coordination, information technology, coding specialist, quality, safety, etc.
- Most health care leaders discussed the shortages in specialty areas such as surgical (OR) nursing, critical care, emergency, labor and delivery, and in procedural areas as they require advanced skills.

## Healthcare Providers - Interview Summary

- There are many opportunities for nurses to seek employment outside the hospital creating workforce shortages especially in high skilled areas.
- Healthcare leaders expressed strong opinions regarding state college and the curriculum:
  - Strong interest in expansion of simulation training and a recommendation for additional types of simulation training.
  - Expanded clinical experiences in “hard to fill” specialty areas.
  - Streamlined process to obtain a BSN.

## Healthcare Providers - Interview Summary

- Many CNOs believe that hiring BSN nurses not only improves patient outcomes but gives greater flexibility of staffing and career advancement associated with higher retention rates.
- Some expressed concern about offering tuition reimbursement for the BSN versus the advanced degrees.
- While some organizations are Magnet accredited by the ANCC, and others are pursuing accreditation, none shared that it is the motivation for hiring BSN prepared nurses.

## Healthcare Providers - Interview Summary

- There is support of increased opportunities for nurses to achieve BSN
- There is concern about the length of time to achieve a BSN in a 2+2 model and a preference that ASN graduates achieve within one year or less.
- There is a concern if ASN nurses agree to obtain their BSN and do not fulfill commitment; it will impact the goals of the department.

## Discussion



# Findings and Challenges

## Findings

- There is an **inadequate** supply of baccalaureate, masters and doctorally prepared nurses to meet the current and future workforce needs of the state of Florida and our region.



## **Workforce Challenges and Needs**

- Increased need for RNs in all areas of health care
- Staffing challenges in acute care hospitals:
  - FMLA challenges
  - Millennial's Churn
  - Shortages in specialty areas
  - Use of expensive temporary labor to fill workforce gaps

## **Workforce Challenges and Needs**

- Aging Population of nurses and impending retirements
- Educated workforce that is qualified to take on advanced roles including advanced practice roles, management roles, and clinical support roles
- Aging nursing faculty and a growing need for master's prepared and faculty prepared at a PhD level for colleges and universities

## **Workforce Challenges and Needs**

- Shortage of physicians by 2020 predicted to be 90,000
  - ARNP and physician's assistant positions are needed for physician practices and hospitals
- Shortage of nurses with BSN and masters prepared nurses to fill critical positions including clinical nurse specialists, advanced nurse practitioners (ARNP), management and educator positions

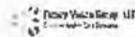
## **Options and Alternatives**

# What are the Opportunities?



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## Discussion



What are the Opportunities



# Next Steps

## Next Steps



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# Closing Remarks

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**People who are crazy  
enough to think they  
can change the world  
are the ones that do.**

**– Steve Jobs**



**Region 12 Nursing Workforce  
Summary and Recommendations  
Lake, Orange, Osceola, Seminole and Sumter Counties**

**January 2017**

**Executive Summary**

- A **Regional Nursing Summit** was held on Sept. 12, 2016 to address the regional workforce needs for registered nurses in Region 12 with 50 participating including 20 healthcare leaders. The following slides are a summary of the data presented at the summit.
- The **recommendation** by the healthcare providers is to:
  - Offer the **ASN and BSN degrees** at the three State Colleges (Lake-Sumter State College, Seminole State College, Valencia College) in addition to the UCF concurrent programs.

## R.N. Workforce Data... Employment Projections

	2016 Jobs	2023 Jobs	Total Job Increase (New & Repl.)	Average Annual Openings
<b>Region 12</b>	20,743	25,391	8,395	1,048
Orange/Osceola Counties, FL	13,467	18,290	5,997	750
Lake/Sumter County, FL	3,172	3,858	1,388	171
Seminole County, FL	2,598	3,117	1,020	128

Nurses represent the largest segment of the US Healthcare Workforce

3

## New Hospital Expansions

- **Adventist Health System, Florida Hospital's parent, is relocating and expanding and Florida Hospital Apopka from 50 beds to 120 beds and plans to add build a senior living community.**
- **Adventist Health System, Florida Hospital's parent, plans to build a general acute care hospital campus with up to 100 beds in Winter Garden.** This likely is an expansion of Florida Hospital Winter Garden, a \$65 million, three-story, 97,000-square-foot emergency and outpatient center that opened February 2015.
- **Central Florida Health Services LLC, an entity related to HCA Holdings Inc., also plans to build a new general acute care hospital with up to 100 beds in Orange County.**

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## **New Hospital Expansions**

- **Oviedo Medical Center** an entity related to HCA Holdings opened a new hospital in Oviedo. The *64-bed acute care hospital with a 22 bed emergency room opened January 2017.*
- **Orlando Health** added Spring Lake Health & Living Campus a senior housing component that will contain *180 beds* and operated by Harbor Retirement Associates. The campus will also have a 60,000-square-foot medical office building by fall called the Orlando Health Medical Pavilion at Spring Lake.

F

## **New Hospital Expansions**

- **Orlando Health Central** added a 5-story tower, *100 emergency beds and 40 additional private patient beds in fall 2016.* Also, they expanded the Emergency Room by 100 beds.
- **South Lake Hospital in Clermont** is building a new emergency department and a medical office building with plans of a 30,000 square foot Pavilion.
- **UCF-HCA** has received approval from the state to build a 100 bed hospital in Lake Nona adjacent to the medical school.

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## **Industry Demand**

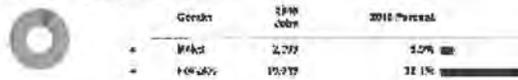
- **Nationwide the need for registered nurses will continue to grow with an expected change need by 2023 of:**
  - **Nationally 343,220 (11.8%)**
  - **Florida Center for Nursing estimated that about 10,000 new RN positions were projected to be created statewide in 2016 within the surveyed industries, and the majority of these will be in hospitals and home health agencies.**

## **Industry Demand**

- **Florida is the 4th in the nation for highest employment of registered nurses.**
- **Among Florida industries that employ nurses, acute care hospitals are the largest with close to 12,400 vacant RN positions in 2015.**
- **Greater than 3,000 jobs posted in Florida monthly; only 21% are filled.**

## Nursing Workforce Demographics

### Occupation Gender Breakdown



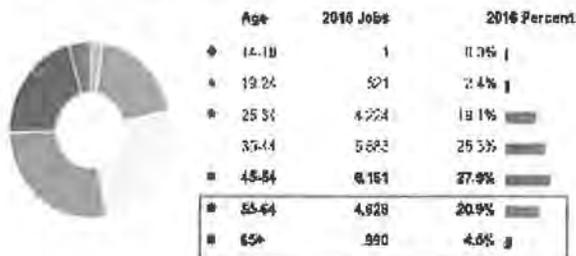
### Regional Ethnicity of Nursing Workforce



ORH Report, July 2016

9

## Regional Age of Nursing Workforce

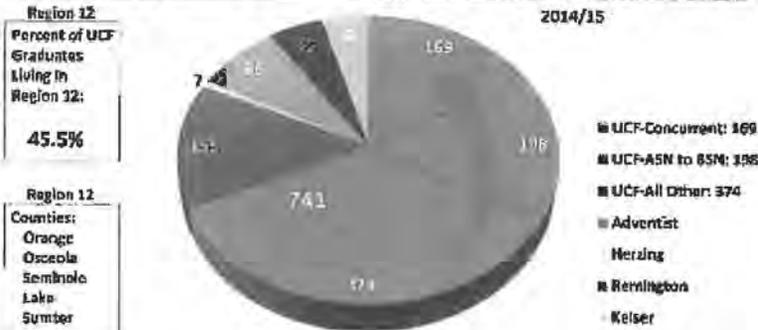


25% of the nursing workforce is at or near retirement age

ORH Report, July 2016

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## Central Florida - BSN Graduates/Completers



Note: Concurrent and ASN to BSN with State Colleges

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## BSN Programs in Florida at Public Institutions

### BSN Programs at State Universities in Florida

- Florida A & M University
- Florida Atlantic University
- Florida Gulf Coast University
- Florida International University
- Florida State University
- University of Central Florida
- University of Florida
- University of North Florida
- University of South Florida
- University of West Florida

### BSN Programs at State Colleges in Florida

- Of the 28 State Colleges:
  - 22 Offer BSN Programs
  - 1 Applied for BSN
    - Florida Keys
  - 4 Under Study:
    - Eastern Florida (Brevard)
    - Lake-Sumter State College
    - Seminole State College
    - Valencia College
  - 1 Undetermined - Hillsborough

9 Private/Proprietary Schools in Region 12 offer the BSN program.

12

### Annual Cost and Per Credit Hour Nursing Programs

Institutions	Tuition and Fees	
	Credit Hour Undergraduate 2015/16	Estimated Annual Undergraduate Expenses 2015/16
University of Central Florida	\$179.19	\$6,368
Lake-Sumter State College	\$105.73	\$3,172
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ECPI (Formerly Remington College of Nursing)		\$42,000
Lincoln Technical Institute-Farm Park		\$60,170
City College-Altamonte Springs		\$13,068

(Source: institutions' websites) (Source: NACAC's Undergraduate Expenses Survey)

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### Quality: NCLEX Results of Florida Board of Nursing

Institutions	BSN		ADN	
	Delivered	Percentage Passed	Delivered	Percentage Passed
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<b>Total NCLEX Exams Delivered Regionally</b>		<b>991</b>		<b>875</b>

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## NCLEX Pass Rates State University and State Colleges

Public Institutions	BSN	ASN
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11

## Curriculum Study UCF & Local State Colleges

- UCF offers the following nursing programs:
  - Traditional generic BSN program in Orlando, Cocoa and Daytona
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  - Dual enrollment concurrent program at Seminole State College and Valencia College
  - Post licensure RN-BSN program
  - Masters in Nursing and Doctoral programs (DNP & PhD)

12

## **Curriculum Study UCF & Local State Colleges**

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  - Bridge Program LPN and Paramedic to ASN
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  - Advanced Standing program: LPNs/ Paramedics/Respiratory Therapists Cardiovascular Specialists to ASN

27

## **Industry Demand**

- Regional data reveals there are approximately 2,000 R.N. graduates each year:
  - 51% achieve a BSN
  - 44% achieve an ASN
  - 5.2% achieve an MSN
- Shortages of experienced RNs particularly in specialty areas
- Increased need for Bachelor's prepared nurses
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- Shortage of Masters and PhD prepared faculty in colleges and universities

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## **Review of the Literature - Nurse Staffing**

- In several studies, it was reported that for every 10% increase in the proportion of BSN nurses on the hospital team, there was a 5% decrease in the risk of patient death and failure to rescue.
- While no studies have directly linked individually BSNs with reduced length of stay and readmissions, there is significant association when patients were cared for by > than 80% BSNs. (Aiken, 2014)

18

## **Review of the Literature - IOM Report**

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  - Increase the proportion of nurses with a baccalaureate degree to **80% by 2020**.
  - Double the number of nurses with a doctorate by 2020.
  - Ensure that nurses engage in lifelong learning.
  - Implement nurse residency programs.

19

## **Healthcare Providers - Interview Summary**

- The six largest health care employers of registered nurses were interviewed in Region 12 which included 25 different interviews with CNOs, CEOs, and administrators involved in student placement, staffing, recruiting, education, and workforce planning.
  
- New graduates account for > then 60% of the workforce hired.
  
- Many new graduates express an interest in working in highly specialized areas such as critical care, emergency, NICU, and labor and delivery.

21

## **Healthcare Providers - Interview Summary**

- While ASN nurses have been the backbone of hospitals for many years in our region, there is a shift in the needs for nurses with a higher degree of preparation.
  
- In most cases, healthcare organizations are:
  - Targeting hiring BSN graduates,
  - Differentiate their salary and
  - Of those organizations that have established specific hiring guidelines, the range is from 50% to 100% BSN.

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### **Healthcare Providers - Interview Summary**

- Chief nursing officers (CNO) highlighted in most cases the differences in performance of the BSN prepared nurses. Some themes included:
  - Critical thinking skills
  - Managing care across the continuum
  - Professional involvement in the department or hospitals on committees, councils, or involved in projects
  - Understanding and use of research and evidenced based practice standards
  - Leading teams

18

### **Healthcare Providers - Interview Summary**

- Most employers expressed a need for BSN nurses not only at the bedside but to fill management, educator, and nontraditional roles such as: care coordination, information technology, coding specialist, quality, safety, etc.
- Many CNOs believe that hiring BSN nurses not only improves patient outcomes but gives greater flexibility of staffing and career advancement associated with higher retention rates.

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## **Findings**

There is an **inadequate supply** of baccalaureate, masters and doctorally prepared nurses to meet the current and future workforce needs of the state of Florida and Region 12 - Lake, Orange, Osceola, Seminole, and Sumter counties.

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## **Workforce Challenges and Needs**

- Increased need for RNs in all areas of health care
- Staffing challenges in acute care hospitals:
  - FMLA challenges
  - Millennial's Churn
  - Shortages in specialty areas
  - Use of expensive temporary labor to fill workforce gaps
- Aging Population of nurses and Impending retirements
- Aging nursing faculty and a growing need for master's prepared and faculty prepared at a PhD level for colleges and universities

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## **Workforce Challenges and Needs**

- Shortage of educated nursing workforce that is qualified to take on advanced practice, management, and clinical support roles.
- Shortage of physicians by 2020 predicted to be 90,000
  - ARNP and physician's assistant positions are needed for physician practices and hospitals.
- Shortage of nurses with BSN and masters prepared nurses to fill critical positions including clinical nurse specialists, advanced nurse practitioners (ARNP), management and educator positions.

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## **Recommendation From Healthcare Institutions**

Offer the ASN degree, add the 2 + 2 BSN degree at the three State Colleges (Lake-Sumter State College, Seminole State College, Valencia College) and continue the UCF concurrent programs with the Region 12 state colleges.

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## **Executive Summary**

This report summarizes findings concerning the feasibility of offering the baccalaureate (BSN) program at the state colleges. The result of extensive interviews with key health care stakeholders and analysis of the faculty and curriculum of the three state colleges (Lake-Sumter State College, Seminole State College and Valencia College) indicates a need to continue to pursue offering a BSN degree at the community colleges. The six largest health care employers of registered nurses in the region endorsed the three state colleges offering a BSN program. As a sign of their support, they offered to participate in a regional summit in the fall. They also offered to write letters of support if needed.

Review of state and regional nursing workforce supply and demand data, trends, and forecasts suggests that the need for nurses will continue to increase over the next ten years with predicted shortages in specialty areas. While the majority of the registered nurse workforce is employed in Orange County, the population growth will continue in Osceola, Lake, and Sumter counties. Most health care leaders agree that the employees of choice are those nurses with a BSN degree or above. There are some differences concerning preferential hiring and career advancement opportunities in the Lake County health care organizations. That may be linked to limited access to BSN students.

While some of the state colleges are not prepared to offer a BSN within the next year, at least two state colleges (Seminole State College and Valencia College) have met many of the criteria and are well positioned for success in the future. The University of Central Florida is viewed as the "gold standard" for graduate nurses and has been an excellent partner with the state colleges. However, there is a need to expand the number of "slots" for BSN students in the region particularly in Lake County, where there is very limited to BSN graduates. Health care leaders have identified a need to expand the number of nurses with advanced degrees in three areas: nurse practitioners, clinical nurse specialists, and nursing administration. There is also a need to increase the number of doctorate-prepared nurses, particularly faculty at the state colleges. This need could most logically be met by the University of Central Florida. UCF is recognized statewide as having a strong program and graduates from its baccalaureate program, its master's in nursing program, and its doctoral programs (PhD. and doctorate in nursing science (DNP)).

Mindful of the changing health care environment and workforce demand, health care leaders expressed strong opinions regarding state college and university curriculum. There needs to be more simulation as part of the curriculum. It is time to explore the possibility of targeting clinical experiences in "hard to fill" areas as a means of recruitment in the future. There should be a streamlined process to obtain a BSN. They would like to see a program similar to the UCF concurrent program where students achieve their ASN, and then within a year, obtain their BSN.

**By Anne Peach, MSN, RN, NEA-BC - Future Vision Group, LLC.  
July 2016**



May 8, 2017

Dr. E. Ann McGee, President  
Seminole State College  
100 Weldon Blvd  
Sanford, Florida 32773

Dear Dr. McGee:

I am honored to write this letter supporting Seminole State College in the development of a new and much needed Baccalaureate Degree in Nursing.

Seminole State College and Central Florida Regional Hospital have a long history of partnership and collaboration in providing students with quality educational opportunities in nursing. Our hospital has served as a main site for clinical rotations since the beginning. Additionally, Central Florida Regional Hospital has had the privilege of partnering in the development and expansion of nursing programs over the course of the last twenty-five years. We have been fortunate to hire Seminole State College graduates who have gone on to provide excellent patient care to our patients.

During the past 18 months I have had the privilege of representing Seminole County as one of the industry partners on Region 12's Regional Nursing Summit. Based on current and future projections I believe the recommendations made will strengthen our community. These recommendations call for allowing our local State College, Seminole State, to offer the BSN while maintaining UCF's concurrent nursing program. These strategies will insure that our citizens will have the best possible care.

Central Florida Regional Hospital has a strong commitment to our community, and we recognize the benefit Baccalaureate Degree in Nursing attainment offers to our patients, physicians and employees. As you are well aware, healthcare is one of the largest and fastest growing employment sectors in the country. Moreover, the need for baccalaureate nurses grows stronger as our population ages and their health needs become more complex. Throughout the state hospital bed occupancy rates are rising, leading to the need to hire more RN's than projected. Just this year CFRH has had the need to hire an additional 18 RN's, it would be beneficial if the majority of these new hires held the BSN.

Here at Central Florida Regional Hospital we are committed to increasing the percentage of RN's with a Baccalaureate Degree in Nursing. Our goal is to meet the IOM standards by having 80% of our RN staff obtain or hold baccalaureate degree in nursing.

Dr. E. Ann McGee, President  
Page Two  
May 8, 2017

As one of the largest healthcare organizations in Seminole County, Central Florida Regional Hospital is pleased to stand with Seminole State as we build toward the future.

Kindest regards,

A handwritten signature in black ink, appearing to read "Wendy H. Brandon". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Wendy H. Brandon, FACHE  
Chief Executive Officer

WHB/co



February 16, 2017

Dr. E. Ann McGee  
President  
Seminole State College  
100 Weldon Blvd, Sanford, FL 32773

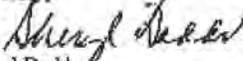
Dear Dr. McGee:

Please accept this as a letter of support for the addition of a baccalaureate program at Seminole State College. At our institution there is a growing need for bachelor's prepared nurses (BSN) or higher. Nurse's knowledge of evidenced-based practice, research, managing care across the continuum, as well as healthcare finance and quality is essential for health care institutions to be successful in the future in offering affordable, connected and exceptional care. The ability of nurses in clinical practice to lead teams and projects and commit to be professionally engaged as active participants and members of interdisciplinary teams is vital.

There has also been an emergence of new roles requiring nursing expertise that has resulted in experienced practicing nurses leaving the bedside. Some of these roles include care coordinator or case manager, nurse informatics coordinator, patient safety/quality specialist, and coding specialist. All these nonclinical positions require a minimum of a BSN. There is an ongoing need for nurses in clinical operational management positions (assistant nurse manager, supervisor, director, administrator, educator). These clinical management positions are essential for smooth operation of our facilities and require a minimum preparation of a bachelor's degree and in some institutions a master's degree.

While both the ASN and BSN graduates enter the institution with similar clinical skills, the BSN nurses are more knowledgeable about evidenced-based practice, research, have superior critical thinking skills, and are more professionally involved at their institutions. The ASN graduates from Seminole State College will remain an important part of our team and they have excellent clinical knowledge and skills. The addition of the BSN program locally will be a great addition to support nurses locally who have already achieved their ASN and will be a tremendous bridge for those who wish to pursue their BSN degree.

Sincerely,

  
Sheryl Doulds  
Senior Executive Officer

Wednesday, March 08, 2017

Dr. Ann Magee  
 President  
 Seminole State College  
 100 Nelson Blvd  
 Sanford, FL 32773

Nemours Children's Health System

Dear Dr. Magee:

Nemours Children's Hospital for Children

Please accept this as a letter of support for the addition of a baccalaureate program at Seminole State College. At our institution there is a growing need for bachelor's prepared nurses (BSN) or higher. Nurse's knowledge of evidenced-based practice, research, managing care across the continuum, as well as how to use finances and quality is essential for health care institutions to be successful in the future. The ability of nurses in clinical practice to lead teams and projects and commit to be professionally engaged as active participants and members of interdisciplinary teams is vital. This is extremely critical in pediatric health care. As Nemours Children's Hospital has grown exponentially over the past year and is embarking on further expansion, our need for BSN prepared nurses will continue to grow to care for our most vulnerable patients and families.

Nemours Children's Hospital

Nemours Children's Hospital

Stennis Center for Children's Health

Nemours Children's Clinic

There has also been an emergence of new roles requiring nursing expertise that has resulted in experienced practicing nurses leaving the bedside. Some of these roles include care coordinator or case manager, nurse information coordinator, patient safety/quality specialist, and coding specialist. All these nonclinical positions require a minimum of a BSN. There is an ongoing need for nurses in clinical operational management positions (assistant nurse manager, supervisor, director, administrator, educator). These clinical management positions are essential for smooth operation of our facilities and require a minimum preparation of a bachelor's degree and in some institutions a master's degree.

Nemours Children's Hospital

Nemours Children's Primary Care

Nemours Children's Specialty Care

While both the ASN and BSN graduates enter the institution with similar clinical skills, the BSN nurses are more knowledgeable about evidenced-based practice, research, have superior critical thinking skills, and are more professionally involved at their institutions. The ASN graduates from Seminole State College will remain an important part of our team and they have excellent clinical knowledge and skills. The addition of the BSN program locally will be a great addition to support nurses locally who have already achieved their ASN and will be a tremendous bridge for those who wish to pursue their BSN degree.

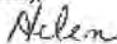
Nemours Children's Urgent Care

Nemours Medical Facilities

Nemours Estate

Sincerely,

Nemours Family Care



Nemours Health & Wellness Services

Helen Cape DNP, MA, RN, NEA-BC  
 Operational Vice President  
 Chief Nursing Officer

Nemours Office of Policy and Innovation

Nemours Oncology

For more information,  
[Nemours.org](http://nemours.org)



Orlando Regional  
Medical Center

ADMINISTRATION  
52 W. Underwood St. #2161 • Orlando, FL 32806  
tel 321.841.5161 • fax 407.569.6845 • OrlandoHealth.com

November 17, 2016

Dr. Ann Magee, President  
Seminole State College  
100 Weldon Blvd.  
Sanford, FL 32773

Dear Dr. Magee,

Please accept this as a letter of support for the addition of a baccalaureate program at Seminole State College. At our institution there is a growing need for bachelor's prepared nurses (BSN) or higher. Nurses' knowledge of evidenced-based practice, research, managing care across the continuum, as well as healthcare finance and quality is essential for health care institutions to be successful in the future. The ability of nurses in clinical practice to lead teams and projects and commit to be professionally engaged as active participants and members of interdisciplinary teams is vital.

There has also been an emergence of new roles requiring nursing expertise that has resulted in experienced practicing nurses leaving the bedside. Some of these roles include care coordinator or case manager, nurse informatics coordinator, patient safety/quality specialist, and coding specialist. All these nonclinical positions require a minimum of a BSN. There is an ongoing need for nurses in clinical operational management positions (assistant nurse manager, supervisor, director, administrator, and educator). These clinical management positions are essential for smooth operation of our facilities and require a minimum preparation of a bachelor's degree and in some institutions a master's degree.

While both the ASN and BSN graduates enter the institution with similar clinical skills, the BSN nurses are more knowledgeable about evidenced-based practice, research, have superior critical thinking skills, and are more professionally involved at their institutions. The ASN graduates from Seminole State College will remain an important part of our team and they have excellent clinical knowledge and skills. The addition of the BSN program locally will be a great addition to support nurses locally who have already achieved their ASN and will be a tremendous bridge for those who wish to pursue their BSN degree.

Sincerely,

Jayne Willis, MSN, RN, NEA-BC  
Vice President of Nursing, Orlando Health  
Chief Nursing Officer, ORMC



**South Lake Hospital**  
In affiliation with Orlando Health

RECEIVED MAR 27 2017

1900 Dan Weldon Dr. • Clermont, FL 34711  
tel. 352.991.0091 | SouthLakeHospital.com

March 10, 2017

Dr. P. Ann McGee  
President  
Seminole State College  
100 Weldon Boulevard  
Sauford, Florida 32773

Dear Dr. McGee,

Please accept this letter of support for the addition of the baccalaureate program (BSN) at Seminole State College. With over half of our RN workforce prepared at the Associates Degree level (ASN) there is a defined need for baccalaureate prepared RN's within our organization.

Nursing is unique among health professions as there are several educational pathways that lead to entry into practice. Although ASN prepared and BSN prepared graduates have similar clinical skills, studies have found that nurses prepared at the baccalaureate level have stronger communication and problem solving skills.

There has also been an emergence of new roles in specialized advanced practice, management and clinical support roles requiring nursing expertise which often results in experienced practicing nurses to leave direct patient care. This type of program will help to fill an existing gap and meet the growing workforce needs of our community.

Lastly, the addition of this program locally will support nurses at South Lake Hospital who have already achieved their ASN and be a tremendous bridge for those who wish to pursue their education. We appreciate the leadership of Seminole State College on pursuing this program. Please feel free to contact either of us if we can be of any further assistance.

Sincerely,

John A. Moore, FACHE  
President

Bonnie J. Onofre, RN, MSN  
Chief Nursing Officer



8300 Red Bug Lake Rd.  
Oviedo, FL 32765  
407-890-2173

March 29, 2017

Dr. E. Ann McGee, President  
Seminole State College  
100 Weldon Blvd  
Sanford, FL 32773

Dear Dr. McGee:

I am pleased to write this letter supporting Seminole State College in the development of a Baccalaureate degree in Nursing. We at Oviedo Medical Center recognize the benefits to our patients and physicians of having BSN-prepared nurses, and we are appreciative of the expected increase in availability of these nurses with the implementation of a BSN program at Seminole State College.

Please let me know if I can be of further assistance as you continue through the approval process.

Sincerely,

A handwritten signature in black ink, appearing to read "Kenneth C. Donahay", written over a horizontal line.

Kenneth C. Donahay  
Chief Executive Officer



**DEPARTMENT OF VETERANS AFFAIRS**  
**VA Medical Center**  
**13800 Veterans Way**  
**Orlando, FL 32827**

**MAR 24 2017**

In reply refer to:  
675/108

Dr. E. Ann Magee  
President  
Seminole State College  
100 Weldon Blvd.  
Sanford, Florida 32773

Dear Dr. Magee

I am pleased to provide this letter of support for the addition of a Bachelor of Science in Nursing (BSN) program at Seminole State College. As you are aware, the Orlando VA Healthcare System has recently transitioned from a large, multi-site, predominantly outpatient system to a much larger, more complex tertiary healthcare delivery system, with the opening of our new VA Medical Center in Lake Nona. During this transition, we have worked hard to recruit the highest qualified candidates for our nursing positions and have been very successful, with over 70% of our Registered Nurses (RNs) possessing a BSN or higher degree. Data presented at the most recent Regional Nursing Workforce Summit confirms a regional shortage of RNs, estimating that based on planned growth and expansions, "without accounting for retirements, there will be close to 8,400 RN openings in the region by 2023". Our organization alone created more than 400 new nursing positions in recent years with the activation of our new VA Medical Center at Lake Nona.

The opening of our new Medical Center shifted our emphasis on outpatient care to expanding inpatient capabilities and defining new roles, requiring different nursing expertise in such areas as Care/Case Management/Coordination, Utilization Management, Nursing Informatics, specialized acute inpatient care, and Coding. Additionally, the continuing growth of our workforce produces an ongoing need for skilled nurses in management positions essential for leading the operations of our varying sites of care. Our front-line nursing supervisors (Nurse Managers) are required to possess a minimum of a BSN Degree, and most have their Master's Degree. The addition of another BSN program locally will provide support for our Staff (bedside) Nurses who have already achieved their Associate's Degree and may wish to pursue their BSN degree with approved funding through our National Nursing Education Initiative (NNEI) scholarship program which is offered by the Department of Veterans Affairs.

The VA continues to adjust to the changing care needs and demands of our Veterans and our nurses must be able to effectively investigate evidenced-based outcomes and introduce them into practice. Our RN's ability to manage care across the continuum is essential for the success of our mission. The skills of our nurses in clinical practice in leading/directing teams and in becoming actively involved as members of Patient-Aligned Care Teams is essential as we seek to make our care delivery system truly patient-centered. These are some of the advanced knowledge and higher-level skill needs that come from BSN training and therefore, I wish to extend my full support to Seminole State College in their pursuit of approval for an additional BSN Program here in Central Florida.

If I can be of any further assistance, please do not hesitate to contact me at 407-631-0108.

Sincerely,

  
Kathleen L. Cole, RN, BSN, MS, NEA-BC  
Associate Director, Patient Care Services



March 6, 2017

Dear Dr. Cicotti:

Thank you for contacting ECPI University about your proposed Bachelor of Science in Nursing. The design of ECPI University's College of Nursing Program located in Lake Mary, Florida is an accelerated one-year program built for those students who already possess a baccalaureate degree. ECPI University's local baccalaureate program therefore is not duplicative with the newly proposed RN-to-BSN program by Seminole State College.

Additionally, it is my understanding that the vast majority of students served by Seminole State are from Seminole County and in all likelihood will remain to work in Seminole County. ECPI University's student body comes from across Central Florida and the State of Florida, as well as from other states. Many of these students return to their home regions/states upon completion of our program.

We are happy to support Seminole State College in their pursuit of a new AS to BS in Nursing proposal and wish the institution much success.

Sincerely,

A handwritten signature in black ink that reads "Anthony W. Pennington". The signature is written in a cursive style with a large, sweeping "A" and "P".

Anthony W. Pennington, Ed.D(c), MBA, MSN, RN, CNE  
Program Director/Dean  
Accelerated BSN Program  
ECPI University, College of Nursing-Orlando  
660 Century Point, Suite 1050  
Lake Mary, FL 32746  
407-562-9100



UNIVERSITY OF CENTRAL FLORIDA

**College of Nursing  
Dean's Office**  
12201 Research Parkway, Suite 300  
Orlando, FL 32826-2210

March 13, 2017

E. Ann McGee, EdD  
President  
Seminole State College  
100 Weldon Boulevard  
Sanford, FL 32773

Dear President McGee:

This letter provides the University of Central Florida (UCF) College of Nursing's support for the proposed RN to BSN program at Seminole State College. Workforce data demonstrate a regional shortage of registered nurses (RNs). The state colleges as well as UCF are exploring ways to increase enrollment to meet the current and projected needs for RNs. As additional RNs are educated at the associate degree level, it is important that they achieve a bachelor's degree in nursing (BSN). The National Academy of Medicine recommends that 80% of the nursing workforce have a BSN education or higher.

UCF College of Nursing has had a long and successful partnership with the state colleges in our service area, and we will continue our collective efforts to meet a critical need. We will maintain our existing nursing education offerings, including the online RN to BSN (which includes AS to BSN), concurrent dual-enrollment option, traditional pre-licensure education, and graduate programs. UCF is committed to play a proactive role to increase the faculty workforce to support program growth across programs.

National and local data reveal a critical need for a BSN-prepared workforce. As the demand for the BSN increases, there is a need for BSN program offerings at state colleges throughout Central Florida. As the state colleges educate more nurses to meet workforce needs, the demand for RN to BSN education will increase beyond UCF's capacity.

Through our collective efforts, we will make a difference in the healthcare delivery. A BSN-educated nursing workforce will meet needs of the Central Florida area and result in better outcomes for the patients and communities that are served.

Respectfully,

A handwritten signature in cursive script that reads "Mary Lou Sole".

Mary Lou Sole, PhD, RN, CCNS, FAAN, FCCM  
Dean and Professor  
Orlando Health Endowed Chair in Nursing  
[Mary.sole@ucf.edu](mailto:Mary.sole@ucf.edu)

Phone: 407.823.2744 • Fax: 407.823.5875 • Web: [nursing.ucf.edu](http://nursing.ucf.edu)



February 15, 2017

Dr. E. Ann Magee, President  
Seminole State College  
100 Weldon Blvd.  
Sanford, Florida 32773

Dear Dr. Magee,

Please accept this letter of support for the expansion of associate degree and addition of bachelor degree in nursing offerings at Seminole State College. As the Center's 2015 demand data demonstrated, we had an unmet need for more than 20,000 registered nurses statewide and more than 4,000 in the Central Florida region. We further know that the shortage will increase dramatically as nurses in the 'baby boomer' generation begin retirement with more than 40% of the current working nurses age 51 or older. Increasing production of associate degree nurses will add to the potential supply of working registered nurses to assist in meeting this need.

Though offering a registered nurse to bachelor of science degree completion program will not add to the supply of nurses, it is a response to the employer stated desire to hire nurses with at least a baccalaureate degree. Research demonstrates the value and positive impact on patient outcomes derived from a nurse workforce team that includes those prepared with bachelor and master degrees. The 2015 FCN demand survey asked employers about preferential hiring practices and found that more than 70% of hospitals reported preferentially hiring new baccalaureate prepared nurses. About 43% stated that they require new associate degree nurses to attain the bachelor degree within a range of one to five years.

Clearly the expansion of associate degree nurse capacity and addition of a bachelor completion program at Seminole State College is a positive response to meet stated employer needs in Central Florida. I am available should you have any questions of need for additional information.

Sincerely,

A handwritten signature in cursive script that reads "Mary Lou Brunell".

Mary Lou Brunell, RN, MSN  
Executive Director



April 6, 2017

Dr. E. Ann Magee  
President  
Seminole State College  
100 Weldon Blvd.  
Sanford, Florida 32773

Dear Dr. Magee:

Please accept this letter in support of the addition of a Bachelors of Science in Nursing (BSN) program at Seminole State College. The need for BSN-level nurses continues to rise. They are needed at the hospital level for bedside nursing, and are considered essential in the care of the sick. Many hospitals are in fact setting targets for their nursing workforce at 80% BSN-level trained. Besides being highly sought for their bedside clinical skills, they are also highly sought for other hospital roles such as care coordinators, case managers, patient safety/quality specialists, and medical coding specialists.

Similarly, they are highly sought for advance practice roles, such as nurse midwives, advanced registered nurse practitioners (ARNPs), and certified nurse anesthetists (CRNAs). Having a BSN degree is a requirement for each of these roles. In my medical specialty of anesthesiology, the need for certified nurse anesthetists also continues to rise. To become a CRNA, one must first achieve a BSN degree, followed by 2 years of ICU-level nursing care, and then these BSN nurses must complete a two and a half year masters of science program in nurse anesthesia. As anesthesiologists, we have come to rely on these highly trained and highly experienced BSN nurses to fill these CRNA roles.

Often, and unfortunately for hospital ICUs and emergency departments, some of the best nurses, all who are BSN-trained, move into these highly-desirable CRNA roles. Not only does the anesthesiology workforce not have enough of them, but as we move these nurses into CRNA training programs, we unfortunately leave the hospitals with a further shortfall of BSN nurses. This can be said for other physician specialties as well which have come to depend on ARNPs to support their practices.

Please know that the demand for BSN-level nurses will only increase, and it will be essential that we find ways to educate and produce more of them for hospitals and physician practices as well. I hope that Seminole State College will respond to this demand for BSN-level nurses, and will be quick to add a BSN program in addition to your associate degree nursing program.

Respectfully,

Jamal Hakim, MD  
Managing Partner  
Anesthesiologists of Greater Orlando

Anesthesiologists of Greater Orlando, Inc. • 851 Trafalgar Court, Suite 300W • Maitland, FL 32751  
407.896.9500 • fax: 954.896-9585 • www.sheridanhealthcare.com

An affiliate of Sheridan Healthcare, Inc.

**Mission:**

To protect, promote & improve the health of all people in Florida through regulated state, county & community affairs.



**Vision:** To be the Healthiest State in the Nation

**Rick Scott**  
Governor

**Celeste Philip, MD, MPH**  
State Surgeon General

March 29, 2017

Dr. E. Ann McGee  
President  
Seminole State College  
100 Weldon Way  
Sanford, FL 32773

RE: Letter of Support

Dear Dr. McGee:

As a longstanding community partner of Seminole State College, the Florida Department of Health in Seminole County is pleased to support the college's proposal for a Baccalaureate in Nursing Science (BSN) Degree. Our commitment to quality community based care aligns with and supports the expertise of health care professionals with degrees such as the BSN. Nurses with BSNs are used as community health workers, health navigators, health educators, and health diagnosing/treatment practitioners in the community. Their work focuses on disease prevention, health wellness, and vital education for the residents of Seminole County. The knowledge gained through the attainment of a BSN is vital to the goals of our organization. Thus, the offering of a BSN at Seminole State College will be a key component to the continued health of Seminole County. Therefore, I urge you to approve this needed degree.

Again, this letter is to support the approval process for the Baccalaureate in Nursing Degree at Seminole State College. Please contact me if you have any questions about the support for, and the critical need for this degree.

Sincerely,

Donna J. Walsh, MPA, BSN, RN  
Health Officer  
Florida Department of Health in Seminole County



**City of Lake Mary**  
*Incorporated in 1973*

April 13, 2017

Dr. E. Ann McGee, President  
Seminole State College of Florida  
100 Weldon Blvd.  
Sanford, Florida 32773

**Subject:** Letter of Support for a new Bachelor's Degree Program in Nursing at Seminole State College

Dear Dr. McGee:

Please accept this letter as my support of Seminole State College's development of a new Baccalaureate Degree in Nursing. Our City has recently undertaken an assessment of the healthcare footprint within Lake Mary. The findings were eye-opening. In short, the healthcare delivery footprint in Lake Mary is tremendous, and expected to grow. We have embraced this trend because healthcare delivery touches on many attributes associated with a great city. As a matter of fact, our upcoming State of the City will carry the theme of "Healthy by Design".

Having the degree at Seminole State will offer our residents the opportunity to advance their nursing education and employment options while remaining in the county. Healthcare is one of the largest industries within Lake Mary, and Nursing graduates are desperately needed. Lake Mary is fortunate to have a free standing, fully equipped Florida Hospital ER. In addition, we have several specialty pharmacies and insurance companies that are anxious and willing to hire baccalaureate prepared nurses. In these industries the baccalaureate nurse acts as a patient advisor and advocate. The role of health educator is one of the most vital roles that the nurse plays. As we look at our population, their age, and the prevalence of chronic illnesses, we must support the BSN graduate to assist us in solving significant healthcare problems. Moreover, we believe the demand for BSN graduates will only increase going forward, and we are embracing the continued growth of the healthcare industry in our City.

If you have any questions or need additional information, please contact me.

Sincerely,

Tom Tomerlin, Ph.D., Director - Economic Development

[www.lakemaryfl.com](http://www.lakemaryfl.com) Main Phone: (407)585-1400 Fax: (407)585-1464

CITY HALL, 100 N Country Club Rd, P.O. Box 958445, Lake Mary, FL 32795-8445



February 16, 2017

Dr. E. Ann McGee  
Seminole State College of Florida  
100 Weldon Boulevard  
Sanford, FL 32773

Dear Dr. McGee,

CareerSource Central Florida (CSCF) takes seriously our role of developing and refining talent pipelines to serve high-growth and emerging industries within our region. Among the most viable and valuable industries in Central Florida is the healthcare industry. As a regional targeted industry, healthcare is in need of a highly skilled and specialized workforce and offers opportunities for higher, sustainable wages for the residents of Central Florida.

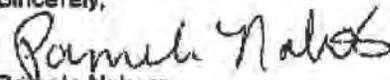
Additionally, in our work with healthcare employers within the region, we hear of the need for Bachelor's level nurses increasing, particularly due to the increased responsibilities hospitals place on the nursing profession in both hands-on critical care and the ancillary tasks of risk management and other administrative duties. The Healthcare FORUM information shared by your college recently bears out the need for more Bachelor of Science in Nursing graduates, and the desire of RNs to advance to this next level.

As the regional workforce board serving Sumter, Lake, Orange, Osceola, and Seminole counties, we encourage programs within the region that train a talent pipeline to meet the specific needs of Central Florida businesses and also support career pathway progression opportunities for those currently in the field. We do this by supporting training programs that can partner with us to fulfill these vital needs.

Seminole State's pursuit of a Bachelor of Science in Nursing (BSN) fits right into this criteria and we are therefore asking the State to approve Seminole State's request to begin offering this Bachelor program. This critical training program will provide enrollees with the opportunity to obtain a credential that can lead them to high paying jobs with sustainable and steady employment for years to come.

For these reasons, CareerSource Central Florida fully supports Seminole State in their pursuit to add the BSN program to their current offerings. This program will clearly serve the needs of businesses and provide a sustainable and well-trained talent pipeline for Central Florida.

Sincerely,

  
Pamela Nabors  
President and CEO

CareerSourceCentralFlorida.com  
390 North Orange Avenue, Suite 700 | Orlando, FL 32801  
p. 407.531.1222 | f. 407.708.1385 | TTY/TTD 711

April 17, 2017

Dr. E. Ann McGee  
President  
Seminole State College  
100 Weldon Blvd.  
Sanford, FL 32773

Dear Dr. McGee:

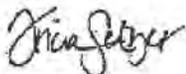
The Seminole County Economic Development department enthusiastically supports the establishment of a Bachelor of Science in Nursing degree at Seminole State College. The opportunity for Seminole County residents to receive a four-year degree in nursing without traveling to other counties is invaluable. Not only will this program inspire more Seminole County citizens to pursue a career in nursing, a field that is in high-demand regionally and state-wide, but it will encourage Seminole State graduates to remain in Seminole County beyond college. Seminole County anticipates more than 470,000 residents by 2020. A highly-educated nursing workforce will support the County's growing need for healthcare services.

Education has a strong impact on a nurse's ability to practice; patients deserve the best-educated nursing workforce possible. The primary healthcare providers in the County – Central Florida Regional (HCA), Florida Hospital, and Orlando Health – intend to expand in order to meet the growing demand for healthcare services in our area. The demands of an evolving health care system and the changing needs of patients require nurses to achieve higher levels of education. A growing body of research reinforces this belief and shows a connection between baccalaureate education and lower mortality rates. Study outcomes are attributed in large part to investments in highly-qualified and educated nurses, including a higher proportion of baccalaureate prepared nurses (American Association of College Nursing).

Graduates of Seminole State's BSN degree will earn a competitive salary of \$60,000 annually or greater, which is 137% of the County's average annual wage of \$43,573 (State of Florida Average Wage Requirements, 1/2017). Additionally, Seminole State College has just been recognized as the number one nursing program in the United States. The expansion of the nursing program to a four-year degree meets the County's desire to continue to diversify our workforce while raising the standard of education in the region.

Seminole County Economic Development enthusiastically supports Seminole State College's pursuit of a Bachelor of Science in nursing degree.

Sincerely,



Tricia Setzer  
Chief Administrator  
Seminole County Economic Development & Community Relations



Seminole County  
Public Schools

WALT GRIFFIN, Ed.D.  
Superintendent

Education Support Center  
400 E. Lake Mary Boulevard  
Sanford, Florida 32773-7127  
Phone: (407) 320-0900  
Fax: (407) 320-0281

April 25, 2017

Dr. E. Ann McGee, President  
Seminole State College of Florida  
100 Weldon Boulevard  
Sanford, FL 32773

Dear Dr. E. Ann McGee,

I am delighted to submit this letter of support for your new Bachelor of Science in Nursing (BSN) degree program. I understand that Seminole, Valencia and Lake-Sumter State Colleges, along with 50 other healthcare industry partners, held a very successful summit that resulted in actionable ideas to increase the number of RN's and dramatically increase the number of BSN graduates for our county.

The recommendation that was forwarded from the groups: to have all three state colleges pursue a bachelor degree in Nursing, along with keeping UCF's concurrent program; is one that truly meets the needs of our current students, future students, community, and healthcare industry.

The partnership that Seminole County Public School formed with Seminole State College is built on respect and collaboration focused on meeting our constituents needs for quality education and a high quality of life. Quality of life is only accomplished when we have the resources and manpower necessary to care for our community members. I believe this BSN degree will continue to move us towards raising the educational and living standards for all in our community.

Seminole County Public Schools is very involved with our healthcare partners and we are aware that many of them are expanding to meet the growing health needs of our county. Our own Health Academy at Seminole High School has experienced tremendous growth, with many students wishing to pursue nursing as a viable and sustainable career path. Our hospital partners as well as local economic development professionals inform us that BSN graduates will earn competitive salaries at above \$60,000/year.

One of the reasons the Bachelor of Science in Nursing program is so important to our community and school system is that the BSN is a viable credential for individuals wishing to teach in our growing Health Academy. Other vocational programs, particularly in life sciences and healthcare, also would accept the Bachelor of Nursing as an entry credential to teaching.

You have my strongest support for the BSN program. I look forward to building additional career paths for our students to enter nursing and then continue to the baccalaureate, all within Seminole County.

Sincerely,

Walt Griffin, Ed.D  
Superintendent

Visit Our Web Site  
[www.scsd.net](http://www.scsd.net)

# **DiRECT**

Central Florida Higher Education Consortium  
P.O. Box 160060  
Orlando, FL 32816-0060  
o. 407-823-4547  
f. 407-823-1399

TO

## **RE: Support for selected baccalaureate degrees at state colleges within the Central Florida Higher Education Consortium**

In 2005, the Central Florida Higher Education Consortium was formed to guarantee students graduating with an Associate of Arts, as well as selected Associate of Science degrees, from Consortium member institutions admission to the University of Central Florida. The resulting transfer program, now known as DirectConnect to UCF, has been identified as a national model of a highly effective transfer program. In its nearly 12 years, the program has proven that it increases access to higher education and prepares our future workforce with in demand skills.

The Consortium operates within the guidelines of a Regional Operational Plan. With this agreement, Consortium member institutions agree to conduct a collaborative review of new baccalaureate degrees being proposed by any of the six state college members. This review process involves a regional workforce supply-demand gap analysis, advice from local employers, and an extensive review of data shared among the chief academic officers of each member institution.

The Consortium members believe that this review process is thorough, and it is consistent with the members' shared goals of meeting local and regional workforce demands without unnecessary duplication of degree programs.

Four member institutions have asked the Consortium to review proposals to offer RN to BSN degrees. These member institutions are Eastern Florida State College, Lake-Sumter State College, Seminole State College, and Valencia College. Two additional state college members of the Consortium – College of Central Florida and Daytona State College – already offer the RN to BSN degree, as do the majority of other Florida state colleges. The data presented to the Consortium presidents are compelling. The combination of an aging population, an aging nursing workforce, and overall population growth in Central Florida will continue to increase the demand for BSN graduates. These and other data will be included in the Consortium members' individual degree proposals.

Therefore, we the presidents of the seven members of the Central Florida Higher Education Consortium support the proposed addition of Bachelor of Science degrees in Nursing (BSN) at four Consortium member institutions:

- Eastern Florida State College, BSN
- Lake-Sumter State College, BSN
- Seminole State College, BSN
- Valencia College, BSN

# DIRECT CONNECTION

Central Florida Higher Education Consortium  
P.O. Box 160060  
Orlando, FL 32816-0060  
p. 407-823-4547  
t. 407-823-1399

In addition, we unanimously support an additional baccalaureate degree and believe that the data provided in the proposal will show the workforce need:

- Valencia College, Bachelor of Applied Science in Supervision and Management

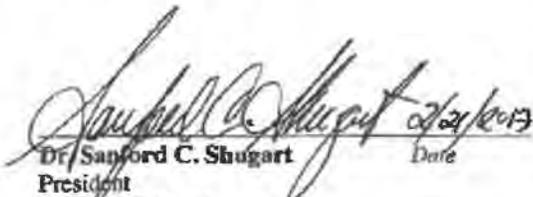
We believe that our actions in reviewing these proposed degrees have followed the intent of our Regional Operational Plan, and we have ascertained that these degrees will meet critical workforce needs by increasing and enhancing the educated workforce of Central Florida.

  
\_\_\_\_\_  
2/23/17  
Date  
Dr. James D. Hemmingsen  
President  
College of Central Florida

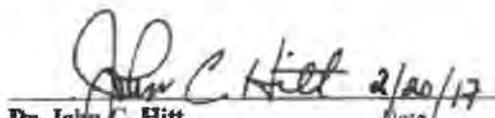
  
\_\_\_\_\_  
2/23/17  
Date  
Dr. Thomas LoBasso  
President  
Daytona State College

  
\_\_\_\_\_  
2/27/17  
Date  
Dr. E. Ann McGee  
President  
Seminole State College

  
\_\_\_\_\_  
2/20/17  
Date  
Dr. James H. Richey  
President  
Eastern Florida State College

  
\_\_\_\_\_  
2/21/17  
Date  
Dr. Sanford C. Shugart  
President  
Valencia College

  
\_\_\_\_\_  
2/23/17  
Date  
Dr. Stanley Sidor  
President  
Lake-Sumter State College

  
\_\_\_\_\_  
2/20/17  
Date  
Dr. John C. Hitt  
President  
University of Central Florida

1.

Getting your education at Remington College School of Nursing is affordable.

Many private colleges in Florida that offer a similar (accelerated) BSN degree have tuition costs that can exceed \$56,000, with book, uniform and other fees added.

Our tuition is all-inclusive, meaning we pay for books, uniforms and other fees after you have been accepted into the program.

**Remington  
College**

<hr/>	
Tuition	\$42,000
Application Fee	\$50
Books	Included
Uniforms	Included
Student Activity Fees	Included
<u>Malpractice Insurance</u>	Included
Lab Fees	Included
Computer Assisted Instruction	Included
<hr/>	
<b>Total</b>	<b>\$42,050</b>

Source: [alinurses.com](http://alinurses.com)

**Linda O'Donnell**

---

**From:** Pennington, Anthony (Orlando) <APennington@ecpi.edu>  
**Sent:** Tuesday, February 14, 2017 11:19 AM  
**To:** Angela M Kersenbrock  
**Subject:** RE: question

Most come from Central Florida but not necessarily Seminole County. Many are UCF graduates or graduates from other Florida schools. About 20% come from out-of-state.

**From:** Angela M Kersenbrock [mailto:kersenba@seminolestate.edu]  
**Sent:** Tuesday, February 14, 2017 11:11 AM  
**To:** Pennington, Anthony (Orlando) <APennington@ecpi.edu>  
**Subject:** question

Tony

Do you know where your Baccalaureate to BSN students come from? Are they mostly from Seminole County or do they come from the rest of the state or nation?

Thanx  
Angela

*Dr. Angela M. Kersenbrock, MSN  
Associate Vice President  
School of Business, Health and Public Safety  
Seminole State College  
407-708-2483*

**GO STATE. GO FAR.**

Please Note: \*\*\* Due to Florida's very broad public records law, most written communications to or from College employees regarding College business are public records, available to the public and media upon request. Therefore, this e-mail communication may be subject to public disclosure.\*\*\*

**Florida Action Coalition (FLAC) from 2010-2017 FL-AC Timeline**

# Florida Action Coalition

**2010-2017**

*Providing leadership in advancing the nursing profession so that Floridians can access safe, high quality healthcare.*



**We look forward to continue shaping the future of healthcare through nursing in 2017 and beyond!**

Increase the number of residency programs for nurses in Florida.

Assure that nurses practice to the full extent of their education and experience.

Build an infrastructure for the collection and analysis of healthcare work force data.

**2017 & BEYOND**

Increase the proportion of nurses with baccalaureate degrees or higher to 40% by 2021.

Double the number of doctoral prepared nurses in Florida by 2020, with attention to diversity.



Ensure ways for nurses in Florida to engage in lifelong learning.



Prepare and enable nurses to lead a charge to advance health.



**2014-2016 RN Supply in Regional Workforce Board 12 and by County**

	<b>RWR Region Total</b>	<b>LAKE</b>	<b>ORANGE</b>	<b>OSCEOLA</b>	<b>SEMINOLE</b>	<b>SUMTER</b>
<b>Total Workforce</b>						
Potential Nurse Workforce	26,840	3,743	15,165	2,595	4,529	808
Estimated # Working Nurses	23,272	3,186	13,463	2,323	3,760	620
Estimated # Nursing FTEs	20,627	2,788	12,201	2,107	3,329	403
<b>Highest Education (%)</b>						
LPN Certificate	0.0	0.1	0.0	0.1	0.0	0.0
RN Diploma/Associate	59.8	56.2	54.7	42.2	40.8	51.6
Associate + higher degree	10.6	10.3	10.4	9.0	12.0	12.9
Bachelor's in Nursing	13.5	29.4	18.5	13.5	11.2	28.9
Master's in Nursing	5.7	3.9	6.1	5.1	6.0	6.4
Nursing Doctorate	0.2	0.1	0.3	0.1	0.1	0.1
<b>Work Setting (%)</b>						
Hospital	87.3	63.2	70.3	74.0	59.6	94.3
Public Community Health	1.5	1.0	1.5	1.5	1.4	1.9
Home Health Care	2.9	9.3	3.6	1.9	5.3	9.8
Ambulatory Care	4.2	4.1	4.1	3.0	3.4	11.2
Long-Term Care	1.4	6.0	3.7	5.9	4.8	2.6
Hospice	2.5	1.2	2.2	1.2	2.4	6.0
Physician/Provider Office	2.4	2.9	2.5	1.2	2.4	3.3
Urgent Care/Walk-in Clinic	0.2	0.1	0.2	0.2	0.3	1.0
Nursing Ed (Academic)	1.7	1.3	1.5	0.9	2.9	2.2
Corrections Facility	0.9	0.8	0.9	0.7	0.7	6.0
Temporary Agency	0.3	0.6	0.2	0.3	0.3	0.5
Other	9.0	6.8	9.5	7.1	15.5	14.4
<b>Average Age</b>						
	46.7	49.8	43.2	46.5	47.3	37.7
<b>% Male</b>						
	10.3	8.6	10.8	12.1	9.7	5.2
<b>Race/Ethnicity (%)</b>						
White	61.7	77.4	57.4	44.0	68.4	90.7
Black	12.9	8.3	15.0	16.3	10.2	3.6
Hispanic	11.8	6.0	12.3	22.0	9.6	1.9
Asian	9.7	5.2	11.1	13.4	7.8	2.2
Other	8.9	8.2	4.3	3.2	3.9	1.6

Data Sources: Florida Board of Nursing licensure data and Florida Center for Nursing Workforce Survey data. For statewide study results see the 2014-2016 RN Supply Report  
[https://www.flcenterfornursing.org/DesktopModules/PrintjsPrint/DMX/Download.aspx?Component=Case\\_Download&EntryId=1194&PageId=1187&Id=124](https://www.flcenterfornursing.org/DesktopModules/PrintjsPrint/DMX/Download.aspx?Component=Case_Download&EntryId=1194&PageId=1187&Id=124)

## The Future of Nursing Focus on Education



**The 2010 Affordable Care Act** represents the broadest health care overhaul since the 1965 creation of the Medicare and Medicaid programs. Transforming the health care system to provide safe, quality, patient-centered, accessible, and affordable care will require a comprehensive rethinking of the roles of many health care professionals, nurses chief among them. To realize this vision, nursing education must be fundamentally improved both before and after nurses receive their licenses.

In 2008, the Robert Wood Johnson Foundation (RWJF) and the Institute of Medicine (IOM) launched a two-year initiative to respond to the need to assess and transform the nursing profession. The IOM appointed the Committee on the RWJF Initiative on the Future of Nursing, at the IOM, with the purpose of producing a report that would make recommendations for an action-oriented blueprint for the future of nursing.

As part of its report, *The Future of Nursing: Leading Change, Advancing Health*, the committee considered many challenges that face the nursing education system and some of the solutions that will be required to advance the system. It determined that nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression.

### The Need for Highly-Educated Nurses

In the 21st century, the health challenges facing the nation have shifted dramatically. The American population is older—Americans 65 and older will be nearly 20 percent of the population by 2030—as well as more diverse with

respect not only to race and ethnicity but also other cultural and socioeconomic factors. In addition to shifts in the nation's demographics, there also have been shifts in that nation's health care needs. Most health care today relates to chronic conditions, such as diabetes, hypertension, arthritis, cardiovascular disease, and mental health conditions, due in part to the nation's aging population and compounded by increasing obesity levels. While chronic conditions account for most of the care needed today, the U.S. health care system was primarily built around treating acute illnesses and injuries, the predominant health challenges of the early 20th century.

The ways in which nurses were educated during the 20th century are no longer adequate for dealing with the realities of health care in the 21st century. As patient needs and care environments have become more complex, nurses need to attain requisite competencies to deliver high-quality care. These competencies include leadership, health policy, system improvement, research and evidence-based practice, and teamwork and collaboration, as well as competency in specific content areas such as community and public health and geriatrics. Nurses also are being called upon to fill expanding roles and to master technological tools and information management systems while collaborating and coordinating care across teams of health professionals. To respond to these increasing demands, the IOM committee calls for nurses to achieve higher levels of education and suggests that they be educated in new ways that better prepare them to meet the needs of the population.

### **An Improved Education System**

Much of nursing education revolves around acute care rather than community settings that include aspects of primary care, public health, and long-term care. Nursing education frequently does not incorporate the intricacies of care coordination and transitions. Nor does it promote the skills

needed to negotiate with the health care team, navigate the regulatory and access stipulations that determine patients' eligibility for enrollment in health and social service programs, or understand how these programs and health policies affect patients and health outcomes. Nursing curricula need to be reexamined, updated, and adaptive enough to change with patients' changing needs and improvements in science and technology, the IOM committee says.

Many nursing schools have dealt with the rapid growth of health research and knowledge by compressing available information into the curriculum and adding layers of content that require more instruction. New approaches and educational models must be developed to respond to burgeoning information in the field. For example, fundamental concepts that can be applied across all settings and in different situations need to be taught, rather than requiring rote memorization. Competencies also must move from task-based proficiencies to higher-level competencies that provide a foundation for care management knowledge and decision-making skills under a variety of clinical situations and care settings. Additionally, emerging new competencies in decision making, quality improvement, systems thinking, and team leadership must become part of every nurse's professional formation.

### **Entering the Profession**

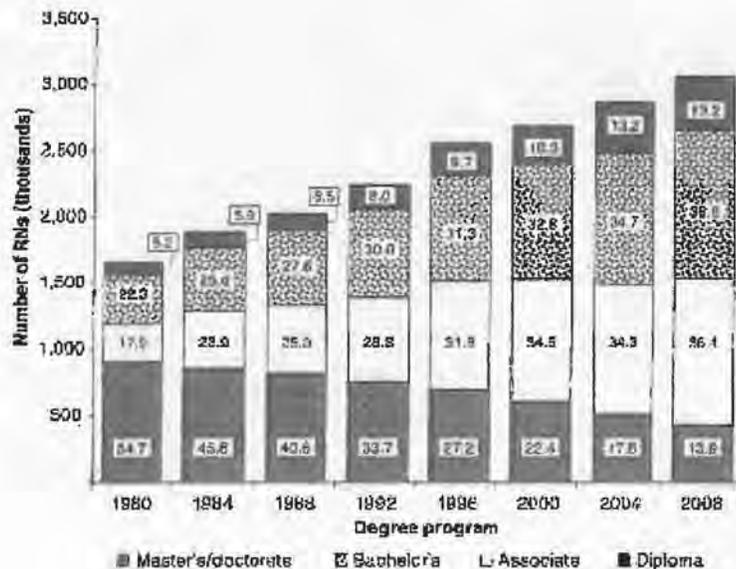
Nursing is unique among the health care professions in the United States in that it has multiple educational pathways leading to an entry-level license to practice. Nursing students are able to pursue three different educational pathways to become registered nurses (RNs): the bachelor's of science in nursing (BSN), the associate's degree in nursing (ADN), and the diploma in nursing. More recently, an accelerated, second-degree bachelor's program for students who possess a baccalaureate degree in another field also has become a popular option. These various pathways provide numer-

ous opportunities for women and men of modest means and diverse backgrounds to access careers in an economically stable field.

The qualifications and level of education required for entry into the nursing profession have been widely debated by nurses, nursing organizations, academics, and a host of other stakeholders for more than 40 years. 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 in such arenas as health policy and health care financing, community and public health, leadership, quality improvement, and systems thinking. Care within the hospital continues to grow more complex, with nurses having to make critical decisions associated with care for sicker, frailer patients and having to use more sophisticated, life-saving technology coupled with infor-

mation management systems that require skills in analysis and synthesis. Care outside the hospital is becoming more complex as well. Nurses are being called on to coordinate care among a variety of clinicians and community agencies; to help patients manage chronic illnesses, thereby preventing acute care episodes and disease progression; and to use a variety of technological tools to improve the quality and effectiveness of care. 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. An increase in the proportion of nurses with a BSN also would create a workforce poised to achieve higher levels of education at the master's and doctoral levels, required for nurses to serve as primary care providers, nurse researchers, and nurse faculty—positions currently in great demand across the

**Distribution of the registered nurse population by highest nursing or nursing-related educational preparation, 1980-2008.**



SOURCE: Health Resources and Services Administration

profession and within the health care system. The committee recommends that the proportion of nurses with baccalaureate degrees be increased to 80 percent by 2020. While it anticipates that it will take a few years to build the educational capacity needed to achieve this goal, the committee maintains that it is bold, achievable, and necessary to move the nursing workforce to an expanded set of competencies, especially in the domains of community and public health, leadership, systems improvement and change, research, and health policy.

Improving the education system and achieving a more educated workforce—specifically increasing the number of nurses with baccalaureate degrees—can be accomplished through a number of different programs and educational models, including: traditional RN-to-BSN programs; traditional 4-year BSN programs at both universities and some community colleges; educational collaboratives that allow for automatic and seamless transitions from an ADN to a BSN; new providers of nursing education such as proprietary/for-profit schools; simulation and distance learning through online courses; and academic-service partnerships.

In addition to increased numbers of BSN-educated nurses, schools of nursing must build their capacities to prepare more students at the graduate level who can assume roles in advanced practice, leadership, teaching, and research. While 13 percent of nurses hold a graduate degree, fewer than one percent have a doctoral degree. Nurses with doctorates are needed to teach future generations of nurses and to conduct research that becomes the basis for improvements in nursing science and practice. The committee recommends doubling the number of nurses with a doctorate by 2020.

### Lifelong Learning

Profound changes in the education of nurses, both before and after they receive their licenses,

are required to develop a more highly-educated workforce. Nursing education should serve as a platform for continued lifelong learning and should include opportunities for seamless transition to higher degree programs. The committee recommends that nurses and nursing students and faculty continue their education and engage in lifelong learning.

Bridge programs and educational pathways between undergraduate and graduate programs—specifically programs such as LPN-to-BSN, ADN-to-BSN, and ADN-to-MSN—are designed to facilitate academic progression to higher levels of education. The ADN-to-MSN program, in particular, is establishing a significant pathway to advanced practice and some faculty positions. Financial support to help build capacity for these programs will be important, including funding for grants and scholarships for nurses wishing to pursue these pathways. For example, diploma programs could be phased out, leaving federal resources that could be reallocated to expand baccalaureate and higher education programs.

Bridge programs and seamless educational pathways also offer opportunities for increasing the overall diversity of the student body and nurse faculty with respect to race and ethnicity, geography, background, and personal experience. Although the composition of the nursing student body is more racially and ethnically diverse than that of the current workforce, diversity continues to be a challenge within the profession. Greater racial and ethnic diversity among all health care providers leads to stronger relationships with patients in non-white communities, which are likely to grow as the U.S. population becomes increasingly diverse. Nursing schools and other relevant groups need to create programs to recruit and retain more individuals from racial and ethnic minorities, as well as men—who make up just seven percent of all RNs—into the nursing profession.

### Enough Nurses with the Right Skills

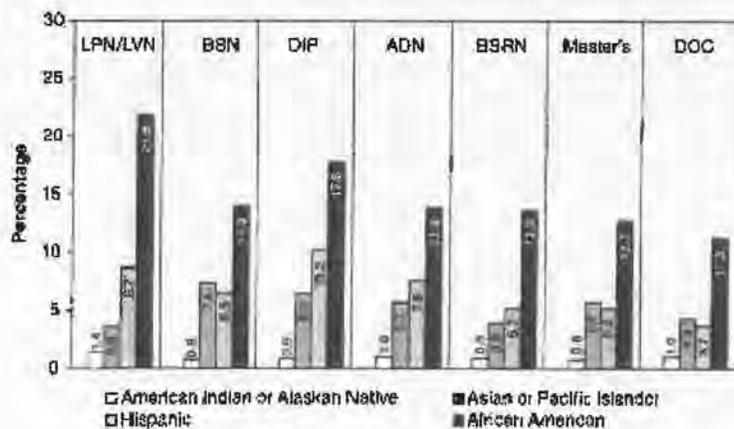
Significant barriers must be overcome if the shortage of nurses is going to be offset and more advanced and expanded nursing roles are going to be filled. Having enough nurses with the right kinds of skills will contribute to the overall safety and quality of a transformed health care system. One such barrier is high turnover rates, which continue to destabilize the nurse workforce in the United States. The costs associated with these turnover rates are significant, particularly in hospitals and nursing homes. The high rates among newly graduated nurses, in particular, highlight the need for a greater focus on managing the transition from school to practice.

Nurse residency programs, recommended by the Joint Commission in 2002, can provide important hands-on experience for newly graduated nurses or those transitioning into a new area of practice. These planned, comprehensive peri-

ods of time during which nursing graduates can acquire the knowledge and skills to deliver safe, quality care that meets defined standards of practice, can help new nurses develop skills in such important areas as organizing work; establishing priorities; and communicating with physicians and other professionals, patients, and families. In addition, transition-to-practice residency programs can help develop leadership and technical skills in order to provide quality care. Residency programs are supported predominantly in hospitals and larger health systems, with a focus on acute care; they also need to be developed and evaluated outside of acute care settings to accommodate the coming shift of care from hospital to community-based settings and the need for nursing expertise in chronic illness management, care of older adults in home settings, and transitional services.

While the evidence is limited because resi-

**Percentage of minority students enrolled in nursing programs by race/ethnicity and program type, 2008-2009**



NOTE: ADN = associate's degree programs; BSN = bachelor's of science programs; BSRN = RN-to-BSN programs; DIP = diploma nursing programs; DOC = nursing school programs offering doctoral degrees; LPN = licensed practical nursing programs; LVN = licensed vocational nursing programs.

SOURCE: Reprinted with Permission from the National League for Nursing

gency programs are not widespread, they have been shown to help reduce turnover rates for new graduate RNs, reduce costs, increase stability in staffing levels, and help first-year nurses develop critical competencies in clinical decision making and autonomy in providing patient care. The committee recommends that actions be taken to support nurses' completion of transition-to-practice nurse residency programs after they have completed a prelicensure or advanced degree program or when they are transitioning into new clinical practice areas.

### Conclusion

With more than 3 million members, the nursing profession is the largest segment of the nation's health care workforce. Working on the front lines of patient care, nurses have a direct effect on patient care. Their regular, close proximity to patients and scientific understanding of care processes across the continuum of care give them a unique ability to effect wide-reaching changes in the health care system. Nurses must be prepared to meet diverse patients' needs; function as leaders; and advance science that benefits patients and the capacity of health professionals to deliver safe, quality patient-centered care. If new nurses are to succeed in this complex and evolving health care system, nursing education needs to be transformed.

### Recommendations

#### **Increase the proportion of nurses with a baccalaureate degree to 80 percent by 2020.**

Academic nurse leaders across all schools of nursing should work together to increase the proportion of nurses with a baccalaureate degree from 50 to 80 percent by 2020. These leaders should partner with education accrediting bodies, private and public funders, and employers to ensure funding, monitor progress, and increase the diversity of students to create a workforce prepared to meet the demands of diverse populations across the lifespan.

- The Commission on Collegiate Nursing Education, working in collaboration with the National League for Nursing Accrediting Commission, should require all nursing schools to offer defined academic pathways, beyond articulation agreements, that promote seamless access for nurses to higher levels of education.
- Health care organizations should encourage nurses with associate's and diploma degrees to enter baccalaureate nursing programs within 5 years of graduation by offering tuition reimbursement, creating a culture that fosters continuing education, and providing a salary differential and promotion.
- Private and public funders should collaborate, and when possible pool funds, to expand baccalaureate programs to enroll more students by offering scholarships and loan forgiveness, hiring more faculty, expanding clinical instruction through new clinical partnerships, and using technology to augment instruction. These efforts should take into consideration strategies to increase the diversity of the nursing workforce in terms of race/ethnicity, gender, and geographic distribution.
- The U.S. Secretary of Education, other federal agencies including the Health Resources and Services Administration, and state and private funders should expand loans and grants for second-degree nursing students.
- Schools of nursing, in collaboration with other health professional schools, should design and implement early and continuous interprofessional collaboration through joint classroom and clinical training opportunities.
- Academic nurse leaders should partner with health care organizations, leaders from primary and secondary school systems, and other community organizations to recruit and advance diverse nursing students.

### **Double the number of nurses with a doctorate by 2020.**

Schools of nursing, with support from private and public funders, academic administrators and university trustees, and accrediting bodies, should double the number of nurses with a doctorate by 2020 to add to the cadre of nurse faculty and researchers, with attention to increasing diversity.

- The Commission on Collegiate Nursing Education and the National League for Nursing Accrediting Commission should monitor the progress of each accredited nursing school to ensure that at least 10 percent of all baccalaureate graduates matriculate into a master's or doctoral program within 5 years of graduation.
- Private and public funders, including the Health Resources and Services Administration and the Department of Labor, should expand funding for programs offering accelerated graduate degrees for nurses to increase the production of master's and doctoral nurse graduates and to increase the diversity of nurse faculty and researchers.
- Academic administrators and university trustees should create salary and benefit packages that are market competitive to recruit and retain highly qualified academic and clinical nurse faculty.

### **Ensure that nurses engage in lifelong learning.**

Accrediting bodies, schools of nursing, health care organizations, and continuing competency educators from multiple health professions should collaborate to ensure that nurses and nursing students and faculty continue their education and engage in lifelong learning to gain the competencies needed to provide care for diverse populations across the lifespan.

- Faculty should partner with health care organizations to develop and prioritize competencies so curricula can be updated regularly to ensure that graduates at all levels are prepared to meet the current and future health needs of the population.
- The Commission on Collegiate Nursing Education and the National League for Nursing Accrediting Commission should require that all nursing students demonstrate a comprehensive set of clinical performance competencies that encompass the knowledge and skills needed to provide care across settings and the lifespan.

- Academic administrators should require all faculty to participate in continuing professional development and to perform with cutting-edge competence in practice, teaching, and research.
- All health care organizations and schools of nursing should foster a culture of lifelong learning and provide resources for interprofessional continuing competency programs.
- Health care organizations and other organizations that offer continuing competency programs should regularly evaluate their programs for adaptability, flexibility, accessibility, and impact on clinical outcomes and update the programs accordingly.

### **Implement nurse residency programs.**

State boards of nursing, accrediting bodies, the federal government, and health care organizations should support nurses' completion of a transition-to-practice program (nurse residency) after they have completed a prelicensure or advanced practice degree program or when they are transitioning into new clinical practice areas.

The following actions should be taken to implement and support nurse residency programs:

- State boards of nursing, in collaboration with accrediting bodies such as the Joint Commission and the Community Health Accreditation Program, should support nurses' completion of a residency program after they have completed a prelicensure or advanced practice degree program or when they are transitioning into new clinical practice areas.
- The Secretary of Health and Human Services should redirect all graduate medical education funding from diploma nursing programs to support the implementation of nurse residency programs in rural and critical access areas.
- Health care organizations, the Health Resources and Services Administration and Centers for Medicare and Medicaid Services, and philanthropic organizations should fund the development and implementation of nurse residency programs across all practice settings.
- Health care organizations that offer nurse residency programs and foundations should evaluate the effectiveness of the residency programs in improving the retention of nurses, expanding competencies, and improving patient outcomes.

**Committee on the Robert Wood Johnson Foundation Initiative on the Future of Nursing, at the Institute of Medicine**

**Donna E. Shalala** (Chair)  
President, University of Miami,  
Coral Gables, FL

**Linda Burnes Belton** (Vice  
Chair) Vice President and Chief  
Nursing Officer, Cedars-Sinai  
Health System and Research  
Institute, Los Angeles, CA

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Dean and Dr. Carol A. Linde-  
man Distinguished Profes-  
sor, Vice Provost for Inter-  
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Raleigh

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Associate Director of Research,  
Center for the Health Profes-  
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San Francisco

**Rosa Gonzalez-Guarda**  
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University of Miami, Coral  
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**David C. Goodman**  
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at Dartmouth, The Dartmouth  
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**Liane Orsolini-Hain**  
Nursing Instructor, City College  
of San Francisco, CA

**Yolanda Partida**  
Director, National Center,  
*Hablamos Juntos*, and Assis-  
tant Adjunct Professor, Center  
for Medical Education and  
Research, University of Califor-  
nia, San Francisco, Fresno

**Robert D. Reischauer**  
President, The Urban Institute,  
Washington, DC

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Professor, Mailman School of  
Public Health, Department of  
Health Policy and Management,  
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**Rona Briere**

**Study Sponsor**

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

Changed CIP 5/26/2010 from 51.1601 to 51.3801  
 REVISED 10/24/12, 10/23/13  
 REVISED 4/4/14, 6/30/14  
 REVISED 10/28/15

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**LOWER LEVEL COURSES**

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	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
&  CHMXXXX (1)	3
Or— BSCXXXX (1)	3
Or— BCHXXXX (1)	3
Or— PCBXXXX (1)	3
Or— PHYXXXX (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
&  PSYXXXX (1)	3
Or— SOPXXXX (1)	3
Or— SYGXXXX (1)	3
&  STAX014	3
Or— STAX023	3

(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.

**From:** Jafri, Pamela F. [mailto:Pamela.Jafri@orlandohealth.com]

**Sent:** Tuesday, March 14, 2017 3:22 PM

**To:** Cheryl A Cicotti <cicottic@seminolestate.edu>

**Subject:** Partnership Request for May 5 DPH College Fair!

Orlando Health Dr. P. Phillips Hospital (DPH) leadership team is committed to exemplary outcomes in quality, safety, and the patient experience. We believe that a well-educated workforce can assist us with meeting our organizational goals, thus ensuring optimal care for our patients.

Our goal is to engage our registered nurses that have not yet pursued a bachelor's degree in the exploration of what it would take to achieve a BSN. DPH would like to expand our bachelor degree rate for nurses from the current 67% to 72% by October 2018. Our ultimate plan is to meet the IOM's recommendation of 80% BSN rate by the year 2020.

To achieve these goals and assist with engaging our potential BNS applicants we have an exciting opportunity for you to team up with us on this journey! In the spirit of shared governance, DPH, under the oversight of the Hospital Nursing Practice Council **will be hosting a College Fair on May 5, 2017 from 7:30 am - 11:00 am!** We are requesting your participation at the DPH College Fair, to share with our nurses what your institution has to offer nurses pursuing nursing education.

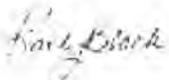
Seminole State College, you have my full assurance that the DPH College Fair will be well attended and representatives from your institution will meet team members that have a genuine interest in the advancement of their education. **We would be delighted to have you partner with us on May 5!**

If you are able to participate in the DPH College Fair, please contact:

Victoria Hallisey  
[victoria.hallisey@orlandohealth.com](mailto:victoria.hallisey@orlandohealth.com).

***Please consider joining us!*** We are dedicated to ensuring that our nurses have the opportunity to augment their education to the next level. I look forward to meeting you on May 5<sup>th</sup>, 2017.

Sincerely,



Kathy Black  
Chief Nursing Officer  
See Attached Flyer

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## Documentation of Nurse Midwives in Seminole Service District

**From:** Kropp, Steven [mailto:Steven.Kropp@deo.myflorida.com]  
**Sent:** Monday, March 27, 2017 2:41 PM  
**To:** Cathy Campbell <ccampbell@valenciacollege.edu>  
**Subject:** RE: Nursing stats  
Cathy:

According to AHCA, Florida does not mandate staffing levels for health care facilities. However, every hospital is required to follow the staffing guidelines set forth by its governing board.

Here are the 2016 and 2024 employment estimates for **nurse midwives**:

	<u>2016</u>	<u>2024</u>
Florida:	365	464
Region 12:	46	61
Valencia College Region:	33	44
Seminole State College Region:	6	7
Lake-Sumter State College:	7	10

Sincerely, Steve

**From:** Kropp, Steven [mailto:Steven.Kropp@deo.myflorida.com]  
**Sent:** Monday, March 27, 2017 2:41 PM  
**To:** Cathy Campbell <ccampbell@valenciacollege.edu>  
**Subject:** RE: Nursing stats

Cathy,

We have learned what we could about the matter. The problem is that BLS in the occupational survey has only recently broken out from registered nurses specialized occupations such as nurse anesthetists, nurse midwives, and nurse practitioners; and there is unfortunately a tendency for physician's offices in some areas of the state to report RNs as registered nurses when they should actually be reported in the new specialized categories. I assume that coding accuracy in our survey responses for the new occupations in question will improve in time as the occupations become more established. Based on the statewide ratio of nurse midwives to registered nurses, I would estimate that in Region 12 there are approximately 46 nurse midwives employed in 2016 and that there will be 61 employed in 2024.

The statewide data for nurse midwives was not publishable in 2016 due to BLS confidentiality rules. **There were approximately 365 employed in 2016 with a projected employment of 464 in 2024.**

Sincerely, Steve

**SEMINOLE STATE COLLEGE OF FLORIDA**

**Sanford, Florida 32773**

**DISTRICT BOARD OF TRUSTEES MEETING**

**December 5, 2016**

The District Board of Trustees of Seminole State College of Florida met on Monday, December 5, 2016, at the Seminole County Public Schools Education Support Center, 400 East Lake Mary Boulevard, Sanford, at 10:08 a.m., for the Regular Meeting.

**Members Present**

Jeffrey Bauer  
Wendy Brandon

Scott Howat, Vice-Chair  
Amy Lockhart

Dr. E. Ann McGee  
Alex Setzer, Chairman

**Members Not Present**

All members were present.

**Staff and Others Present**

Nathan Butler, HKS  
Architects  
J. Paul Carland, II, Esq.  
Eric Castleon, Greenberg  
Taurig  
Dr. Cheryl Cicotti  
Melanie Cornell, HKS  
Architects  
Cheryl Daley  
Hector Dietsch

Orlando Evora, Greenberg  
Taurig  
Bert Fonseca, Skanska  
Lynn Garrett  
Dr. Dick Hamann  
Mike Hartley, T.C.  
Engineering  
Kate Henry  
Pete Karamitsanis,  
P3 Project Manager  
Dr. Angela Kersenbrock

Frank Martz, City of  
Altamonte Springs  
Dr. David Meador, UCF  
Mark Richardson  
Dr. Laura Ross  
Dr. Joseph Sarnovsky  
Chris Scott, Hutton/Brady  
Architects  
Meghann Sellers  
Jessica Shearer  
Michael Staley

**Call to Order**

Chairman Setzer called the District Board of Trustees Regular Board Meeting to order at 10:08 a.m.

**Pledge of Allegiance**

Ms. Wendy Brandon led the Pledge of Allegiance.

**Public Comment**

Chairman Setzer indicated that members of the public are permitted to comment on Board Agenda items. Those wishing to comment were asked to complete a card available at the sign-in desk. Cards should be given to Cheryl Daley.

**President's Report**

**Kudos**

Dr. McGee congratulated Mrs. Lockhart on being selected as the Chair of the Seminole County Public Schools (SCPS) Board.

Dr. McGee thanked Frank Martz, City Manager, City of Altamonte Springs, for attending the meeting.

Seminole State brought home the Gold in the Chapter Awards category at the annual Association of Florida Conference (AFC). The Chapter Award is given to those Chapters that show evidence of performance clearly consistent with the mission and goals of AFC. Dr. McGee congratulated Chapter President James Miller and the entire Seminole State AFC Chapter.

Seminole State's Pharmacy Technology Program has been ranked #5 in the nation by The Community for Accredited Online Schools. AccreditedSchoolsOnline.org is a leading resource for higher education and college accreditation information. They analyze factors such as class size, cost of enrollment and program completion rates. Dr. McGee congratulated Interim Associate Dean of Health Professions, Dr. Molly Yanni; Associate Vice President Dr. Angela Kersenbruck; Dr. Laura Ross; and the faculty and staff in the Pharmacy Technology Program.

Commencement will be held on Wednesday, December 14th. It will begin at 6:00 p.m. with a reception in the Black and Gold Room at the CFB Arena followed by the ceremony at 7:00 p.m. Orlando City Commissioner and Seminole State alumna Patty Sheehan will be the Commencement speaker.

Winter Break begins on December 22<sup>nd</sup>, with the College reopening on January 3<sup>rd</sup>. Faculty report back on January 4th and the students return on January 9<sup>th</sup>.

**Enrollment Update**

Dr. McGee asked Dr. Dick Hamann to give an update on enrollment. Dr. Hamann indicated that enrollment is currently up 12.5% for Spring term.

**Categorical Consent Agenda Board Action**

**Public Comment:** Chairman Setzer recognized Professor Jessica Shearer for comment. Ms. Shearer is a professor in the Nursing program and has worked at the College for ten years. She indicated that her name appeared as a Resignation on the December 5, 2016, Human Resources Recommendation Addendum. Ms. Shearer has rescinded her resignation and would like to continue her employment at the College.

Paul Carland advised the Board that the Human Resources item could be pulled from the Categorical Consent Agenda before a comprehensive action to approve the Consent Agenda is taken.

**Board Action:** With consensus from the Board, Chairman Setzer found good cause to remove the Human Resources item from the Categorical Consent Agenda for separate action. He called for a motion to approve the Categorical Consent Agenda with that change. Mr. Bauer moved to approve the Categorical Consent Agenda. Mrs. Lockhart seconded the motion. The Board voted unanimously in the affirmative. Motion carried.

**Board Action:** Mr. Bauer moved to approve the Human Resources Recommendations and Addendum minus Ms. Shearer's name. Mrs. Lockhart seconded the motion. The Board voted unanimously in the affirmative. Motion carried.

1. Minutes
  - a. Regular Meeting, November 14, 2016
2. Human Resources
  - a. Recommendations and Addendum (*Addendum 1*)
3. Programs & Services
  - a. International Travel

*"Categorical Consent Agenda" (See Supplemental Minute Book 1-NG, Pgs. 4-21 and Addendum 1)*

#### **Administrative Actions**

##### **Notice of Intent, Bachelor of Science in Nursing**

Dr. Ross indicated that Seminole State College would like approval to file a Notice of Intent to the Division of Florida Colleges to offer a Bachelor's Degree in Nursing. The DirectConnect College Presidents and University of Central Florida (UCF) President Dr. Hitt approve of the submission. Dr. McGee and Dr. Ross thanked Ms. Brandon for her leadership. Dr. McGee also thanked Dr. Cheryl Cicotti and Dr. Angela Kersenbrock for all of their work to move this forward.

**Public Comment:** There was no public comment on this item.

**Board Action:** Mrs. Lockhart moved to authorize the College to file the Notice of Intent for the Bachelor of Science in Nursing. Ms. Brandon seconded the motion. The Board voted unanimously in the affirmative. Motion carried.

*"Notice of Intent, Bachelor of Science in Nursing" (See Supplemental Minute Book 1-NG, Pgs. 23-40)*

#### **Facilities Actions**

**Public Comment:** Chairman Setzer recognized Mr. Frank Martz, Altamonte Springs City Manager. Mr. Martz gave a statement on behalf of the City of Altamonte Springs. He congratulated the College, the Board, and the entire team for moving the development of the Altamonte Campus forward. Mr. Martz stated that he and the City of Altamonte Springs look forward to a continued partnership with the College as this project grows.

The College received an unsolicited proposal on June 4, 2015, from U.S. Health Realty, LLC, (USHR), for a second building (Building 2) on the Altamonte Springs Campus. In October 2015, the College entered into an Interim Agreement with USHR based on the proposal to design, develop, build, and fund the costs for Building 2 of the Altamonte Springs Campus Master Plan. Two agreements have been developed for delivery of this project. The Ground Lease contains conditions for leasing the footprint of the building to Orlando Health Realty, LLC (OHR), and elements for development of the site. The second agreement – Space Lease – contains the contractual elements for the College's use of space within Building 2.

Dr. Sarnovsky introduced Eric Castleton and Orlando Evora, attorneys for Greenberg Traurig. Mr. Castleton and Mr. Evora provided critical experience in structuring the Agreements. Dr. Sarnovsky introduced Mr. Pete Karamitsanis. Mr. Karamitsanis has been engaged as the Project Manager for this P3 project. He and his team will manage project delivery of Building 2. Dr. Sarnovsky presented an overview of the Ground Lease and the Space Lease (*Addendum 2, 3, and 4*). Dr. Sarnovsky and Mr. Evora answered questions from the Board.

Chairman Setzer asked how much of the College's rent paid will be offset by the Ground Lease. Dr. Sarnovsky said approximately two-thirds.

Ms. Brandon asked what the College's total investment in tenant improvements are expected to be. Dr. Sarnovsky indicated that tenant improvements are estimated at \$80 per square-foot. Tenant improvements are expected to total between \$7-\$8 million. Ms. Brandon asked which fund would cover those improvements. Dr. Sarnovsky stated that the College has the option of using Capital Improvement Fees; Designated Reserves; or requesting PFCO funding for improvements. Ms. Brandon asked if the \$14.90 per square-foot lease rate would remain constant over the 30-year lease term. Dr. Sarnovsky explained that the Space Lease rate would increase 2% per year for the first 20 years. It will increase 1% for years 21-60. The lease rate is reset to \$14 per square-foot in year 31. Ms. Brandon asked about the adjustment of the Ground Lease rate. Dr. Sarnovsky indicated that the Ground Lease rate increases at 2% per year for the first 30 years. Then it will increase at 1% per year. The College begins paying to lease space when the building is ready for occupancy. Ground Lease payments to the College begin upon substantial completion of the project. Ms. Brandon asked for clarification on when the College's space lease payments would start. Mr. Evora explained that the College would begin making payments upon substantial completion of the College's space in the building.

Mrs. Lockhart asked about the timeline for the parking garage. Dr. Sarnovsky indicated that the Altamonte Campus needs available parking as soon as possible. He explained that if additional parking is not provided, the logistics of a third building will be challenging. The College is working on a proposal for a parking structure that would provide approximately 500 additional parking spaces. The intention is to have a parking structure completed in conjunction with the completion of Building 2. Dr. Sarnovsky indicated that getting the parking needs of our students met is a top priority as the development of the Altamonte Campus progresses.

Mrs. Lockhart asked about the use of the retail space on the first floor. Dr. Sarnovsky indicated that 6,000 feet of first-floor retail space will be used by Barnes and Noble for a College and public-use bookstore.

Ms. Brandon asked about the decision to build structured parking as opposed to surface parking. Dr. Sarnovsky indicated that with the construction of Building 2, all of the current parking on the Altamonte Campus would be committed. Mr. Evora explained that surface parking would not be sufficient to support the two buildings and the construction of a third building in the future. Ms. Brandon asked about the anticipated cost of a parking structure. Mr. Evora stated that structured parking is calculated at a cost of \$13,000 - \$15,000 per parking space. Structured parking would be constructed in 500-space blocks. The total cost is estimated at \$5-6 million.

Ms. Brandon asked about the cost-commitment of this recommended action. The \$8 million in tenant-improvements are part of this action. Mr. Evora indicated that a parking structure is something the College should be planning for to facilitate future development of the Altamonte property. However, this action item does not commit the College to building or funding one at this time.

Vice-Chair Howat asked about the value of the building based on its square footage. Dr. Sarnovsky indicated that the developer's proposal estimated the value of the building between \$40-50 million. Vice-Chair Howat asked about the expected lifespan of the building. Dr. Sarnovsky said between 45 and 60 years. The developer is responsible for refurbishments within the first 60 years. If the College decided to make changes to the program or classroom space, that cost will be borne by the College.

Vice-Chair Howat asked about the College's option to purchase the building. Mr. Evora indicated that the developer can sell the building at any point. The College will have the first right of refusal to purchase at the developer's price. If the College declines to purchase the building, the developer can

adjust the price by no more than 10% to take it to market. The lease agreements would transfer with the sale of the building per the State Statute regarding Public-Private Partnerships (P3).

Vice-Chair Howat asked if there were ongoing occupancy requirements for the developer beyond the initial 70% occupancy. Mr. Evora said no. The developer's only obligation after initial occupancy is met is to maintain the building.

Vice-Chair Howat asked what financial support is available from the State to help offset the College's costs. Dr. Sarnovsky explained that the State provides funding for operation and maintenance costs. This funding averages approximately \$8.00 per square-foot. The College's net operating cost will be approximately \$7.15 per square-foot. State funds are not used to pay for rent of the space. Dr. Sarnovsky indicated that the revenue generated by auxiliaries is intended to fund the cost of rent so there will be no negative impact to the operating budget.

Dr. McGee asked about next steps if this item is approved by the Board. Dr. Sarnovsky indicated that if the Board approves the Ground Lease and the Space Lease, the next step is to monitor the progress of the developer as they begin to acquire tenants to meet the initial 70% occupancy requirement. The College will also begin preliminary design work for tenant-improvements. Dr. Sarnovsky and his team will begin developing financial strategies for a parking structure. Dr. McGee asked about State approval of the project. Information on the development will be submitted to the State. There is no requirement for the State to approve the Board's decision to move forward with these agreements. Dr. Sarnovsky indicated that the College and the Board have met all the requirements under the P3 Statute in order to enter into these agreements with the developer.

Chairman Setzer asked how much discretion the Board has in the selection of tenants for the Building. Dr. Sarnovsky indicated that the Agreements include permitted and prohibited uses for the space based on the quality of tenants acceptable in a student learning environment. Beyond that, the Board will not directly approve building occupants.

#### **Ground Lease Agreement – Altamonte Campus – Building 2**

**Board Action:** Ms. Brandon moved to approve the Ground Lease Agreement for Altamonte Campus Building 2 as presented. Mr. Bauer seconded the motion. The Board voted unanimously in the affirmative. Motion carried.

*"Ground Lease Agreement – Altamonte Campus – Building 2" (See Supplemental Minute Book I-NG, Pgs. 42-164 and Addendum 2 and 3)*

#### **Space Lease Agreement – Altamonte Campus – Building 2**

**Board Action:** Mrs. Lockhart moved to approve the Space Lease Agreement for Altamonte Campus Building 2. Ms. Brandon seconded the motion. The Board voted unanimously in the affirmative. Motion carried.

*"Space Lease Agreement – Altamonte Campus – Building 2" (See Supplemental Minute Book I-NG, Pgs. 165-251)*

Dr. McGee and the Board thanked Dr. Sarnovsky for his leadership on this project.

#### **Warrants**

Warrants for November 2016 were submitted and approved.

*"Warrants – November 2016" (See Supplemental Minute Book I-NG, Pgs. 253-349)*

(Continued)

December 5, 2016

**Other Business**

Chairman Setzer indicated that the Board would reconvene at 12:00 p.m. for a Joint Work Session with the Board of Seminole County Public Schools.

*"Joint Work Session" (See Supplemental Minute Book I-NG, Pg. 252)*

Having no other business, Chairman Setzer adjourned the meeting at 11:10 a.m.

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Chairman

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Secretary

## Regional BSN Nursing Consortium Planning Meeting Summary Notes

Regional BSN Nursing Consortium Planning Meeting  
Lake-Sumter State College, Seminole State College & Valencia College  
Valencia District Office – Room 325

December 16, 2016 -- 1:00 to 4:30 pm

### Summary Notes

**Attended:** Cheryl Cicotti, Sue Fagan, Nasser Hedayat, Angela Kersenbrock, Anne Peach, Rise' Sandrowitz, Joan Tiller, and Douglas Wymer

The meeting was conducted by Anne Peach.

**Purpose:** The purpose of the meeting on **December 16, 2016** was to review the proposed state college nursing operational budget and budget assumptions for Lake-Sumter, Seminole and Valencia.

**Discussion:** The intent was to develop one method to submit data to the state and continue the "consortium approach" demonstrating to the state that our plan is a regional workforce plan. We discussed that it would be beneficial for consistency when the state reviews the data from the three state colleges. It would also be helpful for the college presidents and employers when they travel to the state in the beginning of the year to discuss the proposed addition of three BSN programs at the state colleges from our region.

Anne reminded everyone that at the meeting last week, we reviewed the actual and proposed admittance every year to each state college both for the ASN and BSN students. We also discussed how Seminole State and Valencia College would maintain the UCF percentage in the ASN/BSN concurrent program.

Dr. Wymer's team will work directly with UCF College of Nursing since they currently do not have the concurrent program. Most of our discussion was the method used to develop a projected operational budget.

We reached agreement on an approach and the attached spreadsheets outline that methodology. We agreed that the capital budget would be a separate discussion at the state college level with their executive team as the needs vary.

#### Attachment Documents:

- Agreement of Cost (word document)
- Attachment 2: (excel spreadsheet)
  - **Page 1-** ASN Actual & Projected Admittance by year and Totals (For the Regional Report, we will probably be using summary data as in the last column)
  - **Page 2A-** BSN – Projected Admittance – for 4 years.
  - **Page 2B-** Project UCF Concurrent Students
  - **Page 3-** Projected Cost for Program and Administration (including actual versus an average for all the colleges (3 state colleges).

The next meeting is planned for the end of the **first week January 2017**.

# DirectConnect to UCF, Consortium Academic Coordination Committee, Central Florida Higher Education Consortium – 2016 Annual Report



## DirectConnect to UCF

### 2016 Annual Report of the Consortium Academic Coordination Committee Central Florida Higher Education Consortium

#### *Purpose:*

The Consortium Academic Coordination Committee (CACC) will review regional plans and needs, with a particular focus on additional baccalaureate degree offerings. Where supported by regional workforce data, the CACC will add new degrees to a five year master plan that will be submitted to the Central Florida Higher Education Consortium presidents for their approval.

#### *CACC Membership:*

The Committee will include the chief academic officer from each state college and two members from UCF appointed by the president and/or provost. A list of current members is found in Appendix A. The CACC is supported by a Workforce Development Committee consisting of one representative of each state college and UCF. A list of current members is found in Appendix B.

#### *Process:*

1. Individual Colleges and UCF research potential baccalaureate degrees.
2. CACC members share plans.
3. The CACC commissions the Workforce Development Committee to research the need for the new degrees.
4. The CACC endorses programs where the workforce data supports the need, and none of the members have concerns about the potential degree.
5. Programs where the workforce data does not appear strong, or where members have concerns will either not receive endorsement, or more information may be requested before a determination about endorsement is made.
6. Programs with no concern are added to a regional five year master plan (See Appendix C).
7. The five year plan is submitted to the presidents as part of the CACC Annual Report.

#### *Recommendations for 2016:*

The submission of proposals to DOE for baccalaureate degrees in nursing for Eastern Florida State College, Lake-Sumter State College, Seminole State College, and Valencia College were endorsed, with the understanding that Seminole College and Valencia College with UCF will continue offering concurrent enrollment programs.

The submission of a proposal to DOE for a BAS degree Business and Organizational Leadership for Valencia College was endorsed.

The submission of a proposal to DOE for baccalaureate degrees in education for Eastern Florida has been postponed because Eastern Florida and UCF are discussing additional opportunities for collaboration.

## Year 1 Activities and Recommendations

### *Meeting 1: April 29, 2016 at UCF*

The Committee reviewed its charge and clarified the work flow process for consideration of new baccalaureate degrees. Jeff Jones of UCF and Susan Ledlow of Valencia were selected as Co-Chairs. The Committee decided to hold meetings after the baccalaureate liaison meetings at the Council of Instructional Affairs for the Florida College System. The group also agreed that because the APPRISE process and approval from SACS takes over a year, Consortium members can submit pre-proposals for new degrees into APPRISE before CACC approval. If the CACC decides that the new degree is not needed, members agreed not to submit the full proposal.

### *Meeting 2: June 8, 2016 in Cocoa Beach*

Committee members agreed upon the principles by which decisions would be made, with workforce need being first on the list of criteria. The Workforce Development team was commissioned, with Nasser Hedayat of Valencia and Eugene Jones of Lake-Sumter as co-chairs. The Committee outlined the types of data that might be considered in addition to the publically available labor market data. These included data such as employer surveys, industry reports, and changes in certifications or education levels required for employment. CareerSource Central Florida was invited to the meeting and it was agreed to have representatives of all regions going forward at CACC meetings. Consortium members shared plans for new degrees. The Committee agreed to formally review new proposed degrees in nursing (from Eastern Florida, Seminole, Lake-Sumter, and Valencia), business (from Valencia), and education (from Eastern Florida) at the next meeting, and asked the Workforce Development Committee to begin its research.

### *Meeting 3: September 12, 2016 in Orlando*

The Committee reviewed the workforce data related to job openings in business, and unanimously endorsed the proposal for a BAS Degree in Business and Organizational Leadership from Valencia College. The Committee also reviewed the nursing data from the Workforce Development Committee and supplementary data provided in a Region 12 Nursing Summit. The Deans of Nursing from Eastern Florida, Lake-Sumter, Seminole, Valencia, and UCF were invited as guests to the meeting to present their needs and concerns, especially concerns of the concurrent nursing programs if new BSNs were approved. The Committee decided that more internal dialogs were needed at the respective institutions and deferred the decision until the next meeting.

### *Meeting 4: October 31, 2016 by Skype*

The Committee endorsed the four BSN proposals, with the caveat that Seminole and Valencia would continue their concurrent programs with UCF. It was decided that the three colleges in Region 12 would submit their proposals to DOE together and use the same workforce data. Eastern Florida will submit individually as their workforce data is different. Eastern Florida also reported that they would like to withdraw at this time their baccalaureate in education proposals, as they are working closely with UCF to explore additional opportunities for collaboration.

### Appendix A. CACC Membership

Jeff Jones, Vice Provost, University of Central Florida (Co-Chair)  
 Susan Ledlow, VP of Academic Affairs and Planning, Valencia College (Co-Chair)

Elizabeth Dooley, Vice Provost and Dean, University of Central Florida  
 Amy Locklear, VP of Academic Affairs, Daytona State College  
 Linda Miedema, VP Academic Affairs/CLO, Eastern Florida State College  
 Mark Paugh, VP of Academic Affairs, College of Central Florida  
 Laura Ross, VP of Academic Affairs & Chief Academic Officer, Seminole State College  
 Doug Wymer, VP of Academic Affairs, Lake-Sumter State College

### Appendix B. Workforce Development Committee

Nasser Hedayat, AVP for Career and Workforce Education, Valencia College (Co-Chair)  
 Eugene Jones, AVP Baccalaureate and Workforce Programs, Lake-Sumter State College (Co-Chair)

Frank Margiotta, Executive Director, Technical and Professional Training, Eastern Florida State College  
 Angela Kersenbrock, Associate VP, Career and Professional Programs, Seminole State College  
 Sean Armstrong, Director, Academic Support Services, University of Central Florida  
 Linda Miles, Representative, Daytona State College  
 Rob Wolf, College of Central Florida

### Appendix C. Status of Proposed Baccalaureate Degrees

College	Degree	Status
College of Central Florida	BS – Criminal Justice	Pending internal approval
Daytona State College	N/A	
Eastern Florida State College	BS Data Science	Pending DOE approval
	BS Education	Withdrawn
	BS in Nursing	Endorsed by CACC
Lake-Sumter State College	BS in Nursing	Endorsed by CACC
Seminole State College	BS in Nursing	Endorsed by CACC
	Education	In discussion with UCF
Valencia College	B.S. in American Sign Language	Withdrawn
	BS in Nursing	Endorsed by CACC
	BAS in Business and Organizational Leadership	Endorsed by CACC
UCF	BS – Environmental Studies	Posted in APPriSE, April 2016
	BS – Emergency Management	Posted in APPriSE, April 2016
	BA – Non-profit management	Posted in APPriSE, April 2016

## Sub-Committee of the Consortium Academic Coordination Committee

### REGIONAL EDUCATION WORKFORCE COMMITTEE

#### Committee Members:

Nasser Hedayat Valencia College & Committee Co-Chair, Sean Armstrong University of Central Florida & Co-Chair, Angela Kersenba Seminole State College, Eugene Jones Lake Sumter State College, Cathy Beam Eastern Florida State College, Linda Miles Daytona State College, Rob Wolf Central Florida State College

**Meeting Date:** Wednesday July 6 at 4pm

**Location:** Valencia College West Campus

#### Topics for Discussion:

- Tasks and responsibilities
- Workforce data collection process
- Process for bachelor degree support and recommendation
- Discussion of the workforce demand and data for the two bachelor degree programs

Workforce Committee met on Monday July 6 at Valencia College to review the data collection processes and to discuss the workforce data for potential bachelor degrees in Nursing and Supervision and Management. As part of the process the committee agreed to meet during the OESC/CIA meetings as needed to share the workforce data for new potential bachelor degree programs considered by any of the consortium institutions.

Dr. Hedayat presented the EMSI data on workforce demand and the 2015-23 employment projection for each of the colleges (Lake Sumter State College, Seminole State College, and Valencia College) service areas. The committee discussed the need and approval timeline for the two bachelor degrees.

Cathy Beam from Eastern Florida State College said that the Occupational Overview/workforce data report from Valencia College for the Bachelor of Applied Science in Supervision and Management provides evidence of a need for this degree in Region 12 (Osceola, Orange, Seminole, and Lake and Sumter counties). This includes strong hourly earnings and growth trends for job openings over the next eight years in each of the identified occupations. Cathy and other members expressed their support for Valencia College's efforts to move the BAS in Supervision and Management on to the next level of review by the Consortium Academics Coordinating Committee (CACC).

Dr. Armstrong from UCF asked if the data for unmet jobs were available for each college area. Dr. Hedayat said that he will research the information and send it to the committee members at a later time.

The committee also reviewed the Occupational Overview/workforce data report from Valencia College, Lake/Sumter College and Seminole State College for Registered Nurse (SOC 29-1141) relating to the Bachelor of Science in Nursing and agreed that there is evidence of a need for this degree in Region 12 (Osceola, Orange, Seminole, Lake and Sumter counties). Data demonstrated strong hourly earnings and growth trends for job openings over the next eight years in this occupation. Comments were provided regarding the changes in health care insurance as part of the federal Affordable Health Care Act and hospital ratings and standards for nurses with a bachelor's degree which also weigh positively toward bachelor degree level training. The group strongly supported the efforts of Valencia College, Lake/Sumter College and Seminole State College to move the BS in Nursing on to the next level of review and support by the Consortium Academics Coordinating Committee (CACC).

# **Objections or Alternative Proposals**

## **B.2**