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# **Nurse Support Program II**

## **Request for Applications for Competitive Institutional Grants Phase 3**

**Response Date: March 12, 2008  
4:00 p.m.**

**Administrator: Maryland Higher Education Commission  
839 Bestgate Road, Suite 400  
Annapolis, MD 21401  
[www.mhec.state.md.us](http://www.mhec.state.md.us)**

**Health Service Cost Review Commission (HSCRC) in collaboration  
with the Maryland Higher Education Commission (MHEC)**

## Summary Timetable

Wednesday, Sept. 26, 2007 RFA for NSP II Phase 3 Competitive Institutional Grants

Friday, October 19, 2007 Technical Assistance Meeting #1  
1:00 pm – 3:00 pm  
The Charles I. Ecker Business Training Center – Room 6  
(Gateway Business and Technology Training Center)  
6751 Columbia Gateway Drive  
Columbia, MD 21046 (410-313-6340)  
For directions, see:  
[http://coned.howardcc.edu/business\\_and\\_workforce\\_development/meeting\\_facilities/gateway.html](http://coned.howardcc.edu/business_and_workforce_development/meeting_facilities/gateway.html)

RSVP Deadline: Wednesday, October 17, 2007  
RSVP by e-mail to [moconnor@mhec.state.md.us](mailto:moconnor@mhec.state.md.us)

Friday, November 2, 2007 Technical Assistance Meeting #2  
1:00 pm – 3:00 pm  
The Charles I. Ecker Business Training Center – Room 4  
(Gateway Business and Technology Training Center)  
(address above)

RSVP Deadline: Wednesday, October 31, 2007  
RSVP by e-mail to [moconnor@mhec.state.md.us](mailto:moconnor@mhec.state.md.us)

**Wednesday, Mar. 12, 2008 Proposals due by 4:00 p.m. at MHEC**

Week of May 7, 2008 Notification of grant awards made

July 1, 2008 Projects begin; initial grant payment requests submitted to the Comptroller's Office

July 31, 2009	Annual report due
July 31, 2010	Annual report due
July 31, 2011	Annual report due
July 31, 2012	Annual report due
October 1, 2011	Final report due for 3-year grants
October 1, 2012	Final report due for 4-year grants
October 1, 2013	Final report due for 5-year grants

The RFA and relevant forms are available at [www.mhec.state.md.us/Grants/NSPII/NSPII.asp](http://www.mhec.state.md.us/Grants/NSPII/NSPII.asp)

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## **NURSE SUPPORT PROGRAM II**

### **INTRODUCTION**

Grant proposals for Phase 3 of the Nurse Support Program II (NSP II) Competitive Institutional Grants are being solicited. The NSP II is distinct from, and in addition to, the NSP I hospital-specific program. As with NSP I, the goal of NSP II is ultimately to increase the number of bedside nurses in Maryland hospitals. *The NSP II, however, focuses on the education of nurses and, therefore, concentrates on the nursing educational system, including university, college and community college schools of nursing and hospital and school consortia.*

### **BACKGROUND**

In July, 2001, the Health Services Cost Review Commission (HSCRC) implemented the first phase of the Nurse Support Program (NSP I) to address the issues of recruiting and retaining nurses in Maryland hospitals. The design of NSP I was to allow individual hospitals to submit proposals to address the issues specific to their institutions. A large component of NSP I was scholarship funding. The NSP I exposed the inability of nursing programs to accept large numbers of students because of limited capacity due to nursing faculty shortages.

At a time when there is a critical demand for registered nurses, Maryland registered nursing (RN) programs are admitting and enrolling less than half of the qualified applicants seeking admission. In Fall 2005, 2,357 qualified applicants were denied admission to RN programs. Seventy-nine percent (79%) of the RN programs reported that they had met or exceeded their enrollment capacity in Fall, 2005. The shortage of qualified nursing faculty is the fundamental obstacle to expanding the enrollments in nursing programs, thereby exacerbating the nursing shortage in future years.

At its May 4, 2005, public meeting, the HSCRC unanimously approved an increase of 0.1% of regulated gross patient revenue for the use in expanding the pool of nurses in the State by increasing the capacity of nursing programs in Maryland. This funding represents approximately \$8.8 million devoted to NSP II on an annual basis over the next ten years.

For Phase 1 of NSP II, projects were funded for seven colleges that included an additional fourteen hospital and higher education institution partners and consortium members. The total funding for the seven Competitive Institutional Grant projects was \$6,170,497.

For Phase 2 of NSP II, twenty-three proposals for the Competitive Institutional Grants were received by the due date. A ten-member review panel, consisting of nursing administrators and nursing faculty from neighboring states, former HSCRC commission members, and State agency staff members, evaluated each proposal based on the criteria set forth in the request for applications, the comparative outcomes of each initiative, geographic distribution across the State, and the diversity of the program participants. The review panel unanimously agreed to recommend nine of the twenty-three proposals for funding to the HSCRC. The nine recommended projects were deemed to best address the multiple aspects of the nursing shortage by accelerating the number of Associate Degree in Nursing (ADN) graduates, expanding the

pipeline of ADN to Bachelor of Science in Nursing (BSN) students, and creating pathways to nursing faculty positions through Master of Science in Nursing (MSN) and doctoral programs. The nine projects included an additional twenty-two hospital and higher education institution partners and consortium members. On May 2, 2007, the HSCRC approved the funding of the nine recommended projects. Abstracts for both the funded and the unfunded proposals are included in Appendix G.

The year-one funding for the nine Competitive Institutional Grant projects was \$1,603,082, with a five-year total of \$5,933,393. An additional \$1,300,000 for Statewide Initiatives was set aside to be awarded for a total of \$2,903,082 in year-one funding for the NSP II. The remaining funds will be used to fund the nine projects in years two through five and for other future projects and Statewide Initiatives to increase the number of qualified bedside nurses in the State.

Among the fourteen unfunded proposals, the review panel identified a number of common themes that contributed to the decision not to recommend the proposals. Those themes were:

- Delayed timeline for implementation and outcomes (such as student enrollment 18 months in the future)
- New degree programs that had not progressed sufficiently in the approval process
- Appearance of using grant funds to supplant institutional funding
- Objectives that were extremely vague and lacked concrete performance measures
- Little or no discussion of a transition to sustainability
- Excessive cost per graduate
- Excessive expenses for equipment, surveys, consultants, and/or administration
- Project outcomes that were not realistic
- Job descriptions for newly created positions that appeared overly ambitious (such as hiring one staff member to screen all applicants, advise all students, and mentor in excess of 100 students)
- Applications for multiple grant categories that seemed poorly defined and coordinated or overly ambitious
- Portions of proposal missing

As part of the proposal review process, the review panel was asked to give concrete, specific comments to assist in the development of future proposals. The unsuccessful applicants were each sent a compilation of the review panel's comments to help them strengthen proposals for

resubmission. These common themes are shared here to help guide future applicants in developing proposals.

## **ADMINISTRATION OF NSP II**

HSCRC contracted with the Maryland Higher Education Commission (MHEC) to administer the Nurse Support Program II. Monthly NSP II payments are transferred from Maryland hospitals to MHEC and distributed by MHEC to institutions of higher education, hospitals, faculty, and students selected to receive NSP II funding. On behalf of HSCRC, the Maryland Higher Education Commission is also responsible for (1) the development of applications and guidelines, (2) overseeing the review and selection of applicants, and (3) the monitoring and evaluation of recipients of NSP II awards.

MHEC provides the programmatic and administrative support necessary to successfully administer the NSP II program. As the coordinating board for all Maryland institutions of higher education, MHEC contributes its extensive experience and expertise with (1) the management of institutional grants, (2) the administration of student financial aid, and (3) the collection, review, and evaluation of programmatic and financial data from Maryland's higher education institutions. In addition, MHEC is responsible for working collaboratively with Maryland's colleges, universities, and community colleges to address Maryland's workforce needs, including the State's critical nursing shortage.

## **GOAL**

**The goal of the HSCRC's Nurse Support Program II is to increase the number of qualified bedside nurses in Maryland hospitals.**

## **NSP II FUNDING**

Funding for NSP II is provided through a 0.1% increase to the rate structure of all hospitals retroactive from July 1, 2005. Through this, approximately \$8.8 million is generated annually for NSP II.

Under the Nurse Support Program II, funding supports two types of initiatives:

1. Competitive Institutional Grants
2. Statewide Initiatives

This document relates to Competitive Institutional Grants that are awarded to Maryland institutions of higher education and hospitals through a Request for Applications (RFA) process. Statewide Initiatives are awarded through a separate process. Detailed information about Statewide Initiatives is at [www.mhec.state.md.us/grants/NSPII/NSPII.asp](http://www.mhec.state.md.us/grants/NSPII/NSPII.asp).

The two types of initiatives—Competitive Institutional Grants and Statewide Initiatives—may be utilized separately or in tandem. Institutions seeking Competitive Institutional Grants are encouraged to coordinate their proposal with the financial support available through NSP II Statewide Initiatives. Statewide Initiatives provide (1) Graduate Nursing Faculty Scholarship

and Living Expenses Grants for students to complete the graduate education necessary to become faculty at Maryland nursing schools, (2) Fellowships for new nursing faculty hired by Maryland nursing programs to expand their enrollments, and (3) State Nursing Scholarship and Living Expenses Grants for students enrolled in registered nursing programs at Maryland institutions.

Statewide Initiatives are also administered by MHEC on behalf of the HSCRC. The centralized administration of nursing scholarships and fellowships maximizes access and participation by all eligible applicants throughout the State and minimizes the administrative burden placed on individual schools in Maryland. This process also provides uniformity in the amount and type of financial support provided to nursing students and faculty throughout the State.

## **COMPETITIVE INSTITUTIONAL GRANTS – NURSE SUPPORT PROGRAM II**

### **GRANT AWARDS**

**Amount to be Awarded:** The size of each Competitive Institutional Grant award will depend upon the grant project's ability to impact the nursing shortage in a timely manner, the depth and breadth of the initiative, and the feasibility of the budget. There is no maximum grant award amount. However, the entire annual \$8.8 million will not be awarded each year in Competitive Institutional Grants to allow (1) proposals that were not funded in prior years to have an opportunity to receive funding in subsequent years, (2) funding of the year two through year five payments of the projects in subsequent years, and (3) funds to be held in reserve for initiatives that may emerge in the future. If the entire \$8.8 million were to be awarded in one year, there could be no new project awards for several years because in subsequent years the funds would be allocated to the original projects for a period of up to five years.

The total allocation for the FY 2008 projects is \$5.9 million, which will be paid over a period of five years. In FY 2008, payments must also be made to programs begun in FY07. In FY 2009, the third payments will be made for the FY 2007 projects, the second year payments for the FY 2008 projects, and the first-year payments for the FY 2009 projects. This will continue until FY 2011 when five years of projects will have been awarded and the program is fully phased in. At the same time, the amount for Graduate Faculty Scholarships will continue to grow for several years as new students are added and students from the prior year are awarded for a second year.

During the 2006 legislative session, Governor Ehrlich introduced legislation to create a non-lapsing special fund for the NSP II program so that funds can be carried forward to cover the awards in future years.

**Types of Grants:** Funding is available for the following four types of competitive grants:

1. Initiatives to Expand Maryland's Nursing Capacity through Shared Resources
2. Initiatives to Increase Maryland's Nursing Faculty
3. Initiatives to Increase Nursing Student Retention
4. Initiatives to Increase the Pipeline for Nursing Faculty

**Initial Grant Process:** The following is an outline of the process and schedule for competitive grants for Phase 3:

- Full proposals for the NSP II Competitive Institutional Grants will be due on March 12, 2008, by 4:00 pm. at the Maryland Higher Education Commission (MHEC), 839 Bestgate Road, Annapolis, MD 21401. If inclement weather causes either MHEC or the applicant institution to close that day, the proposal will be due the next full business day of both MHEC and the applicant institution.
- Applicants will be notified by phone, mail, or e-mail on or about May 7, 2008, as to whether their proposals were approved for funding.
- Projects will begin on July 1, 2008.
- Awards will be made on July 1 each year in accordance with previously approved budgets, assuming adequate progress.
- Grants will be funded for a period of three (3) to five (5) years.

**Modifications and Renewals of Grants:** Based on interim reports, MHEC, in collaboration with HSCRC, reserves the right to request changes to the original plan for funded initiatives. MHEC, in collaboration with HSCRC, also reserves the right to end the grant (see “Termination” in Appendix E).

Grantees may wish to request changes to the original plan. They may request such changes at any point during the grant but must receive approval from MHEC, in collaboration with HSCRC, before such changes are made. (For more information about making programmatic changes, see “Grant Management,” especially “Post-Award Changes” in Appendix F.)

After the initial three, four or five years of approved funding, applicants may reapply for additional funds to continue their existing initiatives, to modify their initiatives based on new information, or to develop new initiatives.

### **ELIGIBLE APPLICANTS FOR COMPETITIVE INSTITUTIONAL GRANTS:**

Eligible applicants for competitive grants funded by NSP II are:

- Consortia of Maryland higher education institutions with nursing degree programs and Maryland hospitals;
- Individual Maryland higher education institutions with nursing degree programs; or
- Partnerships of Maryland higher education institutions with nursing degree programs.

### **ELIGIBLE INITIATIVES AND PRIORITIES FOR COMPETITIVE GRANTS:**

NSP II may provide funding for competitive grant initiatives that will (1) increase the enrollment and graduation of nurses for practice in Maryland hospitals and (2) increase the supply of

qualified nursing faculty required to expand the capacity of Maryland's nursing programs. Priority will be given to proposals that include activities to attract minorities to nursing and nurse faculty careers and to retain minorities in nursing and nurse faculty careers throughout Maryland. The four types of competitive grants are identified below.

An applicant may apply for one or more types of Competitive Institutional Grants. An applicant may elect to submit separate proposals for each type of grant or provide a comprehensive proposal with components that address more than one grant category.

Within the grant proposal, an applicant is requested to identify if funding under Statewide Initiatives – NSP II will be sought for fellowships and scholarships/living expenses grants to complement and support the proposed Competitive Institutional Grant. Students in this program may be eligible to receive the Graduate Nursing Faculty Scholarship and Living Expenses Grant or the State Nursing Scholarship and Living Expenses Grant contained in the Statewide Initiatives under the NSP II.

Within the grant proposal budget, an applicant is requested to reflect any offset to expenses from increased revenue due to additional tuition and fees from the enrollment of additional nursing students.

1. **Initiatives to Expand Maryland's Nursing Capacity through Shared Resources:** NSP II funding will be available for consortia of Maryland higher education institutions and hospitals to implement sustainable strategies to combine and integrate their resources to allow for immediate expansion of nursing enrollments and graduates. These include initiatives to share teaching space, increase clinical training opportunities, and create dual roles for nurse clinicians in teaching and clinical care.

The concept is to create a partnership between Maryland schools of nursing and hospitals, capitalizing on the synergies between these two types of institutions. Consortia may include as many hospitals and schools deemed the most efficient combination of resources. The short-term objective of the consortia is to provide increased resources, including faculty, to Maryland nursing programs for the upcoming school year beginning in Summer/Fall, 2008. The long-term objective is to create affiliations between institutions with nursing programs and hospitals based on a model similar to the graduate education model employed for training physicians.

Initial awards will be made to those applicants able to significantly increase nursing enrollments and graduates over the next three to five years as a result of shared resources. Fully executed contracts between hospitals and educational institutions must guarantee the flow of funds to support the activities to be carried out by the hospitals and educational institutions. Included in the application must be a statement that the proposed initiative will not negatively impact other nursing programs or hospitals (e.g., the new partnership will not terminate existing agreements with other schools for clinical sites). Proposals must include a detailed description of shared resources, and explicit information on the goals, roles, and expected outcomes of all institutions involved in the project. The budget included in the

proposal should reflect any financial contribution or contribution in kind from each of the consortia partners.

Funding will be used for various types of joint initiatives. This includes, but is not limited to, funding for joint appointments to free qualified clinicians to spend more time teaching and to establish teaching and learning facilities. Note, however, that funding will not be available to construct or renovate facilities.

2. **Initiatives to Increase Maryland's Nursing Faculty:** NSP II funding will be available for individual or consortia of Maryland institutions with graduate nursing programs to implement sustainable strategies to increase the supply of nursing faculty required to expand nursing programs in the State. This includes strategies to (a) increase enrollments in graduate nursing programs to prepare nursing faculty and (b) enhance or create graduate nursing programs to prepare nursing faculty.

Funding will be available to increase: (1) the promotion of nursing faculty careers in Maryland, (2) student recruitment to Maryland's graduate nursing programs, and (3) enrollments in graduate nursing programs leading to careers as nursing faculty in Maryland.

Funding also may be provided to expand graduate nursing programs in Maryland and increase the number of nursing faculty they produce by creating additional graduate courses, certificates, and accelerated graduate programs to prepare nursing faculty. Funding may be used to develop curricula that more efficiently integrate undergraduate and graduate study to reduce time to graduation, and implement other promising strategies to increase the output of qualified nursing faculty. These may include, but are not limited to, the development of online graduate courses and programs, an innovative Associate Degree in Nursing (ADN) to Masters of Science in Nursing (MSN) degree, one-year MSN degrees, and a fast-track MSN degree for healthcare providers with related graduate degrees and experience.

Proposals will be selected based on the applicant's ability to demonstrate that the proposal will significantly increase the supply of nursing faculty needed by Maryland institutions to expand enrollments in their nursing programs. Priority will be given to graduate-level nursing programs that will produce nursing faculty as expeditiously as possible.

3. **Initiatives to Increase Nursing Student Retention:** NSP funding will be available for individual or consortia of Maryland institutions with nursing degree programs to implement sustainable student retention strategies to significantly increase graduation rates and expand the supply of bedside nurses in Maryland. This may include, but is not limited to, strategies to provide pre-admission testing, pre-admission advisement on course selection, free "Transition Courses" or "Application Courses," mentoring (especially clinical mentoring), tutoring, on-line testing and remediation, a consultant to identify effective strategies for working with diverse student populations, and the redesign of the nursing curricula. Proposals must show an objective method of evaluating the causes of less than optimal retention, and activities should address the causes identified.

Proposals will be selected based on the applicant's ability to demonstrate that the proposal will significantly increase student retention, the graduation rates of their nursing programs, and ultimately the number of nursing graduates available to work in Maryland hospitals.

4. **Initiatives to Increase the Pipeline for Nursing Faculty:** NSP II funding will be available to develop innovative programs that significantly increase the proportion of students entering community colleges who transition into a baccalaureate degree program immediately after completion of community college. The goal of these initiatives will be to retain students in the educational system where they can complete their baccalaureate degree within 4 years or less.

Eighty percent of those receiving an ADN do not currently go on to obtain additional higher education that would qualify them to become faculty members in the future. Guaranteeing a sufficiently robust pool of applicants for graduate education that will prepare nursing faculty for the future requires a larger pool of nurses with a BSN or higher. This program is seeking strategies for creating special pathways that would fast-track qualified students entering nursing education through community colleges to successfully complete a BSN or MSN. Creative proposals that fast-track professional nursing education and serve a broad range of needs of students, working adults, non-traditional students and others are encouraged.

These funds are intended for community colleges and baccalaureate nursing programs to collaborate in an effort to streamline the educational process to facilitate the students' transition between institutions. Awards will support innovative educational strategies to expedite receipt of BSN degrees for students entering nursing education in community colleges to the RN to BSN or RN to MSN programs.

Preference will be given to innovative programs that create special pathways that fast-track qualified students entering nursing education through community colleges to successfully complete their BSN or MSN. Funds may be used for partial support of existing faculty for curriculum development and planning, in-state travel, and development of distance learning.

## **REQUEST FOR APPLICATIONS—GENERAL INFORMATION**

The proposal application guidelines follow. These guidelines are intended to provide a structured format to facilitate the evaluation process. Additional information may be requested during the review process to clarify specific programmatic or budgetary issues.

Proposals that are not selected for this funding phase of NSP II may be revised and resubmitted for the next funding phase.

## **PROPOSAL REQUIREMENTS**

### **Proposal Format**

- The proposal narrative must be limited to a maximum of 15 single-spaced pages.
- Pages must have one-inch margins.

- Pages must be 8 ½ by 11 inches in size.
- Proposals' narrative pages must be numbered.
- Appendix material must only include relevant information. (The appendices are not counted in the 15-page proposal limit.)
- One signed original proposal and eight paper copies must be submitted to MHEC.

Proposals for all Competitive Institutional Grants must include the seven sections identified below. Detailed instructions are provided for each section.

- I. Cover Sheet
- II. Abstract
- III. Table of Contents
- IV. Proposal Narrative
- V. Budget and Cost Effectiveness
- VI. Memorandum of Understanding, if applicable
- VII. Assurances

**I. Cover Sheet** (use form in **Appendix A**; required but no points)

**II. Abstract** (required but no points)

The abstract should be clearly written for an educated but general audience. It should indicate what strategies the project will undertake and how these strategies address the project goals. The abstract should be 250 words or fewer. This abstract may be reproduced as is or edited for inclusion in press releases and other publications describing the grant program.

**III. Table of Contents** (required but no points)

**IV. Proposal Narrative**

A. Overview of the proposed initiative (required but no points)

- Briefly explain your proposal plan and how it will increase the number of registered nurses graduating from Maryland nursing programs with a commitment to work as bedside nurses in Maryland hospitals.
- If your application involves the recruitment and/or education of additional nursing faculty, show the connection between the increased number of faculty and an increased number of nursing students and graduates.
- Provide current baseline data for each nursing program to be impacted by the proposal. Utilize data reported annually to the Maryland Board of Nursing and/or the National League of Nursing whenever possible. Data should include but not be limited to:
  - o Number of nursing enrollments of each nursing program in FY 2007,
  - o Number of graduates and graduation rate for each nursing program in FY 2007,
  - o Passage rate of graduates of each nursing program on any required nursing licensing exams in FY 2007, and

- o Number and type of full-time and part-time nursing faculty in FY 2007.

**B. Project Goals and Objectives (15 points)**

- Clearly articulate the specific aims of your proposal in measurable terms and indicate the time frame for achievement of goals and objectives in the near and longer term.
- Describe what will be achieved for whom and by whom.
- Goals and Objectives must be concrete and quantifiable.
- Specify anticipated outcomes by project end date.
- The goals and objectives must relate to the goals of NSP II and not the professional development of the individual nurse or nursing student.
- Note: Project objectives must be specific, measurable (reference quantifiable data), achievable (clearly possible and plausible), results-oriented (have clear outcomes), and time-bound (have deadlines).

**C. Scope of the Proposed Initiative (Plan of Operation) (30 points)**

- Provide a detailed description of the proposed initiative (e.g., for initiatives to increase nursing faculty, specify the number of additional nursing faculty to be added and how they will be identified or developed, describe program enhancements, and delineate expected increases in enrollments and graduations).
- Include clear role descriptions for all participating partners.
- Provide a timeframe for implementation of all elements.
- Provide a plan for sustainability following NSP funding.
- Identify whether funding also will be sought for NSP II Statewide Initiatives to provide fellowships and scholarships/living expenses grants to your eligible nursing students and faculty. If applicable, describe: (1) the number, type, and amount of awards sought under NSP II Statewide Initiatives and (2) the importance of these awards to the goals and objectives of the proposed Competitive Institutional Grant.
- Include the following chart of scheduled student enrollments and completions (see Appendix D for form – chart required but may be included as an appendix)

**SCHEDULE FOR PROPOSED NURSING PROGRAMS – PROJECTED NURSING ENROLLMENTS & COMPLETIONS**

**Instructions:** For each nursing program proposed to be funded through NSP II, provide the following information in the table below: (1) name of nursing program, (2) the academic years in which students will be enrolled, (3) the number of students projected to be enrolled each semester, and (4) the completion dates of each student cohort and the number of students projected to complete. Use a separate sheet for each nursing program proposed to be funded.

Nursing Program	Academic Year 20__ - 20__			Academic Year 20__ - 20__			Academic Year 20__ - 20__			Academic Year 20__ - 20__			Academic Year 20__ - 20__		
	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer
<b>Enrollments</b>															
<b>Completions</b>															

D. Management Plan (15 points)

- Describe each participating partner/institution's roles and responsibilities as well as the benefits to be gained from any proposed collaboration.
- Provide a work plan that lists major management actions and assigns responsibilities to key staff personnel. It should be clear what each project staff person does. Project duties should be clearly linked to the budget, as well as management and activity plans.
- Provide a clear organizational structure and milestones for accomplishing the proposed management actions.
- Describe the time commitment of the project director and other key personnel. It should be clear that the project director will have sufficient time to dedicate to the project. (This may provide an opportunity to utilize in-kind services.)
- Recruitment is a key element in project success and as such must be carefully planned. Retaining participants in a program that takes place over a number of years can also be a problem. A good management plan will address both of these issues. The management plan should articulate participants' incentives for being participants and strategies being used to retain participants.
- Provide one-page résumés of key personnel in the appendices.

Note: Administrative costs are to be kept to a minimum. Therefore, this may be an opportunity to demonstrate in the management plan the utilization of in-kind services for the administration of the project.

The management plan will be evaluated on (1) its adequacy to achieve the objectives of the proposed project on time and within budget; (2) the extent to which program management is clearly defined (who will do what, when, and where); (3) the extent to which the plan maximizes the effectiveness of the project; and (4) the extent to which existing staff and in-kind services support the initiative.

While some staff may be hired once the grant is secured, there is a strong preference for identifying staff—especially key staff—before the application is made. If any staff members (such as a project manager or coordinator) are to be hired after the grant is secured, the person's name and resume should be submitted to the MHEC within eight weeks of the grant award. Projects should not be delayed because of personnel vacancies.

E. Project Evaluation (20 points)

- Detail how the success of the proposed initiative will be objectively measured.
- Use quantifiable outcome measures tied to the goals and objectives of the proposed project.
- Identify how data will be collected and reported as well as the measurement techniques to be employed during the evaluation process. To the extent possible, utilize data reported annually to the Maryland Board of Nursing and your accrediting agency (e.g., the National League of Nursing).

Note: Successful applicants must agree to provide a standard set of data to be specified for the evaluation of the program. Where possible, the required data elements are specified in the Request for Applications.

Annual reports will be required of each funded project and will include a narrative, performance data, and financial information. Data to be reported will include but not be limited to the following information for nursing programs impacted by the initiative: enrollments, graduates, graduation rates, and passage rates on any required nursing licensing exams. Also included will be the current employment status for nurses and nursing faculty who directly benefited from NSP II funding.

As with other multi-year grants, continued funding is dependent upon outcomes.

**V. Budget and Cost Effectiveness** (use budget form in **Appendix B**; 20 points)

A. Complete the budget form provided as Appendix B. In this budget summary, show all planned expenditures for the project. Identify the following:

Column 1	“NSP II Funds Requested” is the amount of the grant being requested.
Column 2	“Any Matching Funds” will be both cash and in-kind contributions from the applicant who will serve as the fiscal agent if the grant is awarded.
Column 3	“Other Funds” shows funds or in-kind contributions committed to this project by partners, cooperating organizations or others.

Annual and final financial reports have a similar format but must clearly distinguish between approved expenditures and actual expenditures.

B. Budget Guidelines

- Proposals must include a detailed budget for each year for which funds are requested, as well as a total budget for the entire project.
- Budgets should identify in-kind contributions and matching funds, if applicable.
- Funds may be used for salaries, technology, supplies, instructional equipment, in-state travel, and other direct expenses essential to the conduct of the initiative.
- A 3% annual increase in salaries and direct costs is allowed to offset inflation.
- The budget requested should reflect any offsets to expenses such as increased revenue from increased tuition and fees from additional nursing students.
- Up to eight percent (8%) of the funds requested from the grant program to cover the cost of the project may be claimed for indirect cost recovery.

C. Ineligible Costs

Applicants may *not* expend funds for the following purposes:

- Student stipends and scholarships (scholarship and living expenses grants and fellowships are available through State Initiatives funded through NSP II);
- Entertaining (excludes light fare for faculty recruitment sessions, professional development sessions, etc.);
- Non-instructional equipment (these are not equipment grants);

- Travel to out-of-state professional conferences, unless it is demonstrated that attendance at a meeting will directly and significantly advance the project;
- Construction and renovation of facilities; or equipping new facilities, and
- Backfill for salaries of students.

#### D. Budget Narrative

- Prepare a budget narrative to accompany the budget and provide a justification for requested funds. (See **Appendix C** for a sample budget narrative.)
- In the budget narrative, explain the rationale for each line of the budget summary, both for grant expenditures and matching funds. This narrative, which will be organized by the corresponding line item on the budget summary, must show how the amounts indicated were determined.
- In the budget and budget narrative, clearly link all costs to the project activities detailed in the Plan of Operation. All activities must be accounted for in the budget and budget narrative.
- Provide evidence of institutional commitment to the project, including the amount of staff time dedicated to the project and in-kind contributions.
- Included in the budget narrative must be a statement that any NSP II funds will augment and not supplant funding or other resources already committed by the institution.
- Demonstrate a budget transition towards self-sufficiency.

Note: The proposal's budget and cost-effectiveness will be evaluated on the extent to which:

- the budget is adequate to support the project;
- the costs are reasonable in relation to the objectives and design;
- the budget shows self-sufficiency by the end of the project;
- offsets to expenses, such as increased revenue related to increased enrollment, are reflected in the budget request;
- there is adequacy of support—including facilities, equipment, supplies, and other resources—from the partners; and
- administrative costs are kept to a minimum.

There is no minimum or maximum budget for Competitive Institutional Grants; however, the budget request must be justifiable in terms of the scope of the proposed activities and the number of additional nursing faculty and students to be educated. MHEC on behalf of HSCRC will negotiate the size of budgets as required by the resources available.

#### VI. Memorandum of Understanding, if applicable (no points)

- For proposals involving consortia of nursing schools and/or hospitals, submit a copy of a fully executed Memorandum of Understanding (MOU) between the separate institutions whose cooperation is essential to the success of the proposed initiative.
- Specify the roles and responsibilities of the parties and include approval of the submitted budget and acknowledgment of the use of any resources real or in-kind pledged to the initiative.

**VII. Assurances** (use form in **Appendix E**; required but no points)

**TECHNICAL ASSISTANCE**

Two technical assistance meetings will be held to afford potential applicants pre-submission assistance. Topics will include a program overview, an overview of this RFA, and discussion of the RFA requirements. Both meetings will cover the same topics.

The first technical assistance meeting will be held on Friday, October 19, 2007, from 1:00 pm to 3:00 pm. If you plan to attend, please register by e-mail with Mary O'Connor at [moconnor@mhec.state.md.us](mailto:moconnor@mhec.state.md.us) by 4 pm, October 17, 2007. See Summary Timetable for location.

The second technical assistance meeting will take place on Friday, November 2, 2007, from 1:00 pm to 3:00 pm. If you plan to attend, please register by email with Mary [O'Connor](mailto:moconnor@mhec.state.md.us) at [moconnor@mhec.state.md.us](mailto:moconnor@mhec.state.md.us) by 4 pm. on October 31, 2007. See Summary Timetable for location.

If in writing the proposal you have questions about the proposal format or require other assistance, contact the Maryland Higher Education Commission (MHEC). Project directors are also encouraged to contact the MHEC whenever they have questions about grant implementation or management.

Mary O'Connor  
NSP II Coordinator  
Maryland Higher Education Commission  
[moconnor@mhec.state.md.us](mailto:moconnor@mhec.state.md.us)  
(410) 260-4585

**PROPOSAL REVIEW PROCESS**

- Applications must be received by the deadline.
- Applications must include all requisite information.
- Applicants will be sent notification that their proposal has been received and assigned a proposal number.
- A panel of qualified reviewers will read each proposal according to the criteria summarized below and explained above in "Proposal Format." Every proposal is read by at least five reviewers. Every effort is made to ensure that there are no conflicts of interest. Reviewers may be from Maryland or from other states and will have suitable qualifications to review the proposals.
- Panelists have an opportunity (and are encouraged) to add comments, and the comments will be shared with the applicant when the review process is complete.

**EVALUATION AND SELECTION CRITERIA**

The review panel established by HSCRC and MHEC will review all applications and make recommendations regarding the selection of proposals that best meet established goals for this program. Each proposal will be evaluated based on the criteria described in the proposal narrative section and summarized below. The rating given for each criterion (see below) will

serve as a significant, but not the only, aspect of the judgment made by the review panel. State priorities, support of diversity, and regional needs will also be taken into consideration. The review panel convenes after each member has read the proposals individually. At this meeting, the panel comes to consensus on the projects that should be recommended for funding. The panel also makes recommendations on the level of funding and adjustments that the project staff might make to improve the project. The recommendations of the review panel will be presented to the HSCRC, who will make the final determination.

<u>Criteria</u>	<u>Maximum Points</u>
Project Goals and Objectives	15
Management Plan	15
Scope of Proposed Initiative (Plan of Operation)	30
Project Evaluation	20
Budget and Cost Effectiveness	<u>20</u>
Total	100

**NOTIFICATION OF AWARDS**

A grant award will be issued after approval of awards and acceptance of the negotiated grant award amount by the project director and MHEC, in collaboration with HSCRC. Preliminary notification of awards will be made on or about May 7, 2008, by phone or e-mail. Written grant awards will be issued in May, 2008.

Projects may not begin until they have been approved by MHEC, in collaboration with HSCRC; the project director has completed budget negotiations; and the budget has been approved by MHEC, in collaboration with HSCRC.

# Appendices

**APPLICATION COVER SHEET****Nurse Support Program II Phase 3 – Competitive Institutional Grants**

Lead Applicant Institution/Organization: \_\_\_\_\_

Title of Project: \_\_\_\_\_

Partnership Members: \_\_\_\_\_  
\_\_\_\_\_

Type of Competitive Grant Initiative: (Check (√) all that apply.)

<input type="checkbox"/>	Initiative to Expand Maryland's Nursing Capacity through Shared Resources	<input type="checkbox"/>	Initiative to Increase Maryland's Nursing Faculty
<input type="checkbox"/>	Initiative to Increase Nursing Student Retention	<input type="checkbox"/>	Initiative to Increase the Future Pipeline for Nursing Faculty

Projected Outcomes: (Identify below the number of additional nursing enrollments, graduates and/or faculty projected as a result of the proposed initiative.)

	<b>Projected Increase ( # of Additional)</b>
Nursing Enrollments	
Nursing Graduates	
Nursing Faculty	
Other (please specify)	

Funds Requested: \_\_\_\_\_ Value of Match Provided (Funds, In-Kind, etc.): \_\_\_\_\_

**Project Duration:** \_\_\_\_\_ **Project Director(s):** \_\_\_\_\_

E-mail address: \_\_\_\_\_ Phone number: \_\_\_\_\_

Fax Number: \_\_\_\_\_

Mailing Address: \_\_\_\_\_  
\_\_\_\_\_Grants Office Contact, Name & Title (post award):  
\_\_\_\_\_

E-mail address: \_\_\_\_\_ Phone number: \_\_\_\_\_

Finance or Business Office Contact, Name &amp; Title: \_\_\_\_\_

E-mail address: \_\_\_\_\_ Phone number: \_\_\_\_\_

Certification by Authorizing Official:

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_

## BUDGET SUMMARY

### Nurse Support Program II – Competitive Institutional Grants

Lead Institution & Project Title: \_\_\_\_\_

	SOURCE OF FUNDS		
	COLUMN 1 NSP II FUNDS REQUESTED*	COLUMN 2 INSTITUTION'S MATCH OF FUNDS	COLUMN 3 OTHER FUNDS**
A. Salaries & Wages Professional Personnel List each by name and title			
1.			
2.			
3.			
4.			
Other Personnel (list by job category & note # of each)			
5.			
6.			
Total Salaries and Wages			
B. Fringe Benefits			
C. Travel			
D. Participant Support Costs (specify)			
Total Participant Costs			
E. Other Costs			
1. Materials and Supplies			
2. Consultant Services			
3. Computer Services			
4. Other (specify)			
Total Other Costs			
F. Total Direct Costs (A through E)			
G. Indirect Costs (cannot exceed 8% of F)			
H. Total (F & G)			

\*Include all grant-funded expenses, including for sub-contracts, in this column. Identify cooperating organizations, agencies, institutions, etc., and funds requested for them (through project sub-contracts) on separate page(s); use the column 1 format for each. \*\* If any of these cooperating parties, or another agency, is committing funds for this project, indicate the specific breakdown and explanation of such funds for each on a separate sheet, while putting the totals for appropriate categories here in column 3 and summarizing the match in the budget narrative.

## SAMPLE BUDGET NARRATIVE

### Nurse Support Program II – Competitive Institutional Grants

**Lead Institution:** \_\_\_\_\_

**Project Title:** \_\_\_\_\_

*(These partial examples are provided only to demonstrate the format requested for the budget narrative. Provide as many sheets of paper as needed to provide justification for each line of the budget summary, as outlined in the RFA.)*

#### A. Salaries & Wages

*Professional Personnel:*

- a. Column 1: Dr. Jill Smith, the project director, will spend 10% of her time in project activities during the 2008-2009 academic year. Maryland State University requests only the amount it will cost the university to pay an adjunct to replace Dr. Smith in one course.  
Request = \$4,900

Column 2: The university will contribute the difference between the \$4,900 requested and 10% of Dr. Smith's 10-month annual salary as in-kind cost share valued at \$3,100.  
Match = \$3,100

*Other Personnel:*

- a. Administrative Assistant (1): Request = \$12.00/hour x 5 hours/week x 78 weeks = \$4,680  
(Assistant's time not included as an indirect cost; time is scheduled for grant work)  
Column 2: Assistant's fringe benefits contributed as match:  
5 hrs/wk x 78 weeks x 33% benefits rate x \$12/hr. = \$1,560

#### B. Fringe Benefits

1. Fringe benefits for the project manager's spring semester release time are calculated at 33%  
Request = \$12,250 x .335 = \$4,103.75

#### C. Travel

Travel for project director to partner hospital for six management committee meetings  
Request = \$0.485 cents per mile x 10 trips x 60 miles/trip = \$291

#### D. Participant Support Costs

1. Stipends:  
2 faculty members develop on-line courses @ \$2,500 each per course  
Request = \$2,500 x 2 faculty x 6 courses = \$30,000

#### E. Other Costs

Other: Snacks for 2 faculty recruitment seminars  
Request = \$5/participant x 5 seminars x 50 participants/seminar = \$1,250  
Supplies for project director \$250  
Printing faculty recruitment brochures \$1,200



## ASSURANCES

The Applicant hereby affirms and certifies that it will comply with all applicable regulations, policies, guidelines, and requirements of the Health Services Cost Review Commission (HSCRC) and the State of Maryland as they relate to the application, acceptance, and use of Nurse Support Program II funds in this project. Also, the Applicant affirms and certifies that:

1. It possesses legal authority to apply for the grant; e.g., an official act of the applicant's governing body has been duly adopted or passed, authorizing filing of the application, including all understandings and assurances contained therein and directing and authorizing the person identified as the official representative of the application and to provide such additional information as may be required.
2. It will comply with Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d) prohibiting employment discrimination where discriminatory employment practices will result in unequal treatment of persons who are or should be benefiting from the grant-aided activity.
3. It will enter into formalized agreement(s) with the local hospitals in the area(s) of proposed service, as well as with other members of the collaborative, where applicable.
4. It will expend funds to supplement new and/or existing programs and not use these funds to supplant non-grant funds.
5. It will participate in any statewide needs assessment program or other evaluation program as required by the HSCRC.
6. It will give the HSCRC, the Maryland Higher Education Commission as the Grant Administrator, and/or the Legislative Auditor, through any authorized representative, the right of access to, and the right to examine all records, books, papers, or documents related to the grant.
7. It will comply with all requirements imposed by the HSCRC concerning special requirements of law and other administrative requirements.

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Institution

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Signature of Authorized Institutional Authority

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Name and Title, Printed

---

Date

## GRANT MANAGEMENT

### §1. FISCAL PROCEDURES

All funds under this program must be assigned to a specific account. If an institution receives more than one grant award, separate accounts must be established for each. Expenditures in excess of approved budget amounts will be the responsibility of the recipient institution.

### §2. POST-AWARD CHANGES

**The grant recipient shall obtain prior written approval for any change to the scope or objectives of the approved project. This includes any changes resulting in additions or deletions of staff and consultants related to or resulting in a need for budget reallocation.** The grant recipient must obtain prior written approval from MHEC (working in collaboration with HSCRC) to, specifically:

1. Continue the project during any continuous period of more than three (3) months without the active direction of an approved project director;
2. Replace the project director (or any other persons named and expressly identified as a key project person in the proposal) **or** to permit any such person to devote substantially less effort to the project than was anticipated when the grant was awarded; or
3. Make budget changes exceeding \$1,000 or 10% in any category, whichever is greater.

Grantees must also request written approval to extend the expiration date of the grant if additional time beyond the established termination date is required to ensure adequate completion of the approved activity within the funds already made available. A single extension, which shall not exceed six (6) months, may be made for this purpose and must be requested ***no less than 1 month prior*** to the originally established expiration date. The request must explain the need for the extension and include an estimate of the unobligated funds remaining and a plan for their use. The fact that unobligated funds may remain at the expiration of the grant is not in itself sufficient justification for an extension. The plan must adhere to the previously approved objectives of the project.

### §3. PROGRAM CLOSEOUT, SUSPENSION, TERMINATION

***Closeout:*** Each grant shall be closed out as promptly as feasible after expiration or termination. In closing out the grant, the following shall be observed:

The grant recipient shall immediately refund or otherwise dispose of any unobligated balance of cash advanced to the grant recipient, in accordance with instruction from MHEC working in collaboration with HSCRC.

- The grant recipient shall submit all financial, performance, evaluation, and other reports required by the terms of the grant within 90 days of the date of expiration or termination.
- The closeout of a grant does not affect the retention period for State and/or federal rights of access to grant records.

***Suspension:*** When a grant recipient has materially failed to comply with the terms of a grant, MHEC, acting in collaboration with HSCRC, may suspend the grant in whole or in part, upon reasonable notice to the grant recipient. The notice of suspension will state the reasons for the suspension, any corrective action required of the grant recipient, and the effective date.

Suspensions shall remain in effect until the grant recipient has taken action satisfactory to MHEC and HSCRC, or given evidence satisfactory to MHEC and HSCRC, that such corrective action will be taken or until MHEC/HSCRC terminates the grant.

**Termination:** MHEC, acting in collaboration with HSCRC, may terminate any grant in whole or in part at any time before the date of expiration, whenever MHEC, acting in collaboration with HSCRC, determines that the grant recipient has materially failed to comply with the terms of the grant. MHEC, acting in collaboration with HSCRC, shall promptly notify the grant recipient in writing of the termination and the reasons for the termination, together with the effective date.

The grant recipient may terminate the grant in whole or in part upon written notification to MHEC and HSCRC, setting forth the reasons for such termination, the effective date, and, in the case of partial terminations, the portion to be terminated. However, if, in the case of a partial termination, MHEC, acting in collaboration with HSCRC, determines that the remaining portion of the grant will not accomplish the purposes for which the grant was made, MHEC, acting in collaboration with HSCRC, may terminate the grant in its entirety.

Closeout of a grant does not affect the right of MHEC, acting in collaboration with HSCRC, to disallow costs and recover funds on the basis of a later audit or review, nor does closeout affect the grantee's obligation to return any funds due as a result of later refunds, corrections, or other transactions.

#### **§4. RECORDS**

A grant recipient shall retain the following records for a period of five (5) years after the completion of the project:

- records of significant project experience and results;
- records that fully show amount of funds under the grant, how the funds were used, total cost of projects, *all costs provided from other sources*, and other records to facilitate an effective audit;
- records to show the grant recipient's compliance with program requirements; and
- participant data (e.g., number of students participating in retention activities; number of new faculty members, etc.).

#### **§5. REPORTING REQUIREMENTS**

MHEC and HSCRC staff may conduct site visits, undertake telephone interviews, or request written materials for this purpose.

Formal annual and final reports will also be required from all grantees. At the end of the grant, both a financial and a narrative report will be due to the Commission. Final reports should address the items described below under "The Financial Report" and "Narrative Reports."

#### **PREPARING FOR REPORTING**

Project directors should maintain records indicating when and where activities took place, who participated in each activity by name, and how funds were expended, as well as what the total project cost is. In addition, project directors should maintain evidence that demonstrates whether activity and project goals are being met.

## ANNUAL REPORTS

The annual report must include:

- a roster of participants
- a chart of project activities that have occurred
- a budget that shows how much of the grant has been spent and how much remains in each line item of the original accepted budget proposal
- responses to the other questions posed on the annual report form
- evidence that sufficient progress is being made on the project to warrant continuation.

## FINAL REPORTS

- Final reports must be submitted. Failure to submit a final report will make the project director ineligible to apply for future grants.
- Final reports have a financial report section and a narrative report section (see below for details).
- The final report includes evaluation of the grant. This evaluation will include the accepted evaluation plan components from the proposal. Included with the report shall be any evaluation report completed for the grant.
- Final reports should include the same participant and activity charts requested for the annual report but report the information for the full term of the grant (not just the final year of the grant).
- The final report includes a budget form and a budget narrative.

**THE FINANCIAL REPORT** should be structured like the approved budget, with both a budget summary and a budget narrative. It must be signed by a financial officer at the institution serving as the fiscal agent. Grantees should keep records indicating how funds are expended, the total cost of project activities, the share of the cost provided from other sources (in-kind or otherwise), and any other relevant records to facilitate an effective audit; such records should be held for five (5) years after the grant ends. Any unspent grant funds should be returned with the financial report.

**NARRATIVE REPORTS** include the results of the evaluation plan outlined in the project proposal and document the project outcomes. These reports will:

- include an executive summary;
- address the goals of the project, explaining how project activities addressed those goals and to what extent the project was successful in meeting those goals;
- include performance data (enrollments, graduates, etc.);
- note where or how the project activities might have been improved.

## §6. ACKNOWLEDGMENT OF SUPPORT AND DISCLAIMER

An acknowledgment of the HSCRC must appear in any publication of materials based on or developed under this project in the following manner:

“The activity that is the subject of this [*type of publication* (e.g., book, report, film)]

was produced with the assistance of a Nurse Support Program II grant under the auspices of the Health Services Cost Review Commission.”

Materials, except those published in academic journals, must also contain the following disclaimer:

“Opinions, findings, and conclusions expressed herein do not necessarily reflect the position or policy of the Health Services Cost Review Commission, and no official endorsement should be inferred.”

All media announcements and public information pertaining to activities funded by this grant program should acknowledge support of the Nurse Support Program II Grant Program under the auspices of the Health Services Cost Review Commission.

At such time as any article resulting from work under this grant is published in a professional journal or publication, two reprints of the publication should be sent to MHEC and HSCRC, clearly labeled with appropriate identifying information.

## **Nurse Support Program II Abstracts – Funded Projects**

NSP II-08-105

College of Notre Dame of Maryland

*Synergistic Pathways to Address the Nursing Shortage in Maryland through Hospital Partnerships, Student Retention Efforts, Educating Nursing Faculty, and Increasing the Pipeline for Nursing Faculty (5 years)*

Project Director: Dr. Katharine Cook

Affiliates: Good Samaritan Hospital, Harbor Hospital, St. Agnes Hospital

The College of Notre Dame of Maryland, working in concert with its affiliates, will aid in alleviating the shortage of bedside nurses by:

1. graduating an increased number of BSN nurses through an accelerated RN to BSN program;
2. increase student retention;
3. begin a MSN degree with emphasis in leadership in nursing education.

This five-year plan will allow an additional 425 nurses to achieve their BSNs, and 66 additional nurses achieve their MSNs. Retention will be raised to 85%. This will be accomplished by hiring two nursing faculty to teach in the BSN program. Two more nursing faculty will be hired to teach in the MSN program. This program will be a 20-month accelerated program, and students will be able to take one course at a time. A full-time program manager will be hired to work in both programs, and to develop and oversee a retention plan, and coordinate tutoring and scholarships.

NSP II-08-106

The Community College of Baltimore County

*Distance Education for Paramedic to RN Students (3 years)*

Project Director: Barbara Netzer

Affiliates: Allegany College of Maryland, Chesapeake College

This program with its partnerships on the Eastern Shore and in western Maryland, will enroll paramedics in a specially designed nursing program, which will allow them to complete a 10-week transition course in an on-line format. Because of the nature of the course, the paramedics will be able to continue their regular working schedule. After completion, they will then enter the nursing program with advanced standing, and complete their RN training in one year.

The Community College of Baltimore County expects that 40 new nursing graduates would be ready by June, 2009, and 64 more the following year.

Students will engage in clinical and classroom portions of the course at their home campuses, where they will receive mentoring and academic support. The remainder of their courses (comprising the Fall and Spring semesters) will be taken in the distance-learning format, where possible.

NSP II-08-107

The Community College of Baltimore County

*Nursing Retention and Success Program (3 years)*

Project Director: Dr. Roberta Raymond

**Affiliates: Mercy Medical Center, St. Agnes Hospital, Union Memorial Hospital**

The Community College and its affiliates are beginning a program to increase the graduation rate for the Associate Degree Nursing program by 282 nurses over a three-year period. This will be accomplished through retention of admitted students. The plan includes academic and clinical tutoring, mentoring, and a nursing success class for students.

A Nursing Retention and Success Program Coordinator and tutors will be hired, and 20 hours of tutoring per week will be provided on each campus. The hospitals will provide staff nurses who will act as mentors for students. The College hopes to raise its graduation rate from 65% to 80%.

**NSP II-08-111**

**Hagerstown Community College**

*A Model to Significantly Increase ADN Graduates in Western Maryland (5 years)*

**Project Director: Carolyn Albright**

**Affiliates: Washington County Health System**

Hagerstown Community College plans to increase the number of nursing program graduates by increasing the number of pre-nursing students who meet requirements for admission. This will be done through comprehensive academic support services. The number of nursing students who remain in the program will increase due to more and better tutoring. Students will be provided with a preparatory class for NCLEX exam.

The capacity of the nursing program will increase due to the sharing of resources with the Washington County Health System. Both institutions will jointly support new faculty hired to teach in the expanded ADN program. They are also collaborating in identifying and enrolling hospital staff in order to upgrade their skills.

Outreach to minorities and males in order to increase their enrollment will also begin.

Workshops, presentations, financial aid information will all be used to persuade minorities to enter the nursing program.

**NSOP II-08-114**

**The Johns Hopkins University**

*Needs Based Graduate Education Partnership (5 years)*

**Project Director: Kathleen White**

**Affiliates: Johns Hopkins Hospital, Johns Hopkins Bayview Medical Center, Howard County General Hospital, St. Agnes Hospital, Mercy Medical Center**

The School of Nursing will begin offering an enhanced online and distance learning option to students in both the Masters program, and the new Doctor of Nursing Practice program. This option will be available to nurses working at the collaborating partner institutions. The partners will support qualified staff who attend and complete the advanced degrees. These staff will then act as preceptors and instructors in the clinical setting, enabling the number of clinical placement sites to expand.

This partnership is expected to allow 180 additional students to be admitted for graduate studies over the next five years. There are three parts to this initiative:

a block Masters' cohort option, an executive style Doctor of Nursing Practice cohort option, and increased capacity for web-based and distance education. Partnering institutions will have tuition reimbursement programs.

**NSP II-08-116**

Prince George's Community College

*RN Partnership Activities for Recruitment and Retention Success (5 years)*

Project Director: Vivian Kuawogai

Affiliates: MedStar Health of Maryland (Good Samaritan Hospital); Doctors Community Hospital

In this five-year plan, Prince George's Community College plans to nearly double enrollments in its LPN to RN program at the Largo campus, and begin a satellite LPN to RN program at Good Samaritan Hospital. The plan calls for hiring two new full-time faculty, providing faculty mentors for every student, and providing peer tutoring. The PGCC nursing lab will be open for weekend practice sessions. Retention will also be addressed through the opening of a Nursing Collegian Center, and early identification of at-risk students.

Partners will provide additional lab space, increased clinical rotations and student scholarships.

**NSP II-08-117**

Salisbury University

*Initiative to Create Clinical Nurse Educator and RN to MS Tracks (3 years)*

Project Director: Susan Battistoni

Affiliates: none

This program will create a Clinical Nurse Educator track in the graduate program that will have strong secondary education and advanced clinical practice components. An efficient RN to Master's track will also be created to encourage qualified ADN-prepared nurses to seek a master's degree.

Both tracks will offer half of the courses in distance learning format, which will be accomplished through the development of a technology supported classroom.

**NSP II-08-119**

Towson University

*Nurse Support II: Statewide Increases in Master's-Prepared Nurse Faculty, Administrators, and BSN-Prepared Bedside Nurses (5 years)*

Project Director: Marilyn Halstead

Affiliates: Sheppard Pratt Health System, Greater Baltimore Medical Center, Frederick Memorial Hospital

This program will create a Master's degree with a concentration in nursing education, or Clinician-to-Administrator Transition that will be available in western Maryland. The program will be a combination of distance learning and block scheduling. The block scheduling will be for a specific day of the week. Students may enroll at Towson, Hagerstown or Frederick. Students are anticipated to remain employed as bedside nurses while in the program. Students will have the option of face-to-face or on-line format.

Partnerships will provide additional clinical sites, and preceptors and mentors for students.

**NSP II-08-123**

**Wor-Wic Community College**

*NSP II Grant (3 years)*

**Project Director: Denise Marshall**

**Affiliates: Atlantic General Hospital, Peninsula Regional Medical Center**

This program will expand the number of nurses in the Practical Nurse and ADN-prepared nurse programs by 32 students. This will be done by employing four additional full-time nursing faculty, and offering the ADN program during evenings and weekends. A new program section will begin in the Spring semester, so as not to compete for space with the current sections.

The two collaborating hospitals will provide clinical sites and clinical instructors, as well as scholarships, for the students.

Retention will be increased to 75% through tutoring, study skills and test taking strategies, mandatory testing, the SDV 100 Fundamentals of College Study course, and the intervention of the Director of Retention when merited.

## **Unfunded Proposals**

**NSP II-08-101**

**Allegany College of Maryland**

*Creating Qualified Bedside Nurses in Western Maryland to Serve the Entire State*

**Project Director: Fran Leibfreid**

**Affiliates: None**

As the only institution of higher education in far Western Maryland that offers a nursing program, the Allegany College of Maryland nursing program requests funding to:

1. Double the capacity of the evening nursing program to create an additional 20 RN qualified nurses every two years;
2. Increase the student retention rate in the nursing program by 3% every year; and
3. Provide professional tutoring and expanded clinical laboratory instruction to all nursing students to increase retention rates and NCLEX pass rates.

This project will expand the current program as well as increase the retention of at risk students as identified by standardized testing and faculty assessment. A Nursing Faculty Member will be hired to double the evening program and a Retention and Success Coordinator will be employed to provide tutoring and expanded clinical laboratory instruction.

**NSP II-08-102**

**Anne Arundel Community College**

***Partnering for Nursing Excellence in Anne Arundel County*****Project Director: Beth Anne Batturs****Affiliates: Anne Arundel Medical Center and Baltimore Washington Medical Center**

*The Partnering to Increase Nurses in Anne Arundel County* program focuses on increasing the number of nurses available to provide care to the residents of Anne Arundel County. This partnership seeks to strengthen the nursing workforce of Anne Arundel County by increasing the number of enrollments in the AACC nursing program, thus increasing the number of qualified nurses available for employment at Anne Arundel Medical Center (AACC) and Baltimore Washington Medical Center (BWMC). This proposal focuses on the goal to increase the new enrollment capacity at AACC by 64 students over the next four years by admitting eight additional students per semester beginning fall 2007 and continuing through spring 2011 supported by NSP II grant funding of \$2,138,597. This will be accomplished by hiring 4 new Master's prepared faculty over a 4-year period, and converting three classrooms to smart classrooms with video conferencing capability.

**NSP II-08-103****Baltimore City Community College*****NSP II Program*****Project Director: Dorothy Holley****Affiliates: None**

The Nursing Program at Baltimore City Community College (BCCC) is requesting \$382,952 to implement sustainable student retention strategies to significantly increase graduation rates. Specifically, the program will recruit and enroll 320 minority/disadvantaged individuals (over a five year period) in BCCC for its Nursing Program, and retain those students through the pre-nursing curriculum to the practical nursing (PN) program to an Associate's Degree in Nursing (RN) and transfer to a Bachelor's Degree in Nursing.

The project's objectives include recruiting and enrolling minorities, reaching a goal of 50% completion/graduation rate; an increase in level of cultural competence; and nursing faculty will be able to assist students in successfully completing all nursing programs.

**NSP II-08-104****Bowie State University*****Nursing - Pipeline to Success through Collaboration*****Project Director: Dr. Bonita E. Jenkins****Affiliates: Dimensions Healthcare System d/b/a Prince George's Hospital Center, Laurel Regional Hospital, Bowie Health Center and Gladys Spellman Specialty Hospital and Nursing Center**

Bowie State University and Dimensions Healthcare System have developed a proposal to address the nursing shortage by creating a program to expedite the number of nurse faculty graduates and also increase the number of students receiving BSN degrees.

The most significant component of the program is the provision of BSN and MSN degree program courses offered to students at the hospital facilities and via distance learning capabilities (video conferencing, website classes, etc.) In addition, both degree programs will be expedited so that students can graduate in a shorter period of time. The grant partners will initiate recruitment efforts to encourage undergraduate and graduate studies in nursing.

**NSOP II-08-108**

**Coppin State University**

***Project Pipeline - RN to BSN Program Extension***

**Project Director: Marcella A. Copes**

**Affiliates: Baltimore City Community College Dept. of Nursing**

This is a grant proposal to expand nursing capacity by accelerating and increasing the enrollment and graduation of nurses for hospital practice.

The first purpose is to increase the number of bedside nurses and nursing faculty in Maryland by expanding the Coppin State University's RN to BSN Program by 25 students in each of the five years of the grant proposal. An accelerated program will be implemented to fast track student completion of the Associates Degree in Nursing in two years, followed by student completion of the Bachelor of Science in Nursing at CSU in one year, instead of two.

The second purpose is to increase the pipeline of Master's level nursing faculty. Objectives include enrollment, by the end of the third year of the grant, of 3 of the 20 BSN graduates into CSU's Master of Science in Nursing Program; enrollment by the end of the fourth year of 6 BSN graduates, bringing the total to 9 MSN students over the five year grant period.

**NSP II-08-109**

**Doctors Community Hospital**

***Visiting Professor Program***

**Project Director: Diane K. David**

**Affiliates: Anne Arundel Community College, Prince George's Community College**

This proposal is a collaborative effort between Doctors Community Hospital, Anne Arundel Community College and Prince George's Community College. It is the strategy of the Visiting Professor Program to ameliorate both staffing and remuneration issues by making available to the participating colleges two additional instructors, and to offset the salary gap by providing monetary difference. Doctors Community Hospital will provide one Master's prepared RN to each participating college, to assume all the responsibilities of a full-time faculty member.

A second priority is student retention. To improve retention, tutoring and mentoring will be done in both the academic and clinical settings.

**NSP II-08-110**

**Frederick Community College**

***FANS - Frederick Community College Associate Degree Nursing Support***

**Project Director: Jane Garvin**

**Affiliates: None**

This application will increase the number of licensed registered nurses in Maryland by increasing the number of students who graduate from the program and pass the licensing exam.

The overall purpose of this proposal is to increase student retention rates in both the pre-clinical general education courses, specifically, math and science, and in the clinical theory component of the nursing curriculum. In addition, this proposal targets preparation for the licensing exam as an essential element in increasing the number of graduate nurses entering the nursing workforce.

Finally, the licensure pass rates will be maintained at or above the 95% benchmark.

**NSP II-08-112**

**Howard Community College**

*Increasing Nursing Graduates and Graduate Nursing Retention through LPN Pathway Sequence*

**Project Director: Dr. Georgene Butler**

**Affiliates: Howard County General Hospital**

This proposal seeks to use an LPN Pathway Sequence that includes a six credit campus-web Licensed Practical Nurse (LPN) transition course to increase the number of registered nurses at the bedside and provide mentorship to increase retention following graduation. The LPN transition course would be offered three times each year and upon successful completion, students would be infused into the final two semesters of the associated arts degree nursing program. A total of up to 40 students would be admitted to the LPN Pathway Sequence each year.

Students would be provided with tutoring, strategies for success, and, upon completion of the ADN program, would receive a NCLEX preparation course at no cost. One year of structured mentoring after completion of the degree would also be provided.

**NSP II-08-113**

**Howard Community College**

*Increasing Nursing Graduates at Howard Community College*

**Project Director: Sharon Pierce**

**Affiliates: Howard County General Hospital**

Howard Community College (HCC) nursing faculty has developed a project that will increase nursing student retention and graduation rates at the college and expand Maryland's nursing capacity through shared resources. Although enrollment in the nursing programs is at capacity, program completion rates hover just over 50%. The proposed project will increase completion over five years to 70%, thus increasing the number of graduates from the current rate of 113 per year to 156 per year. The project will also increase adjunct faculty retention rates to 50% within five years, will reduce the student-faculty ratio to no more than 8:1, and will achieve student course success rates of 75% or higher.

**NSP II-08-115**

**Montgomery College**

*Partnership for Increasing Number of Nursing Graduates*

**Project Director: Barbara Nubile**

**Affiliates: Adventist Healthcare, Children’s Hospital, Holy Cross Hospital, Montgomery General Hospital, Potomac Ridge Behavioral Health Center, Potomac Valley Nursing Center, Suburban Hospital, Sibley Memorial Hospital, and Washington Hospital Center**

The Partnership for Increasing the Number of Nursing Graduates (PINNG) initiative proposed by Montgomery College seeks to directly increase the number of qualified bedside nurses in Maryland hospitals by significantly increasing the number of graduates of Montgomery College’s nursing program. Furthermore, the diversity of Montgomery College’s student nursing population will ensure a resultant increase in the number of minority nurses in the Maryland workforce.

Increasing the enrollment will be accomplished by improving retention rates, increasing the number of full-time clinical instructors, increasing the number of faculty and staff, and optimizing the use of existing classroom and laboratory space. Collaborating institutions will make it possible to increase clinical placements.

**NSP II-08-118**

**Suburban Hospital**

***Nurse Externship Program***

**Project Director: Karen Boliek**

**Affiliates: Multiple Nursing Programs in the Area**

The Suburban Hospital Nurse Externship Program is a strategy to retain nursing students by strengthening their clinical skills, time management abilities and confidence in clinical situations. By creating a unique job description for the nurse extern, a non-threatening environment can be produced where the learner is employed, held to professional standards of behavior, encouraged to ask questions, integrated into the multidisciplinary health care team, provided education complementary to basic nursing courses, and exposed to a more realistic view of nursing at the bedside than the traditional student/instructor clinical experience provides. The externs are paid during the summer, so there is no need for them to obtain summer jobs elsewhere. This program will enable the student to visualize, and then actualize, attainment of their nursing degree and aid in the transition to graduate nurse status at the bedside in Maryland hospitals.

**NSP II-08-120**

**Towson University**

***An Accelerated Associate to Master’s Degree Program: A Towson University and Community College of Baltimore County Collaborative Project***

**Project Director: Dr. Jacquelyn Jordan**

**Affiliates: Community College of Baltimore County, Sheppard Pratt Health System, Greater Baltimore Medical Center, Frederick Memorial Hospital**

This project is a collaboration between the TU School of Nursing and CCBC School of Nursing, and is a seamless “Accelerated Associate to Master’s Degree Program (ATM)” with a major in Nursing Education. The ATM program provides students who might not ordinarily continue their education, the opportunity to complete a Master’s degree without interruption. Concurrently, this proposal responds to the need to increase the future pipeline for nursing faculty. The collaborating hospitals have agreed to share qualified nursing clinicians as faculty, and share clinical sites and classrooms.

This is a continuous 28-month program. The curriculum bypasses the Bachelor's degree, and the students complete the program with a Master's degree. There will be a seamless transition for students as they matriculate.

**NSP II-08-121**

**University of Maryland School of Nursing**

*Preparing, Developing, and Retaining Nursing Faculty for Maryland*

**Project Co-Directors: Dr. Louise S. Jenkins/Dr. Carol O'Neill**

**Affiliates: N/A**

The University of Maryland School of Nursing, through the Institute for Educators in Nursing and Health Professions, has developed a 12-credit certificate program for nursing graduate students and nurses with graduate degrees to provide the essential knowledge and skills to prepare them for a nursing faculty role. Courses are available online, as well as in the classroom.

A multi-focal approach is proposed including: expansion of the teaching certificate program, offering workshops and conferences, training of clinical nurses in a clinical preceptor preparation program, an expanded Teaching Grand Rounds, a statewide teaching mentorship program, and development of an online teaching resource repository for use by nurse faculty across the State.

**NSP II-08-122**

**University of Maryland, Baltimore, School of Nursing**

*Enhancing Nursing Student Recruitment and Retention in the Clinical Nurse Leader*

*Program: Fast Track to Increase the Number of Bedside Nurses in Maryland Hospitals*

**Project Co-Directors: Dr. Gail Schoen Lemaire/Carol Ann Esche**

**Affiliates: N/A**

The University of Maryland School of Nursing seeks support to increase the number of registered nurses practicing at the bedside in Maryland hospitals by enhancing student recruitment and retention in its Clinical Nurse Leader Program. This program is a 16-month "fast track" entry level Master's program for students with previous non-nursing baccalaureate degrees. This second degree program seeks to educate bedside nurses prepared at the Master's level to practice in Maryland hospitals. The CNL Program is based on American Association of Colleges of Nursing recommendations and approved by the Maryland Board of Nursing. Graduates are eligible to take the NCLEX examination for registered nurse licensure.

This four-year project will focus on recruiting qualified ethnic minority students and implementing comprehensive, culturally sensitive, student enrichment and retention interventions. To promote student success and increase retention, we will enhance faculty knowledge and skills about retention-related issues and incorporate supervised peer mentoring, tutoring, and support.