

## **STATE BOARD OF EDUCATION**

### **Action Item**

May 16, 2017

**SUBJECT:** Approval of Florida Keys Community College's Proposal for a Bachelor's of Science in Nursing

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### **PROPOSED BOARD ACTION**

Degree Program with prior Baccalaureate Authorization:

- Florida Keys Community College
  - BS in Nursing

### **AUTHORITY FOR STATE BOARD ACTION**

Section 1007.33, Florida Statutes, provides authority for site-determined baccalaureate degree access in the Florida College System.

### **EXECUTIVE SUMMARY**

A Letter of Intent followed by a proposal was submitted to the Department of Education for this proposal. Appropriate notification of intent was provided to the Board of Governors, Independent Colleges and Universities of Florida and the Commission for Independent Education, as required in section 1007.33, Florida Statutes. An extensive review of criteria was conducted of the proposal submitted, and written comments and recommendations were provided to the college. The final submission was subsequently received and is being submitted to the State Board of Education for approval.

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**Supporting Documentation Included:** Florida Keys Community College's Proposal for a Bachelor of Science in Nursing

**Facilitator/Presenter:** Chancellor Madeline Pumariega, Florida College System

**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: Florida Keys Community College  
Florida College System Institution President: Dr. Jonathan Gueverra

PROGRAM SUMMARY	
<b>1.1</b>	Program Name: <u>Bachelor of Science in Nursing</u>
<b>1.2</b>	Degree type: <input checked="" type="checkbox"/> Bachelor of Science <input type="checkbox"/> Bachelor of Applied Science
<b>1.3</b>	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
<b>1.4</b>	List the counties in the college's service district: <u>Monroe County</u>
<b>1.5</b>	Degree CIP code (4 or 6 digit): <u>51.3801</u>
<b>1.6</b>	Anticipated program implementation date: <u>August 2018</u>
<b>1.7</b>	What is the primary associate degree pathway for admission to the program? <u>Associate of Science in Nursing (ADN)</u>

<b>1.8</b>	Is the degree a STEM focus area?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>1.9</b>	List program concentration(s) (if applicable):		
<b>1.10</b>	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.

Florida Keys Community College (FKCC) proposes to initiate a Registered Nurse to Bachelors of Science in Nursing (BSN) degree program for nurses with clear and active registered nurse licenses. The future ACEN accredited, BSN program will be a state approved program including coursework in nursing research, nursing theory, pharmacology, health assessment, nursing management and quality improvement. Graduates will acquire specialized knowledge and skills in the field of nursing to meet the burgeoning demands of working in a variety of healthcare settings. The BSN program will emphasize an acute leadership practicum where the student will learn to integrate theory with practice with the goal of becoming reflective practitioners in nursing.

The FKCC BSN program will use a combination of online learning, clinical and experiential experiences, and face-to-face lectures. Online learning will be provided in both asynchronous and synchronous modes using the College's learning management system. Any synchronous activities will be scheduled in advance and at multiple times to accommodate student work schedules. Students will work with faculty to arrange clinical experiences near their place of residence and/or employment. The BSN program will also provide weekend seminars where students will participate in various learning activities to enrich, reinforce, and apply the knowledge gained throughout the program of study. These seminars will be scheduled in advance and held once per semester to allow for students to coordinate these experiences with personal and work schedules.

As outlined by the American Association of Colleges of Nursing (AACN), graduates of the FKCC BSN program will be able to:

- practice from a holistic, caring framework;
- practice from an evidence base;
- promote safe, quality patient care;
- use clinical/critical reasoning to address simple to complex situations;

- assume accountability for one's own and delegated nursing care;
- practice in a variety of healthcare settings;
- care for patients across the health-illness continuum;
- care for patients across the lifespan;
- care for diverse populations;
- engage in care of self in order to care for others; and
- engage in continuous professional development

The RN to BSN program was not considered eligible to meet the \$10K challenge due to the total cost of the 2+2 model. The tuition for the BSN component is estimated to be \$6,168. The cost of the FKCC ADN program is currently \$10,148. The total cost of the RN to BSN program would equal \$16,341 (Table 1). FKCC has maintained the same tuition level for the last four consecutive years while reducing many types of fees and implementing programs to eliminate student debt. As a result, the College shall continue to seek ways to reduce the tuition burden placed on students in the BSN and every program in our portfolio.

**Table 1: Estimated Cost of ADN, RN to BSN and Combined Cost**

	<b>ADN</b>	<b>RN to BSN</b>	<b>Total Cost</b>
Tuition	\$7,863	\$6,168	\$14,031
Lab fees	\$2,285	\$25	\$2,310
Total	\$10,148	\$6,193	\$16,341

Source: FKCC Catalog, and Lab Fee Schedule. Based on cost per credit hour of \$109.22 lower level and \$128.50 baccalaureate level.

## **WORKFORCE DEMAND AND UNMET NEED**

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

In offering the BSN program, FKCC will be able to provide multiple career pathways for students throughout the Florida Keys. Students could enter the ADN program directly and then transition to the BSN program. Students may also choose to begin with either the Certified Nursing Assistant Program (CNA) or Emergency Medical Technician Program (EMT) as entry level positions into healthcare. CNA or EMT students would be able to apply credits earned to other healthcare degrees, including the ADN or RN to BSN degrees based on statewide articulation agreements.

Obtaining a BSN will provide students the opportunity to advance their careers. Many healthcare organizations offer additional compensation for obtaining a BSN. Graduates of the BSN program will also be prepared to fill leadership, quality improvement, and management positions, which require a BSN or equivalent degree. In addition, the BSN prepared student will now

be able to apply for advanced nursing practice education programs. These advanced practice programs include a Master of Science in Nursing, Nurse Practitioner, Master in Nursing Education, PhD. in Nursing, and Doctorate of Nursing Practice (DNP).

The U.S. Bureau of Labor and Statistics states that the mean salary for a registered nurse is \$62,720 per year. The most recent statistics provided by the U.S. Bureau of Labor and Statistics indicates that employment for nurses was nearly 2.7 million, making it one of the largest occupations in the nation. The top ten percent of nurses earned \$98,880 per year or more.

**Table 2: Advanced Practice Nursing Positions**

Occupation	Mean Salary
Nurse Educator	\$ 72,000
Nurse Midwife	\$ 88,350
Nurse Practitioner	\$ 95,780
Nurse Anesthetist	\$ 145,740

Source: U.S. Department of Labor, Bureau of Labor Statistics.

The positions listed above most often require a graduate degree in nursing (Table 2). The BSN is required to enter graduate level nursing programs. By offering an RN to BSN degree at FKCC, students will be able to continue their nursing education at the graduate level and be eligible to fill the positions listed above.

As the College examined the feasibility of a BSN program, WomanKind and the Lower Keys Medical Center highlighted a dual commitment to increasing the number of BSN registered nurses and advanced practice nurses. WomanKind is a medical center providing high-quality family planning and primary health care to people of all income levels. The medical center is located in Key West, Florida. WomanKind administrators are committed to increasing the number of advanced practice nurses employed at the medical center. As stated in the WomanKind letter of support, the addition of an RN to BSN program at FKCC is a great first step in reaching this goal.

Lower Keys Medical Center (LKMC) is an advanced hospital which offers full-service acute care including emergency, labor & delivery, physical therapy and cardio in the Lower Keys. LKMC administrators are determined to increase the percentage of graduate prepared nurses at the facility. Currently, LKMC has only three full-time nurses who hold a graduate degree.

While the demand for nurse midwives and nurse anesthetists is expected to remain flat through 2023, registered nursing jobs are expected to increase

by 5%. According to EMSI, the demand for nurse practitioners in Monroe county has grown by 15% over the last two years and is expected to grow by 20% over the next 10 years. In addition, 33% of the nurse practitioner workforce is expected to retire in the next 10 years. As reflected in Table 3, the median annual earnings for a nurse practitioner is \$91,811.

**Table 3: Median Earnings Nursing Occupations Monroe County**

Occupation	Hourly Rate	Annual Salary
Registered Nurse (29-1141)	\$28.80	\$59,904
Nurse Anesthetist (29-1151)	\$56.90	\$118,352
Nurse Midwives (29-1161)	\$37.38	\$77,750
Nurse Practitioner (29-1171)	\$44.14	\$91,811

Source: EMSI Q2 2016 Data Sheet

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- 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.

In December 2013, the U.S. Bureau of Labor Statistics Employment Projections 2012-2022 reported that Registered Nurse (RN) was listed among the top occupations regarding job growth through 2022. Additionally, the RN workforce is expected to grow from 2.7 million in 2012 to 3.24 million in 2022, an increase of 526,800 or 19%.

FKCC is considered part of Workforce Region 23 according to the Florida Department of Economic Opportunity. As reflected in Table A.1.1, it is estimated there will be 1,107 registered nursing job openings per year through 2024 in Workforce Region 23. An additional 19 positions per year are projected for postsecondary nursing instructors.

The Florida Center for Nursing supports the Institute of Medicine's goal to have 80% of registered nurses educated at the baccalaureate level by 2020. To meet the annual demand for nurses in Workforce Region 23, we will need 886 (1,107 annual job openings x 80%) nurses per year at the baccalaureate level. The five year annual average of BSN graduates in Workforce Region 23 is currently 763. This regional picture is very deceptive as Monroe County's unique geography and demography offer a very different reality.

The most recent data from the Florida Center for Nursing (Table 4) indicate there are approximately 597 nurses working in Monroe County. Of those, only 180 have a BSN or higher. Table 4 shows the gap between current BSN prepared nurses and the 80% goal. To reach the 80% target would require that 298 nurses in Monroe County obtain a BSN.

**Table 4: Educational Level of Employed Nurses**

<b>Academic Year 2012-13</b>	<b>Monroe County</b>
# of Employed Registered Nurses (ADNs + BSNs)	597
# BSNs	180
80% Benchmark for RN with BSN	478
Gap Between Current BSN and Goal	298

Source: Florida Center for Nursing Status Report, July 2013

Table 5 provides additional information on the workforce distribution of nurses in Monroe County.

**Table 5: Nursing Work Setting- Monroe County**

<b>Setting</b>	<b>% of Workforce</b>	<b>Number of Nurses</b>
<i>Hospital</i>	65	388
<i>Home Health</i>	7.1	42
<i>Public Community Health</i>	6.4	38
<i>Physician Office</i>	5.4	32
<i>Ambulatory Care</i>	2.4	14
<i>Long Term Care</i>	1.7	10
<i>Nursing Academics</i>	5.4	5
<i>Other</i>	6.6	39

Source: Florida Center for Nursing Status Report, July 2013

As stated previously, there are currently no institutions of higher education located in Monroe County which offer a BSN program. FKCC is well positioned to assist Monroe County and the state in meeting this demand for BSN nursing programs.

- 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).

Many healthcare institutions are now requiring new registered nurses to hold a BSN degree or to sign a contract to commit to beginning a BSN program within a specified time period. For example, Mariner's Hospital in Monroe County requires any ADN nurse to obtain a BSN within 5 years of employment. These hiring practices are being utilized in response to the

Institute of Medicine's (IOM) 2010 Report on the Future of Nursing. This report set forth eight recommendations to be implemented for the future of nursing. Recommendation four from the IOM calls for increasing the proportion of BSN prepared nurses to 80% by the year 2020.

According to the Florida Center for Nursing (FCN), it is anticipated the state of Florida will have a nursing shortage of 50,321 RN full-time equivalent positions by 2025. The FCN also recommends increasing the number of BSN prepared nurses. The most recent FCN report estimates there are 269,760 registered nurses in the state of Florida. Of those registered nurses, only 49.1% have a BSN or higher, well short of the 2020 goal of 80% of registered nurses holding a BSN or higher (Table 6).

As vacancy rates in urban centers increase it is foreseeable that the nursing shortage would be even greater in rural areas such as Monroe County, since urban medical centers have more resources available to attract nurses and greater opportunities for career advancement. Anything that can be done to retain local nurses will help offset predicted shortages. An RN to BSN program at FKCC would allow Monroe County nurses to continue their education in Monroe County. The uniqueness of the area may also attract other nurses into the area who are looking to continue their education.

**Table 6: BSN-Prepared Nurses in Florida**

	In Florida
# of Registered Nurses	269,760
# of BSN or Higher	132,452
80% BSN or Higher Goal	215,808
Gap Between Current BSN and Goal	83,356

Source: Florida Center RN Supply Report, July 2014

The data from FCN for Workforce Region 23 is similar to the rest of the state. In the most recent report from 2011, 45% of registered nurses in Workforce Region 23 hold a BSN or higher. In Monroe County, only 30% or 180 nurses hold a BSN or higher.

According to Report No. 15-04 from the Office of Program Policy Analysis and Government Accountability (OPPAGA), there are 175 nursing programs in Florida with 140 programs awarding an associate degree and 35 programs awarding a BSN degree. There are 49,368 nursing seats available for LPN and RN education. To bring the current nursing population of Florida up to the 80% recommendation by the IOM and FCN would require graduating 83,356 BSN degree nurses by 2020 (Table 6). Clearly, there is not enough capacity to meet this goal at this time. To compound the issue, these data do not account for the projected 13% job growth in nursing.



Status reports on nursing supply, demand, and education indicate a strong demand for baccalaureate nursing degrees (Florida Center for Nursing Status Report, March 2014). As can be seen from Table 7, during the academic year 2012- 2013, thirty-seven percent of qualified students statewide were turned away from BSN programs because of limited capacity and other factors.

**Table 7. Bachelor of Nursing Program Capacity Academic Year 2012-2013**

Academic Year 2012-2013	Florida BSN Programs
# of Qualified Applicants	5,917
# of Students Enrolled	3,711
# of Non-Matriculated Applicants	2,206
% of Non-Matriculated Applicants	37%
# of RN-BSN Students Graduated	2,026

Source: Florida Center for Nursing Status Report, March 2014

When looking at the South Florida Region it is clear that current supply is not meeting projected demand. According to the most recent report from the Florida Center for Nursing, registered nursing jobs in the South Florida district grew by 4.1% from 37,835 in 2009 to 39,374 in 2011. These jobs were filled by 35,017 nurses, 50.5% of whom had an associate degree as their highest earned degree. In 2011, there was an estimated 2,468 job vacancies in South Florida despite the fact that South Florida schools graduated 2,850 new nurses (72% at the ADN level). Most of these vacancies were in hospital and home health based practice. During this same time period, ADN nursing programs turned away 46% of qualified applicants and 53% of qualified BSN applicants.

- 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.

While the Associate of Science in Nursing degree (ADN) is the minimum degree required for registered nurses, many healthcare institutions are now requiring new registered nurses to have a BSN degree. Many employers which hire an ADN prepared nurse often require the new nurse to sign a contract to commit to beginning a BSN program within three to five years of hire. These hiring practices are being utilized in response to the Institute of Medicines (IOM) 2010 Report on the Future of Nursing. This report set forth eight recommendations to be implemented for the future of nursing. Recommendation four from the IOM suggests increasing the proportion of BSN prepared nurses to 80% by the year 2020.

The Florida Center for Nursing also recommends increasing the number of BSN-prepared nurses and advocates that the IOM goal of 80% BSN prepared nurses is necessary to improve the healthcare system in Florida. The American Nurses Association and The American Nurses Credentialing Center (ANCC) all support increases in BSN prepared nurses to improve health outcomes of patients.

The Magnet Designation for Nursing awarded by the ANCC also supports increasing the percentage of BSN prepared nurses in hospitals. Baptist Health South Florida, a large employer of FKCC nursing graduates, is comprised of six hospitals with locations in Monroe County, Homestead, and the Greater Miami area. Baptist Health South Florida has two hospitals with Magnet Designation and is working towards obtaining Magnet Designation for Nursing for three more hospitals.

Baptist Health South Florida's Mariner's Hospital, located in Monroe County is recognized as a Pathway to Excellence by the ANCC. The Pathway to Excellence Program recognizes healthcare institutions for developing an environment where nurses can excel. Organizations that hold Pathway designation have been shown to have higher nurse satisfaction, longer retention, easier recruiting, and high quality nursing care. There are a total of 12 pathway practice standards. Criteria six focuses on professional development of nurses. A component of this criterion is the attainment of additional degrees such as a BSN. By offering an RN to BSN program at FKCC the College will provide an additional alternative to assist Mariner's Hospital in achieving this goal. This program will allow nurses employed by Mariner's Hospital to continue their education without leaving the community.

The Lower Keys Medical Center (LKMC) is the hospital closest in proximity to FKCC's main campus in Key West. The chief nursing officer of the hospital is actively identifying methods to decrease the hospital's RN position vacancies and turnover rates. LKMC plans to implement a professional nursing career ladder that would incentivize continued nursing education. One of the strategies is to partner more closely with the Nursing Program at FKCC to successfully recruit and retain new graduate nurses. FKCC nursing graduates would be able to begin work upon completing their ADN. Providing new nurses the opportunity to complete their RN to BSN degree in such close proximity to the LKMC would assist the hospital in reaching its goal of improved retention, as well as allow nurses to gain the ongoing education that will assist them in their career progression.

While the nursing job growth rate will remain modest for Monroe County, increasing the number of BSN prepared nurses working in the Florida Keys would have a significant positive impact on the quality of care provided to the community. In an isolated area of critical concern such as Monroe

County where major medical facilities are not readily available, the best prepared nurses are the first line of defense for many residents. As mentioned previously, only 30% (180 out of 597) of nurses in Monroe County hold a BSN. By providing this program at FKCC the county will be in a better position to continue moving towards the 80% goal for BSN prepared nurses by 2020.

## **PLANNING PROCESS**

### **4.1 Summarize the internal planning process.**

Student support for the College to offer a bachelor degree program in Nursing was initially identified through a student survey in summer 2008. Students who attended FKCC during the previous and current semester were emailed a web-based link to the College's survey software and asked to share their opinions toward the College offering bachelor's degrees. A total of 60 students responded to this first survey. The results were extremely positive and demonstrated a substantial interest in achieving a baccalaureate degree at FKCC and 30% of those students indicated an interest in nursing. . In fall 2013, an additional survey was conducted with 188 students responding. Even though the surveys were administered five years apart, respondents were consistent in that 75% indicated they would be interested in pursuing a bachelor's degree at FKCC.

In June 2015, the FKCC Nursing Advisory Board (Supplement 1) approved a timeline (Supplement 2) to develop the BSN program, which included a program feasibility analysis. The board was also asked to submit letters of support and to encourage other community leaders to submit letters of support (Supplement 3). During the November 2015 meeting an update on the program was provided to the advisory board (Supplement 4).

On October 26, 2015, a feasibility study was completed and submitted to the Florida Keys Community College District Board of Trustees seeking approval to proceed with the baccalaureate notice of intent and application process for developing a BSN program. A BSN Committee, comprised of FKCC faculty and staff, was established to collaborate with the Nursing Advisory Board to develop and implement the BSN program.

The Notice of Intent was submitted to the Florida College System Chancellor on November 17, 2015. The Notice of Intent was then sent to all SUS, ICUF and CIE institutions. After waiting the required 100 days, and having received neither public nor private responses, FKCC proceeded with the Baccalaureate Application Proposal.

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

Although there are no other public or private college/university campuses within the service area of Monroe County, the College has made every effort to contact those institutions of higher education that partner with FKCC and serve FKCC graduates. FKCC President, Dr. Jonathan Gueverra, engaged in personal visits and telephone conversations with regional institutions to engage in need, demand, and impact discussions regarding the development of a Bachelor of Science in Nursing degree. Additionally, the College's chief academic officer engaged peers at area institutions in similar conversations.

Through the use of the Nursing Advisory Board and community outreach the College has obtained letters of support from community healthcare institutions and facilities (Supplement 3). In speaking with local employers it became evident that an RN to BSN program at FKCC would assist them in reaching their respective organizational goals by improving patient outcomes and increasing job satisfaction and retention. They recognized the importance of continuing education for health care providers and identified a need for a local RN to BSN program.

During the planning stages of the RN to BSN program the Nursing Advisory Board, which is made up of local leaders in healthcare, discussed methods of delivery of the program. In addition, through personal communication with other employers the college sought input regarding program delivery options. These discussions revealed that some nurses are resistant to online RN to BSN programs and that the distance required to travel to more traditional programs was a barrier as well. It was also recognized that any program needed to be flexible enough to allow nurses pursuing a BSN degree to continue working. Based on this feedback a hybrid delivery model was chosen for the program and approved by the Advisory Board. This program will combine online learning with in person educational opportunities.

As the program provides an opportunity for a nursing elective, the college intends to continue to seek input from the local employers as to which content would be beneficial to offer as part of the program.

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

	<b>Date(s)</b>	<b>Institution</b>	<b>Description of activity</b>
APPRiSe	11/10/15		Entered program in APPRiSe
Public universities in college's	3/5/15 3/16/16 2/23/17	Florida International University	Vice President Snyder discussed the BSN program with Vice President Elizabeth

service district	5/21/13	Miami Dade College	Bejar via telephone and email.  President Gueverra met with President Padron and discussed the BSN program.
	2/28/17		Vice President Snyder discussed the BSN program with Executive Vice President Rodicio via email.
Regionally accredited institutions in the college's service district	12/14	NovaSoutheastern University Barry University St. Leo University	FKCC's Office of the President made multiple attempts to set-up meetings with the respective presidents to discuss the BSN program.

\* No public universities have satellite campuses in Monroe County.

\*\*St. Leo University has an education center on a military base in Monroe County.

On May 21, 2013, Dr. Gueverra met with Miami Dade College president Dr. Padron and discussed the need for the program. Miami Dade College declined to offer the BSN program on FKCC's campus. In February 2017, FKCC Vice President, Brittany Snyder, communicated via email with Miami Dade College Executive Vice President and Provost, Lenore Rodicio, about the BSN program.

In December 2014, FKCC's Office of the President made multiple attempts via telephone and email to set-up meetings to discuss need, demand, and economic impact with Nova Southeastern University, Barry University, and St. Leo University officials. These attempts did not result in any meetings.

On March 5, 2015, FKCC Vice President, Brittany Snyder, spoke with Florida International University Vice President for Academic Affairs, Elizabeth Bejar, about employer and student demand for baccalaureate programs in Monroe County. Subsequent email discussions occurred in March 2016 and February 2017.

**Table 8: FKCC Baccalaureate Degree Timeline**

Task	Due Date	Notes
- Research Demand for Program - Discussions with FIU, Miami/Dade and Barry	Nov. 2015	Completed in time for inclusion in BOT materials and agenda for January meeting

University - Prepare FKCC BOT request to approve pursuit of Baccalaureate degree in Nursing		
FKCC Trustees Approve Pursuit of Baccalaureate	January, 2016	
Letter of Intent (LOI) is sent to Division of Florida Colleges (DFC)	January 14, 2016	DFC forwards the LOI to State Univ. System, Independent Colleges and Universities of Florida (ICUF), and the Commission of Independent Educations (CIE) within 10 days.
State Universities can submit alternate proposal	March 14, 2016 is the last day for SUS to submit objections	These schools have 60 days to submit alternatives or objections
In the absence of objections from State Universities, ICUF and CIE schools can submit alternate proposal	January 14, 2016 is the last day for ICUF and CIE to submit objections	These schools have 30 days to submit alternatives or objections
FKCC submits baccalaureate proposal to Division of Florida Colleges (DFC)	March 18, 2016	DFC Baccalaureate Review Team reviews proposal and notifies college of any deficiencies within 30 days.
FKCC returns final complete proposal to DFC	March 10, 2017	If edits are needed (multiple revisions have been made)
DFC provides completed proposal and any alternative proposals or objections to the Commissioner of Education for review and determination of Approval	April 24, 2017	DFC has 45 days to make a recommendation and send to the State Board of Education
State Board of Education	Approx. April 26,	

considers the Commissioner's recommendation, the college proposal, and any alternative proposals or objections at its next meeting	2017	
Develop Curriculum and obtain Curriculum Committee approval	Obtain committee approval fall 2017	
Submit Application for Substantive Change to SACSCOC	December 31, 2017	For consideration at the SACSCOC June meeting.
SACSCOC meeting	June 2018	SACSCOC can approve the change with a site visit within six months after initiation of the substantive change, defer action and seek additional information, or deny approval.
Begin offering Baccalaureate Degree	August 2018	Fall classes begin
SACSCOC onsite visit	February 2019	SACSCOC visit will occur within a 6 month window from initiation of change.

## 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.

FKCC plans to admit 30 students in the first academic term (spring 2018). Students will be able to attend full-time or part-time. To develop the budget, FKCC estimates that place-bound working adults will enroll in the BSN program. Based on FKCC's current part-time versus full-time enrollment ratios, FKCC estimates that 30% of BSN students will enroll full-time taking twenty-four credit hours per year and 70% of BSN students will enroll part-time taking fifteen credit hours per year.

Full-time students will be able to complete 48 credit hours needed in two years. In the second year, 30 new students will be admitted. Revenue will be

generated from student tuition revenue.

The FKCC Foundation has been active in fundraising for program support and scholarships for the College. Community members have been very responsive and supportive of the proposed baccalaureate program.

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

The College is estimating enrollment at 30 students per year for the first two years of the program with an increase to 40 students per year in subsequent years. This estimate is based on three factors; (1) graduates of the College's current ADN program, estimated turnover of RN's in Monroe County, and currently employed ADN nurses who are required and/or encouraged to complete a BSN by their employer.

The College has averaged 40 nursing graduates per year over the last five years. Based on current student interest and feedback, it is anticipated that a majority of these graduates will continue to pursue the BSN degree here at FKCC. ADN enrollment is expected to grow with attainment of ACEN accreditation which would lead to an increase in graduates and subsequent enrollment in the BSN program.

As previously noted, only 30% of Monroe County's registered nurses have earned a BSN. This is well short of the Florida Center of Nursing's 80% goal to have 80% of registered nurses having earned a BSN. This gap of 298 nurses in Monroe County has factored into the projected enrollment numbers for FKCC's BSN program. The College will incur operational expenses for the program's upper-level courses beginning in spring 2018. Operational costs will include faculty salaries, continuous marketing efforts, faculty professional development, and instructional materials, supplies, and equipment. Operational costs for the upper-level courses are estimated to total \$103,940 in 2018 and will increase, as enrollments in the program increase. Estimated costs for 2019, 2020, 2021 are \$128,238, \$194,680 and \$199,195 respectively. A projected 3% annual increase in salary and benefits expenditures and an inflation rate of 2% were applied to applicable expenditure items.

In 2018, the total cost per FTE for upper-level instruction is estimated at \$5,774, assuming an upper-level enrollment of 30 students producing 18 FTE. As enrollment increases, the cost per FTE declines to \$3,663 in 2019-20 and to \$3,376 when upper-level enrollment reaches an anticipated 100 students resulting in 59 FTE.



Class size is assumed to be a constant 30:1 ratio in all upper level courses. Courses are offered on a continuing basis and none of the nursing courses have required prerequisites. Therefore, students may move through the program at their own pace depending on their circumstances. The budget shows a need for some Florida College Program Funds to be used to support the program. Should those funds not be available, FKCC will reduce expenses as needed by using more part-time faculty.

Florida Keys Community College will partially offset operational costs, due to a projected financial loss for the program's inaugural year, from the College's fund balance. The anticipated \$47,999 in support represents approximately .4% of the College's operating budget. The College ended the 2015-16 fiscal year with an estimated 17% fund balance, which is more than adequate to offset the initial program deficit.

#### *Salaries and Benefits*

A full-time faculty member will be hired starting the end of 2017 to teach the upper-level course offerings. The Director of Allied Health and Nursing has been overseeing the development and implementation of the program. Salary and benefits for the full-time faculty member total \$89,540. By 2019-2020, part-time faculty will be utilized in order to meet student demand. Total salaries and benefits for the part-time faculty in 2019-2020 are estimated to be \$14,538. As enrollment is projected to grow the part-time position will be replaced by a full-time faculty position. Total cost for faculty salary and benefits will increase to \$188,140 in year three and up to \$193,784 in year four to account for inflation and increase cost of benefits.

#### *Professional Development*

The College is committed to quality education, which encompasses the educational and training development of the College's faculty and staff. Academic leadership, in conjunction with the Human Resources Department, actively provides in-service training opportunities and promotes external professional development opportunities. In 2014, the College implemented the Exceptional Teaching Faculty Workgroup. The sole purpose of this committee is to promote exceptional teaching amongst the faculty members and the College, as a whole. The Exceptional Teaching Faculty Workgroup has received funding from the FKCC Foundation to financially support two in-service workshops in 2015-16 to support exceptional teaching best practices.

In 2016-17, the College increased the professional development budget by 240% or \$120,000. In addition, \$14,500 has been included in the operational costs of the bachelor's program to support ACEN accreditation.

Materials, Supplies and Equipment

The College has existing office furniture that it can utilize to support the implementation of this program. A new computer and iPad will be purchased for the new full-time faculty members. In addition, the 2018 projected budget includes \$700 for office materials; such as notepads, pens, binders, and file folders.

**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:	\$109.22	X	Credit Hours	72	=	\$7,864
Tuition & Fees for upper division:	\$128.50	X	Credit hours	48	=	\$6,168
Tuition & Fees (Total):	\$	X	Credit hours	120	=	\$14,032

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

Institution Name: Florida International University

Tuition & Fees:	\$219.03	X	Credit hours	120	=	\$26,283
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Institution Name: Miami Dade College

Tuition & Fees:	\$129.89	X	Credit hours	125	=	\$16,236
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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: Barry University

Tuition & Fees:	\$501	X	Credit hours	134	=	\$67,165
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Institution Name:

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

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

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

#### PROGRAM IMPLEMENTATION TIMELINE

<b>7.1</b>	APPRiSe notice:	11/10/15
<b>7.2</b>	Board of Trustees approval:	10/26/15
<b>7.3</b>	Notice of Intent:	11/17/15
<b>7.4</b>	Completed proposal submission:	3/18/16
<b>7.5</b>	Targeted State Board of Education consideration:	March 2017
<b>7.6</b>	Targeted SACSCOC approval (if applicable):	June 2018
<b>7.7</b>	Targeted initial teacher preparation program approval (if applicable):	N/A
<b>7.8</b>	Targeted date upper division courses are to begin:	August 2018

#### FACILITIES AND EQUIPMENT SPECIFIC TO PROGRAM AREA

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

FKCC currently has adequate classroom and office space to support the addition of baccalaureate-level courses. FKCC's current classroom utilization rate is fifty percent. Since the College is not operating at capacity, the College can accommodate the required classroom space to meet the new program needs. The College has existing office furniture to support the new faculty. The BSN curriculum is designed for a hybrid delivery that will provide face-to-face, as well as online content. Course work will be supported by the existing electronic course management

systems, databases, and College technology. Student support services such as financial aid, advising, registration, and job placement will be provided using existing College facilities and personnel.

In addition to the quality instructional support that Florida Keys Community College is planning for the upcoming years, there have been other advancements that the College has recently instituted. For example, in 2015, the College invested \$40,000 to upgrade classroom technology to include new projectors, automated controls, and speaker systems. In 2014, four classrooms were equipped with 50-inch Apple Television enabled flat screens. At the same time, all full-time faculty was provided iPads to sync easily with the classroom technology.

The College maintains a simulation lab. This lab includes a human patient simulator, five life-size skills mannequins, diagnostic tools, and medical supplies. A part-time lab assistant is responsible for maintaining and repairing equipment, set-up and take down of skills labs and ordering supplies. The lab assistant also programs the human patient simulator and works as a resource for faculty.

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

No new facilities will be needed for the BSN program. No additional educational equipment will be needed for the BSN program as the equipment utilized in the Associate degree program will support the BSN program. Additional office equipment; such as computers will be needed for additional faculty required to teach the BSN program.

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

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

Florida Keys Community College continues to rely heavily upon its relationships and collaborations with other educational institutions to support its programs, particularly the proposed bachelor degree program. The College is part of the Florida Virtual Campus (FLVC), which is a collaboration of the College Center for Library Automation, Florida Center for Library Automation, the Florida Distance Learning Consortium, and the Florida Center for Advising and Academic Support. This collaboration allows FKCC group licensing of databases, interlibrary loan, and technical support for the statewide library management system. FKCC also maintains a subscription to OCLC that provides international interlibrary loan access. Through this partnership, FKCC students have access to a content-rich web portal, LINCCWeb, to locate information and perform

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research. LINCCWeb features a statewide collection of eResources (eBooks, full-text journals, articles, and databases) and a shared catalog of library materials that enables students to search for materials in any Florida College System library.

The College's Learning Resource Center (LRC) supports the needs of all students, faculty and staff. The LRC staff works individually and with faculty and staff to provide services including, but not limited to bibliographic instruction, orientations and workshops, traditional electronic library services, reference assistance, collection development, and Internet-enabled computers. The LRC staff work with program faculty and staff to ensure that sufficient and current resources not currently owned will be available to support the curriculum.

The LRC currently has a collection of over 35,000 print volumes and 120 online databases available to students, faculty, and staff. The online resources provide access to nearly 40,000 e-books; 45,000 e-journals; and 2,000 newspapers. Database resources specific to the proposed program include CINAHL, Health and Wellness Resource Center (Gale), Health and Nursing (EBSCO), Health Reference Center Academic (Gale), Health Source: Consumer Edition (EBSCO), Health Source: Nursing/Academic Edition (EBSCO), MEDLINE via FirstSearch (OCLC), MEDLINE with Full Text (EBSCO), PsychArticles (EBSCO), and Psychology eCollection (Gale). Access to databases for student research is available twenty-four hours a day and seven days a week through the LRC website. An initial collection review indicated over 1,000 physical books, 2,000 e-books and 1,000 e-journals specific to the Nursing degree.

The entire Nursing collection is weeded for currency on a yearly basis. When that process is completed, collection development for adding additional resources in support of this program will be based on a faculty survey. Core collections from comparable programs will also be consulted to identify additional purchases to ensure that current and adequate resources are acquired in support of the BSN program.

Learning Resource facilities support the needs of Nursing faculty and students. The main campus library facility is open 62.5 hours each week and provides 38 computer workstations, two study rooms, and one open classroom. Library collections at the Upper and Middle Keys Centers provide access to physical books and textbooks to support the Nursing program.

The current LRC staff members are proficient in supporting both collection development and student needs, including information literacy instruction for targeted classes. The LRC has four full-time staff positions, of which two are MLIS certified librarians. In close collaboration with program faculty,

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LRC staff members develop program-specific websites hosting online resources to support the Nursing program at all locations.

Additionally, LRC staff provide face-to-face library instruction at all locations. Information literacy instruction and curriculum specific to research instruction are integrated into the classroom in collaboration with faculty. Instruction is also available on a drop-in basis at the library or by appointment. Online tutorial modules are accessible through the LRC website. During all open hours, LRC offers face-to-face reference service, and after hours online through the statewide chat reference service AskALibrarian, the college learning management system, and by email library@fkcc.edu.

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

The library has budgeted for additional resources for the BSN program. In addition to the resources listed above, the library will be adding an electronic version of Essentials of Nursing Practice from the American Nurses Association (ANA). This includes the ANA Code of Ethics, Nursing: Scope and Standards and the Guide to Nursing's Social Policy Statement: Understanding the Profession from Social Contract to Social Covenant.

The nursing faculty will also work with the librarian to review the ANA's Essential Nursing Resources guide to ensure appropriate resources are added to the library collection to support the BSN program.

## **ACADEMIC CONTENT**

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

Admission requirements for the program are as follows:

- Completion of FKCC Baccalaureate Application
- Graduation from an Accredited/Approved Associate of Science in Nursing Program or a Diploma in Nursing Program\*
- Clear and Active Registered Nursing License
- Current Basic Life Support Card from American Heart Association or American Red Cross

\*Registered Nurses who have graduated from a diploma program will need to complete science all general education courses prior to enrolling in Nursing courses.

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

The program will ensure compliance with Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) standard 3.5.4:

*At least 25 percent of the course hours in each major at the baccalaureate level are taught by faculty members holding an appropriate terminal degree—usually the earned doctorate or the equivalent of the terminal degree.*

In addition, The Accreditation Commission for Education in Nursing (ACEN) requires that 25% of full-time faculty be doctorate prepared or enrolled in doctoral study. FKCC currently has two doctoral-prepared nursing faculty teaching in the ADN Nursing program. These faculty will be utilized to teach courses in both the ADN and BSN program to ensure that minimum standard is maintained. During the initial two semesters, it is anticipated that the upper division courses would be exclusively taught by faculty with a terminal degree. As the program grows, new faculty will be hired to ensure that full-time faculty percentages meet ACEN and SACSCOC standards with the goal of maintaining between 25-50% of upper division courses taught by faculty with a terminal degree.

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

FKCC plans to admit 30 students in spring 2018; the student teacher ratio will be 30:1 in each course in the degree program.

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

FKCC will submit a prospectus for substantive change to offer the BSN in spring 2017 for consideration at the SACSCOC June 2017 Board Meeting.

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

N/A

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

The Florida Board of Nursing requires new nursing programs to be accredited within five years of enrolling students. FKCC will be pursuing accreditation through the Accreditation Commission for Education in Nursing (ACEN). ACEN provides specialized nursing accreditation for all levels of nursing programs. The proposed accreditation schedule is as follows:

**Table 9: ACEN Proposed Schedule**

Activity	Date
Submit letter of intent	December 2017
Write Candidacy Presentation	Spring/Summer 2018
Submit Candidacy Presentation	Summer 2018
Receive permission to apply	Fall 2018
Write Self-study	Spring 2019
Submit self-study	Summer 2019
Site Visit	Spring 2020
Receive Accreditation	Summer 2020

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

Summer 2020

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

51.3801 Nursing, Track 2/2

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

Most of the common prerequisites are part of the ADN degree. The complete list of required courses and accepted variations is in Supplement 5. FKCC will accept any courses listed in the Common Prerequisite Manual.

- BSCX085 Anatomy and Physiology I
- BSCX085L Anatomy and Physiology I
- BSCX086 Anatomy and Physiology II
- BSCX086L Anatomy and Physiology II Lab
- CHMXXXX Chemistry
- DEPX004 Human Development
- HUNX201\* Science of Nutrition
- MCBX004 Microbiology
- MCBX004L Microbiology Lab
- PSYXXXX Psychology
- STAX023\* Statistics

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

**10.10** Describe any proposed revisions to the established common prerequisites for



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this CIP (and track, if any).

There are no proposed changes to the common prerequisites.

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

This program is designed for registered nurses who have completed an Associate in Science degree in Nursing (RN to BSN). The degree requires 120 semester credit hours and includes the 72 hours earned in the Associate in Science degree in Nursing, an additional 12 hours of general education and lower level courses, and 36 credit hours of upper level nursing courses. FKCC accepts all course alternatives in the Common Prerequisites Counseling Manual (CPCM) for CIP: 51.3801 (track 2 of 2). Students who desire to transfer comparable courses from other institutions should speak with an academic adviser. In addition to the 72 hours accepted from the AS in Nursing, 48 hours are required for the 120 credit hour degree.

In addition, like all baccalaureate students, all RN to BSN students will be required to demonstrate foreign language competency. Students must demonstrate foreign language competence by providing evidence that documents the successful completion of two (2) credits of sequential high school foreign language instruction, or by passing the second level of a foreign language at the college level. Students may demonstrate equivalent foreign language competence via the alternative methods specified by the Florida Department of Education including established minimum College Level Examination Program (CLEP) scores, or other methods as determined by the college.

**Table 10: RN to BSN Program of Study**

1 <sup>st</sup> Semester	Credit	2 <sup>nd</sup> Semester	Credit
ENC 1102, English Composition II	3	SYG 1000 Introduction to Sociology	3
STA 2023 Intro to Statistics	3	NUR 3069C Advanced Health Assessment	4
CGS 1100, Computer Applications	3	NUR 3123 Pathophysiology and Pharmacology	3

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HUN 2201 Essentials of Human Nutrition	3	HUM Elective	3
SPC 1608 Introduction to Speech Communication	3	General Education Elective*	3
	<b>15</b>		<b>16</b>
<b>3<sup>rd</sup> Semester</b>	<b>Credit</b>	<b>4<sup>th</sup> Semester</b>	<b>Credit</b>
NUR 4636 Community Nursing	3	NUR 4827 Leadership and Management in Nursing	2
NUR 4636L Community Nursing Practicum	3	NUR 4827L Leadership and Management in Nursing Practicum	1
NUR 4805 Trends and Issues in Nursing	3	NUR 4165 Nursing Theory and Research	3
NUR 4047 Cultural Health Issues	3	NUR 4870 Informatics	2
NUR Elective	3	BS Elective	3
		NUR Elective	3
	<b>15</b>		<b>14</b>

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

#### PROGRAM TERMINATION

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

In the event that it becomes necessary for FKCC to terminate the BSN program, the following procedures will be instituted to ensure compliance with SACSCOC standards:

1. College administration will establish a timeline for phase-out for the program and notify SACSCOC six months prior to the initiation of the phase-out period.
2. A moratorium on program enrollment will be enacted.

3. Enrolled students will be notified of the intent to terminate the program and will be required to seek academic advisement for how to complete the existing program or how to transfer to another program of their choice.
4. Program faculty and staff will be notified and transitioned to other positions, as available.

The phase-out period will last up to two years. All course work will be offered in sequence one last time. Student progress in these courses will be monitored closely to verify they are fully aware of the program status and their options toward degree completion.

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### Appendix Table A.1.

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

DEMAND: FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY (DEO) EMPLOYMENT PROJECTIONS										
A.1.1	Occupation			Number of Jobs				Salary		Education Level
	Name/Title	SOC Code	County/Region	Base Year	Projected Year	Level Change	Total Job Openings (divided by 8)	Avg. Hourly Wage	Annualized Salary	
	Registered Nurses	29-1141	Region 23	26,853	30,727	3,874	1,107	\$31.10	\$64,688	Associate
	Nursing Instructors and Teachers, Postsecondary	25-1072	Region 23	437	528	91	19	\$50.32	\$76,486	Master's or Higher
							<b>Total</b>	1,126		

**DEMAND: OTHER ENTITY INDEPENDENT OF THE COLLEGE (LIST NAME AND ADDRESS OF OTHER ENTITY HERE)**

A.1.1. 2	Occupation			Number of Jobs				Salary		Education Level
	Name/Title	SOC Code	County/Region	Base Year	Projected Year	Level Change	Total Job Openings	Avg. Hourly Wage	Annualized Salary	
								\$--,---	\$--,---	
								\$--,---	\$--,---	
								\$--,---	\$--,---	
								\$--,---	\$--,---	
								\$--,---	\$--,---	
								\$--,---	\$--,---	
<b>Total</b>							---	\$--,---	\$--,---	

**INSTRUCTIONS FOR COMPLETING THE SUPPLY SECTION OF APPENDIX TABLE A.1.2:** To complete the following table, use the Integrated Postsecondary Education Data System of the National Center for Education Statistics to identify the number of degrees awarded by other regionally accredited postsecondary institutions in the college's service district under the same or related CIP code(s) as the proposed program. The data center is located at <http://nces.ed.gov/ipeds/datacenter/>. Include degrees awarded for the most recent year available and for the four prior years for each program. If the program has not had degrees awarded for five years or more, add the degrees awarded for the years available, and divide by that number of years, for the average.

**SUPPLY: NATIONAL CENTER FOR EDUCATION STATISTICS, INTEGRATED POSTSECONDARY EDUCATION DATA SYSTEM**

A.1.2	Program		Number of Degrees Awarded					5-year average or average of years available if less than 5 years
	Institution Name	CIP Code	Prior Year 4	Prior Year 3	Prior Year 2	Prior Year 1	Most Recent Year	
	Barry University	51.3801	176	0	201	112	119	152
	Dade Medical College	51.3801	0	0	0	0	16	16
	Florida National University	51.3801	0	0	0	0	28	28
	Miami Dade College	51.3801	73	78	139	184	260	147
	Florida International University	51.3801	220	208	251	241	290	242
	University of Miami	51.3801	142	161	185	189	194	174

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

#### ESTIMATES OF UNMET NEED

A.1.3	DEMAND	SUPPLY		RANGE OF ESTIMATED UNMET NEED	
	(A)	(B)	(C)	(A-B)	(A-C)
	Total Job Openings (divided by 8)	Most Recent Year	5-year average or average of years available if less than 5 years	Difference	Difference
Total	1,126	911	763	215	363

## Appendix Table A.2

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

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

PROJECTED BACCALAUREATE PROGRAM ENROLLMENT		Year 1	Year 2	Year 3	Year 4
A.2.1	Unduplicated headcount enrollment:				
A.2.1.1	Admitted Student Enrollment (First-time)	30	30	40	40
A.2.1.2	Total Admitted Student Enrollment	30	60	90	100
A.2.2	FTE Enrollment:				
A.2.2.1	Program Student Credit Hours (Resident)	530	1060	1590	1770
A.2.2.2	Program Student Credit Hours (Non-resident)	0	0	0	0
A.2.2.3	Total Program Student Credit Hours	530	1060	1590	1770
A.2.2.4	Program FTE (30 credits) - (Resident)	18	35	53	59
A.2.2.5	Program FTE (30 credits) - (Non-resident)				
A.2.2.6	Total Program FTE	18	35	53	59

**INSTRUCTIONS FOR COMPLETING THE PROJECTED DEGREES AND WORKFORCE OUTCOMES SECTION OF APPENDIX TABLE A.2:** To complete the following table, enter the projected number of degrees awarded, the projected number of graduates employed and the projected average starting salary for program graduates for the first four years of program implementation.

PROJECTED DEGREES AND WORKFORCE OUTCOMES		Year 1	Year 2	Year 3	Year 4
A.2.3	Degrees	0	10	20	30
A.2.4	Number Employed	0	10	20	30

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

<b>REVENUES AND EXPENDITURES</b>				
<b>I. PROJECTED PROGRAM EXPENDITURES</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
<b>INSTRUCTIONAL</b>				
1. Faculty Full-Time FTE	1.0	1.0	2.0	2.0
2. Faculty Part-Time FTE	0.0	0.5	0	0
1. Faculty Full-Time Salaries/Benefits	89,540	91,330	188,140	193,784
2. Faculty Part-Time Salaries/Benefits	0	14,538	0	0
3. Faculty Support: Lab Assistants	0	0	0	0
<b>OPERATING EXPENSES</b>				
1. Academic Administration	0	0	0	0
2. Materials/Supplies	700	1,200	1,200	1,200
3. Travel	3,000	3,050	3,100	3,150
4. Communication/Technology	1,000	1,020	1,040	1,061
5. Library Support	0	0	0	0
6. Student Services Support	0	0	0	0
7. Professional Services	5,000	5,100	0	0
8. Accreditation	2,500	12,000	0	0
9. Support Services	0	0	0	0



CAPITAL OUTLAY				
1. Library Resources	1,000	0	0	0
2. Information Technology Equipment	1,200	0	1,200	0
3. Other Equipment	0	0	0	0
4. Facilities/Renovation	0	0	0	0
TOTAL PROJECTED PROGRAM EXPENDITURES	\$103,940	\$128,238	\$194,680	\$199,195
II. NATURE OF EXPENDITURES				
1. Recurring	100,240	111,138	193,480	199,195
2. Nonrecurring	3,700	17,100	1,200	0
TOTAL	\$103,940	\$128,238	\$194,680	\$199,195
III. SOURCES OF FUNDS				
REVENUE				
1. Special State Nonrecurring	0	0	0	0
2. Upper Level - Resident Student Tuition Only	55,941	111,883	167,824	186,823
Upper Level - Nonresident Student Fees Only	0	0	0	0
Upper Level - Other Student Fees	0	0	0	0
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	16,355	26,856	12,372
6. Unrestricted Fund Balance	47,999	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
CARRY FORWARD	0	0	0	0
TOTAL FUNDS AVAILABLE	\$0	\$0	\$0	\$0
TOTAL UNEXPENDED FUNDS (CARRY FORWARD)	\$0	\$0	\$0	\$0

## Supplemental Materials B.1

### SUPPLEMENTAL MATERIALS

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

Supplement #1 FKCC Advisory Board Members

Supplement #2 Timeline

Supplement #3 FKCC Advisory Board Meeting Minutes

Supplement #4 Letters of Support

Supplement #5 Common Prerequisites 51.3801, Track 2/2

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

None Submitted

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**Supplement #1**  
**FKCC Advisory Board Members**

Cheryl Cottrell, RN	VP & CNO	Mariners Hospital
Jerome Covington, MD	Physician	Lower Keys Community Health Center
Elizabeth Allata, RN	Director of Clinical Services	VNA/Hospice
Kim Romano	Executive Director	Womankind
Lynn Mauck, RN	CNO & COO	Fishermans Hospital
Maria Suarez, RN	Asst. VP, Advanced Clinical Practice	Baptist Hospital
Michael Cunningham	CEO	AHEC
Rev. Steve Torrence, RN	Community Affairs Officer	KWPD
Talleyanne Reeb, RN	School Health Coordinator	Monroe County Health
Trish Barker	Senior Administrator	Bayshore Manor
Julie Banker	CNO	Lower Keys Medical Center

## Supplement #2 Letters of Support



June 29, 2016

Dr. Jonathan Gueverra  
Florida Keys Community College  
5901 College Road  
Key West, FL 33040

Dear President Gueverra,

I am writing on behalf of Lower Keys Medical Center in support of Florida Keys Community College's (FKCC) proposed Bachelor of Science in nursing degree. As an organization that promotes learning and development, Lower Keys Medical Center encourages nurses to continue their education. Our employees could greatly benefit from such a program. A Bachelor of Science in Nursing will offer the education and specialty training necessary to further their nursing career.

Lower Keys Medical Center currently has 15% of Bachelor's prepared RN's. An RN to BSN program at Florida Keys Community College will greatly assist us as we work towards increasing our percentage of BSN prepared nurses.

Lower Keys Medical Center is also looking to expand the number of nurses holding post-baccalaureate degrees and specialty nursing certifications. We currently have 20% certified nurses. We are looking to expand those numbers by 50 %. An RN to BSN program at FKCC will provide an opportunity for more nurses to continue their education and to participate in our clinical ladder program.

Multiple studies have shown that increasing the percentage of Bachelor's prepared nurses improves patient outcomes. In addition, an RN to BSN program will provide nurses to continue their education at a local institution. This would have the added benefit of improving job satisfaction of our current nurses as well as increasing retention which will assist us in lowering our vacancy and turnover rates. Good luck as you work towards adding this beneficial program to FKCC.

Sincerely,

Julie G Banker RN, BSN, MSN  
Chief Nursing Officer  
Lower Keys Medical Center  
5900 College Road  
Key West, Florida  
33040



May 16, 2016

Dr. Jonathan Gueverra  
Florida Keys Community College  
5901 College Road  
Key West, FL 33040

Dear President Gueverra,

I am writing on behalf of Fishermen's Community Hospital in support of Florida Keys Community College's (FKCC) proposed Bachelor of Science in Nursing degree. As an organization that promotes learning and development, Fishermen's Community Hospital encourages nurses to continue their education. Our employees could greatly benefit from such a program as a Bachelor of Science in Nursing will offer the education and specialty training necessary to further their nursing career.

A bachelors program building on the skills gained in FKCC's Associate in Science programs will benefit many Monroe County residents who desire an advanced degree. A program locally will increase our percentage of BSN staffing and promote ongoing education and advance a nurse on our clinical ladder.

Sincerely,

A handwritten signature in black ink that reads "Lynn Mauck". The signature is fluid and cursive, with the first name "Lynn" and last name "Mauck" clearly distinguishable.

Lynn Mauck RN, CNO/COO  
Chief Nursing Officer  
Chief Operating Officer



**Mariners  
Hospital**

BAPTIST HEALTH SOUTH FLORIDA

Tavernier, FL  
Tel: 305-434-1681  
Fax: 305-434-1681  
BaptistHealth.net

September 2, 2015

Dr. Jonathan Guevara, President  
Florida Keys Community College  
5301 College Road  
Key West, Florida 33040

Dear President Guevara:

I am writing on behalf of Baptist Health South Florida – Mariners Hospital in support of Florida Keys Community College's (FKCC) proposed Bachelor of Science in Nursing degree. As an organization that promotes learning and development, Baptist Health South Florida – Mariners Hospital encourages nurses to continue their education. Our employees could greatly benefit from such a program as an accredited Bachelor of Science in Nursing as it will offer the education and specialty training necessary to further their nursing career.

A bachelors program building on the skills gained in FKCC's Associate in Science programs will benefit many Monroe County residents who desire an advanced degree.

We wish you much success in this endeavor.

Sincerely,

Cheryl A. Cottrell, RN, M/S, NE-BC  
Vice President, Chief Nursing Officer  
Mariners Hospital



September 9, 2015

Dr. Jonathan Gueverra  
President  
Florida Keys Community College  
5901 College Road  
Key West, FL 33040

Dear President Gueverra:

I am writing on behalf of the Florida Keys Area Health Education Center, Inc. (Keys AHEC) in support of Florida Keys Community College's (FKCC) proposed Bachelor of Science in Nursing degree. As an organization that promotes learning and development, Keys AHEC encourages nurses and health care provider students to continue their education. Our employees and program could greatly benefit from a program such as the Bachelor of Science in Nursing as it offers the education and specialty training necessary to further their nursing career.

A bachelor's program building on the skills gained in FKCC's Associate in Science programs will benefit many Monroe County residents who desire an advanced degree.

We wish you much success in this endeavor.

Respectfully,

*Michael Cunningham*

Michael Cunningham  
CEO

Florida Keys Area Health Education Center, Inc.  
5800 Overseas Hwy, #38-Marathon, FL 33050  
PH. 305-743-7111/ FAX 305-743-7709

# Womankind

Health care for everyone

## **Board of Directors**

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Blake Hunter

Lynn Kaufelt

Eileen Kawaler

Elisa Levy

Edward Knight

John Padget

Ann Reynolds

July 2, 2015

Dr. Jonathan Gueverra  
President  
Florida Keys Community College  
5901 College Road  
Key West, FL 33040

Dear President Gueverra:

I am writing on behalf of Womankind, a non-profit medical center, in support of Florida Keys Community College's (FKCC) proposed Bachelor of Science in Nursing degree. As an organization that promotes preventive health (and the ongoing education required to do so), we encourage nurses to continue their education. Our employees could greatly benefit from a program such as the Bachelor of Science in Nursing as it offers the education and specialty training necessary to further their nursing career.

A bachelor's program building on the skills gained in FKCC's Associate in Science programs will benefit many Monroe County residents who desire an advanced degree.

We wish you much success in this endeavor.

Respectfully,

*KM Romano*  
Exec. Director





Dr. Jonathan Gueverra  
Florida Keys Community College  
5901 College Road  
Key West, FL 33040

Dear President Gueverra,

I am writing on behalf of Keys Physician Services P.A. in support of Florida Keys Community College's (FKCC) proposed Bachelor of Science in nursing degree. As an organization that promotes learning and development, Keys Physician Services P.A. encourages nurses to continue their education. Our employees could greatly benefit from such a program. A Bachelor of Science in Nursing will offer the education and specialty training necessary to further their nursing career.

Keys Physician Services P.A., currently has 0% of Bachelor's prepared RN's. An RN to BSN program at Florida Keys Community College will greatly assist us as we work towards increasing our percentage of BSN prepared nurses.

We are Internal Medicine Physicians that specialize in Hospital Medicine at Mariners Hospital in the Baptist Health System. Over the years, we have had the opportunity to work with many FKCC graduates. They have been consistently excellent nurses. An RN to BSN program will give them the opportunity to advance their education and become even better nurses. This is very valuable to our Health System.

Multiple studies have shown that increasing the percentage of Bachelor's prepared nurses improves patient outcomes. In addition, an RN to BSN program will provide nurses to continue their education at a local institution. This would have the added benefit of improving job satisfaction of our current nurses as well as increasing retention which will assist us in lowering our vacancy and turnover rates. Good luck as you work towards adding this beneficial program to FKCC.

Sincerely,

Brent A. Sperry D.O.  
Keys Physician Services P.A.  
Mariners Hospital



... because everyone deserves great care.

27 July 2016

Dr. Johnathan Guevara  
Florida Keys Community College  
6901 College Road  
Key West, FL 33040

Dear President Guevara,

I am writing on behalf of Plantation Key Nursing Center in support of Florida Keys Community College's (FKCC) proposed Bachelor of Science in Nursing degree. As an organization that promotes learning and development, Plantation Key Nursing Center (PKNC) encourages nurses to continue their education. Our employees could greatly benefit from such a program. A Bachelor of Science in Nursing program will offer the education and specialty training necessary to further their nursing career.

Plantation Key Nursing Center currently has a very low number of Bachelor's prepared RN's. An RN to BSN program at Florida Keys Community College will greatly assist us as we work towards increasing our percentage of BSN prepared nurses.

I have only lived in the Florida Keys approximately 11 months and I certainly do see the need for BSN prepared nurses - along with experienced nursing staff. Many nurses that I have spoke to feel they would like to return to school to further their education but colleges in the area are too far to travel as many work full time, have a family, and have other obligations. Two nurses today came and told me they were excited about the possibility of a BSN program coming to the Keys. One thing I have learned over the past months is "If you live in the keys, you want to take care of all of your affairs in the Keys."

1

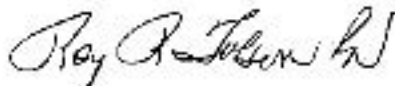
48 Hugh Boone Rd., Sweetwater, FL 33090

305.853.0799

PLANTATIONKEYNC.COM

Multiple studies have shown that increasing the percentage of Bachelor's prepared nurses improves outcomes. In addition, an RN to BSN program will provide nurses to continue their education at a local institution. This would have the added benefit of improving job satisfaction as well as increasing retention which will assist us in lowering our vacancy and turnover rates. We at PKNC wish you Good Luck as your work towards adding this beneficial program to FKCC.

Sincerely,

A handwritten signature in cursive script that reads "Roy R. Tolson RN".

Roy R. Tolson RN

Director of Nursing

**Supplement #3  
FKCC Advisory Board Meeting Minutes**

**NURSING ADVISORY BOARD MEETING  
June 9, 2015  
Middle Keys Center  
11:00 AM**

**I. CALL TO ORDER**

Meeting called to order at 11:14am

**II. ROLL CALL**

**Present:** Roby, Cunningham, Busot, Romano, Reeb

**III. APPROVAL OF THE MINUTES**

No minutes from last meeting, as last meeting was cancelled due to lack of attendance.

**IV. NURSING PROGRAM REVIEW**

**A. Director's Report** – Director Roby reported to the Board on:

- The NCLEX pass rate for the Fall semester was 100%, and was 93.94% for the entire 2014-2015 year. Nursing students make up 7% of the FKCC student population and maintain an average GPA of 2.56. (Suppl. Doc. A)
- Recently developed new outcomes that will be incorporated into the nursing curriculum with a focus on system based practice. The faculty will be meeting June 15 and 16<sup>th</sup> to formalize this process with the intention to unveil new outcomes to students in the Fall. (Suppl. Doc. B)
- The Department continues to have a downward enrollment trend, but this is consistent with the college. Director Roby believes that national accreditation will help curtail the downward trend. (Suppl. Doc. A, pg. 5)
- The Department currently has four full time faculty members with long-term prospects who are all working overtime. Adjunct instructors are used for most clinical rotations, but the department continues to struggle to recruit new adjuncts. (Suppl. Doc. A, pg. 6)
- There is a plan to focus on a marketing/recruiting fair to market to Miami students to come to Coral Shores campus. The current retention rate is 85% and the state average is 78.5% (Suppl. Doc. A, pg. 7)
- The program deficit has continued to decline. The college administration would like to see the downward trend continue. (Suppl. Doc. A, pg. 8)
- The current goal for the ADN program is to have 20 students enrolled at each campus (Key West and Upper Keys Center only).

- **CNA Program** – Currently up and running and working with the Lower Keys Rehab Center, with 5 students enrolled. Considering offering another course in the Fall, but with more of a focus on test preparation.
- **EMT Program** – Currently in the process of submitting application to the state for licensure.
- **Addiction Studies Program** – The previous coordinator resigned, Dr. Richard Townsend has been teaching the remaining classes. Director Roby is hoping to hire Dr. Townsend as PT coordinator and has interviewed other adjuncts as well.
- Nursing students will begin using SIMChart, which has built in case studies and scenarios. It will allow students to learn electronic charting systems as many clinical sites no longer allow student access to electronic charting.
- Student representatives have been elected for each class at each location and they will serve to provide feedback to the faculty from their peers. They will also be reviewing the revised nursing student handbook.

#### **V. ACEN ACCREDITATION**

- Timeline Review** - Working on creating candidacy paperwork by December 1, 2015 with the expectation of a site visit in 2016. The two campuses need to be equivalent for accreditation. Outcomes need to be equivalent but need to be evaluated independently (Suppl. Doc. C)
- Curriculum Review** – Nursing Faculty are set to meet with ATI curriculum consultants on June 15-16, 2015 at the Marathon Campus.
- Mission Statement** – The Department is currently in the process of revising the nursing handbook and updating the mission statement. Director Roby has proposed a revised mission statement (Suppl. Doc. B) for the nursing program, which was met with positive reactions from board members Cunningham, Treeb and Romano.

#### **VI. RN TO BSN TIMELINE**

- The proposed program will not be a traditional four-year BSN. Students would have to enter the ADN program first and then progress into the RN to BSN route. The program would be hybrid and would likely be confined to Key West at the beginning.
- A needs assessment is currently being undertaken, with the intent to submit a letter of intent to the state of Florida pending positive results. Hope to submit letter of intent by February 1, 2016 (Suppl. Doc. D). Director Roby has stated that he will require support from the advisory board and the board members agree to pursue the BSN and encouraged him to send the draft letter to them for approval. Board member Cunningham raised some concerns regarding the ability to recruit instructors for RN to BSN program.

#### **VII. ROUNDTABLE**

- General discussion concerning the incoming class, the number and quality of students.
- Board member Cunningham spoke about AHEC's involvement in fostering excitement about the medical fields through its camps and hands-on activities with children and expressed interest in working with FKCC.
- Director Roby will be working on getting the Board back together and recruiting new members.

- D. Discussion about Coral Shores location. Director Roby acknowledged that new facilities are required and that a plan needs to be in place for ACEN accreditation.
- E. Discussion concerning the use of Mariner's Hospital as a clinical site.

#### **VIII. ADJOURNMENT**

Meeting adjourned at 12:25 pm.

## Supplement #4

### Common Prerequisites 51.3801, Track 2/2

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

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

#### LOWER LEVEL COURSES

	Cr. Hrs.
BSX085C	4
Of BSX085/X085L	4
Of BSX093C	4
Of BSX093/X093L	4
BSX086C	4
Of BSX086/X086L	4
Of BSX094C	4
Of BSX094/X094L	4
CH0000 (1)	3
Of BSX000 (1)	3
Of BCH000 (1)	3
Of PCB000 (1)	3
Of PHY000 (1)	3
DEPX004 (1)	3
Of DEP004 (1)	3
Of DEP000 (1)	3
Of DEP014 (1)	3
HUN001 (1)	3
Of NURX192 (1)	3
Of NURX180	3
MCBX010C	4
Of MCBX010/X010L	4
Of MCBX013C	4
Of MCBX013/X013L	4
Of MCBX000/X000L	4
Of MCBX004/X004L	4
PSY000 (1)	3
Of SOP000 (1)	3
Of SYG000 (1)	3
STAX014	3
Of STAX023	3
Of STAX122	3
Of STAX022	3

(Please see notes in the following page)

(Continues from previous page)

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

- (1) Not required for SPC BSN program. Passing score on NCLEX exam demonstrates competency in the content area. NOTE: Graduation from an A.S. program and active RN licensure is required for admission.  
Notice to A.S. to B.S.N. Nursing Students: Some colleges and universities may require all general education courses, including the above common prerequisites, to be completed BEFORE application. Some may require all general education courses completed by the time a certain number of nursing courses are completed (before any 4000 level courses are attempted or before the final nursing course) or graduation. See the individual institution for details.  
Note: Student enrollment in the SJRSC program is planned to begin in fall 2013.
- Limited Access.





March 13, 2017

Dr. Jonathan Gueverra  
President  
Florida Keys Community College  
5901 College Road  
Key West, FL 33040

Dear President Gueverra:

I am writing on behalf of Florida International University (FIU) in support of Florida Keys Community College's (FKCC) proposed Bachelor of Science degree in Nursing.

I want to commend you for your dedication to improving the lives through enhanced educational opportunities for the residents of Monroe County. This bachelor's program will certainly build on the skills gained in FKCC's Associate in Science in Nursing program. We recognize that many of the students you serve are place bound due to employment and family responsibilities. In addition, there is a lack of public transportation options to transport students from Monroe County to Miami Dade County. Please know that we are here as a resource for you and your staff.

We wish you much success in this endeavor.

Respectfully,

A handwritten signature in black ink, appearing to read "Mark B. Rosenberg".

Mark B. Rosenberg

OFFICE OF THE PRESIDENT

Modesto A. Maidique Campus, Miami, Florida 33199 • (305) 348-2111 • Fax: (305) 348-3660

Florida International University is an Equal Opportunity/Affirmative Action Institution • TDD: (305) 348-2111



Eduardo J. Padrón  
President

February 28, 2017

Dr. Jonathan Gueverra  
President  
Florida Keys Community College  
5901 College Road  
Key West, FL 33040

Dear President Gueverra:

I am writing on behalf of Miami Dade College in support of Florida Keys Community College's (FKCC) proposed Bachelor of Science degree in Nursing.

A bachelor's program building on the skills gained in FKCC's Associate in Science in Nursing program will benefit many Monroe County registered nurses who desire an advanced degree. These residents may desire to pursue professional opportunities within their healthcare organizations or obtain employment with a new employer. While both colleges would offer the same program, Miami Dade College recognizes that many of the students you serve are place bound due to employment and family responsibilities. In addition, there is a lack of public transportation options to transport students from Monroe County to Miami Dade County.

We wish you much success in this endeavor.

Respectfully,

A handwritten signature in blue ink that reads 'Eduardo'.

Eduardo J. Padrón

300 N.E. Second Avenue • Miami, Florida 33132-2296

305-237-3316 • Fax: 305-237-3109  
epadron@mdc.edu