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Nurse Support Program II

Request for Applications for Competitive Institutional Grants

Phase 6

Response Date: April 29, 2011 at 4:00 p.m.

Administrator: Maryland Higher Education Commission
839 Bestgate Road, Suite 400
Annapolis, Maryland 21401-3013
(410) 260-4500
www.mhec.state.md.us

Summary Timetable

Wednesday, February 9, 2011	RFA for NSP II Phase 6 Competitive Institutional Grants
Wednesday, February 23, 2011	Technical Assistance Meeting 10:00 am – 2:00 pm The Charles I. Ecker Business Training Center, Room 3 6751 Columbia Gateway Dr. Columbia, MD 21046 410-313-6340 www.coned.howardcc.edu
Wednesday, March 16, 2011	Technical Assistance Meeting 10:00 am – 2:00 pm MHEC Commission Meeting Room 839 Bestgate Rd., Suite 400 Annapolis, MD 21401-3013 410-260-4500

These meetings will provide technical assistance through presentations by NSP II professional staff from HSCRC and MHEC. A networking lunch will be provided on-site followed by an opportunity for questions and individualized assistance.

RSVP with the date of either meeting in an email to pdaw@mhec.state.md.us

Friday, April 29, 2011 Proposals due by 4:00 p.m. at MHEC

Week of June 1, 2011 Notification of grant awards made

July 1, 2011	Projects begin: initial grant payment requests are submitted to the Comptroller's Office
July 31, 2012	Annual Report Due
July 31, 2013	Annual Report Due
July 31, 2014	Annual Report Due
July 31, 2015	Annual Report Due
October 1, 2014	Final Report Due for 3-year grants
October 1, 2015	Final Report Due for 4-year grants
October 1, 2016	Final Report Due for 5-year grants

The RFA is available at www.mhec.state.md.us/Grants/NSPII/NSPII.asp

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Nurse Support Program II

I. 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. NSP I was designed to allow individual hospitals to submit proposals to address issues specific to their institutions. A large component of NSP I has been scholarship funding to further the education of hospital nurses. As a result of the increased demand for nursing education, the capacity limitations on nursing education programs due to nursing faculty shortages was exposed.

In response to this barrier, the Health Services Cost Review Commission proactively created the Nurse Support Program II (NSP II) to support increased capacity in nursing education programs. At its May 4, 2005, public meeting, the HSCRC unanimously approved an increase of 0.1% of regulated gross patient revenue for 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 for ten years.

NSP II supports two types of initiatives: 1) Competitive Institutional Grants and 2) Statewide Initiatives.

This Request for Applications is for the Competitive Institutional Grants Program. Maryland Institutions of Higher Education are invited to apply for funding to support the goals of the NSP II.

Statewide Initiatives are awarded through a separate process. (Appendix D) Statewide Initiatives assist individual students and faculty through:

- (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

The two types of initiatives, Competitive Institutional Grants and Statewide Initiatives, work together. Institutions seeking Competitive Institutional Grants are encouraged to coordinate their proposal with the financial support available through NSP II Statewide Initiatives.

Maryland nursing workforce issues reflect a national trend. In the current economic climate, nurses have delayed retirement, returned to the workforce, moved into hospital settings where wages are higher and/or opted to work more hours. This climate, in conjunction with the increase in nursing graduates facilitated by the NSP II to date, have helped to reduce the nursing vacancy rate in the State. In 2009, the Maryland Nurse Vacancy Rate was 5.3%, down from 8.3% in 2008. Open nursing positions across the state were 1,365 in 2009 compared with 1,582 in 2008.

Despite these improvements, nursing education programs are encouraged to maintain their focus on nursing student enrollment and completion. Peter Buerhaus, Chair of the National Health Care Workforce Commission, created under The Patient Protection and Affordable Care Act (H.R. 3590, 2010), maintains “an adequate supply of nurses will be necessary for reform that emphasizes the expansion of health insurance coverage while improving the quality, safety and efficiency of care.”

Buerhaus, Auerbach and Staiger (2009) in *The Recent Surge In Nurse Employment: Causes and Implications*, report that “recession effects that have eased the shortage of hospital nurses must be viewed as temporary, lest they distract policymakers from continuing to address longer-term indicators. Until nursing education capacity is increased, future imbalances in the nurse labor market will be unavoidable.”

Furthermore, Maryland continues to work on increasing the diversity of the nursing workforce under the auspices of NSP II. The Institute of Medicine’s (2010) report, *The Future of Nursing: Leading Change, Advancing Health* recommends that a greater emphasis be placed on making the nursing workforce more diverse, particularly in the areas of gender, race and ethnicity; not only as a means of meeting workforce demand but to improve health outcomes, reduce costs and improve the quality of patient care. This report highlights “having enough nurses with the right kinds of skills will contribute to the overall safety and quality of a transformed healthcare system.”

II. Program Authorization

Annotated Code of Maryland, Education Article

§ 11-405. Nurse Support Program Assistance Fund

(a) *"Fund" defined.*- In this section, "Fund" means the **Nurse Support Program Assistance Fund**. (b) *Established; status; administration; investments.*- 1. There is a Nurse Support Program Fund in the Commission. 2. The fund is a continuing, nonlapsing fund that is not subject to **§7-302** of the State Finance and Procurement Article 3. The Treasurer shall separately hold and the Comptroller shall account for the fund 4. The fund shall be invested and reinvested in the same manner as other State funds 5. Any investment earnings of the fund shall be paid into the fund (c) *Composition.*- The Fund consists of revenue generated through an increase, as approved by the Health Services Cost Review Commission, to the rate structure of all hospitals in accordance with **§ 19-211** of the Health - General Article. (d) *Expenditures.*- Expenditures from the Fund shall be made by an appropriation in the annual State budget or by approved budget amendment as provided under **§ 7-209** of the State Finance and Procurement Article (e) *Use of money; guidelines.*- The money in the Fund shall be used for competitive grants and statewide grants to increase the number of qualified bedside nurses in Maryland hospitals in accordance with guidelines established by the Commission and the Health Services Cost Review Commission. (f) *Guideline provision for minority recruitment.*- The guidelines established under subsection (e) of this section shall provide that a portion of the competitive grants and statewide grants be used to attract and retain minorities to nursing and nurse faculty careers in Maryland.

[2006, chs. 221, 222.]

III. Purpose

The purpose of the Health Services Cost Review Commission's Nurse Support Program (NSP I and NSP II) is to increase the number of qualified bedside nurses in Maryland hospitals. The NSP II is distinct from the hospital specific NSP I, administered by HSCRC. NSP II's focus is on the education of nurses; therefore, concentrating on the nursing educational system including university, college and community college schools of nursing, as well as hospital and school consortia.

IV. Administration of NSP II

HSCRC contracted with the Maryland Higher Education Commission (MHEC) to administer the Nurse Support Program II. As the coordinating board for all Maryland institutions of higher education, MHEC contributes its extensive experience and expertise with the (1) development of applications and guidelines, (2) management of the review process and selection of applicants, (3) ongoing monitoring and evaluation of NSP II funded programs and (4) the receipt and distribution of NSP II Funds submitted by Maryland hospitals in accordance with the HSCRC's schedule of payments. Both the Competitive Grants and Statewide Initiatives are administered by MHEC. Through the centralized administration of these grants, nursing scholarships and faculty fellowships, uniformity of access for all eligible applicants across the state is managed with minimal administrative burden to the participating schools.

V. 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 who will then 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 applications that include activities to attract and retain minorities to nursing and nurse faculty careers throughout Maryland.

Types of Initiatives:

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
5. Initiatives to Increase Capacity Statewide

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.

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 as deemed an efficient combination of resources. The short-term objective of the consortia is to provide increased resources, including faculty, to Maryland nursing programs. 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.

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 may 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 for new nursing programs will not be funded until approvals by the Maryland Board of Nursing and the Maryland Higher Education Commission have been obtained.

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 and Success:** NSP funding will be available for individual or consortia of Maryland institutions with nursing degree programs to implement sustainable student retention and success 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 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 four years or fewer. 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 in RN to BSN or RN to MSN programs. Funding may be provided for the redesign of pre-licensure education across associate and baccalaureate 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.

- 5. Initiatives to Increase Capacity Statewide:** NSP II funding will be available to develop innovative programs that have a statewide impact on the capacity to train nurses or nursing faculty. These programs may include, but are not limited to: providing new faculty orientation sessions on a statewide basis, the development of standardized web-based preceptor training, providing training in the use of simulation equipment that is available to nursing faculty statewide, and the development of a standardized retention model. Innovative statewide resource development through advanced technology options and open access professional networking is encouraged.

VI. Application Process

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 issues.

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 8½ by 11 inches in size.
- Proposal 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 (required, use form in Appendix A)

2. Abstract (required) 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.

3. Table of Contents (required)

4. Proposal Narrative (required)

A. Needs Assessment and Proposed Initiative (10 points)

- Briefly explain your proposal 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.
- Identify how the proposal supports the priority of attracting and retaining minorities in nursing and nurse faculty careers throughout Maryland.
- 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 2010
 - o Number of graduates and graduation rate for each nursing program in FY 2010
 - o Passage rate of graduates of each nursing program on any required nursing licensing exams in FY 2010
 - o Number and type of full-time and part-time nursing faculty in FY 2010
 - o Proposals should be evidence-based, referencing research or professional sources

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.
- Project Objectives should follow “SMART” guidelines; that is, they must be Specific (narrow and name target population to be served), Measurable (reference quantifiable data), Achievable (possible and plausible), Results-oriented (have clear outcomes), and Time-bound (have deadlines).

C. Scope of the Proposed Initiative (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 time frame 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.
- For each nursing program proposed to be funded through NSP II, provide the following information: proposed number of additional students, additional minorities, additional bedside nurses and additional nurse faculty made possible by NSP II funding. Please complete the table in the application for the grant period. Please use the table (Appendix A) throughout application and reporting.
- If professional collaboration on articles for publication in nursing journals on a related subject, i.e.: the nursing workforce, educational programming, improving retention rates or presentations at professional meetings are planned, please include these in your projections and report activities that promote the Nurse Support Program II.

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. 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 is crucial. 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. 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.
- 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, faculty or other personnel, are to be hired after the grant is secured, the person's name and resume should be submitted to MHEC within eight weeks of the grant award. Projects should not be delayed because of personnel vacancies.

The management plan will be evaluated on:

- o adequacy to achieve the objectives of the proposed project on time and within budget
- o extent to which program management is clearly defined (who will do what, when, and where)
- o extent to which the plan maximizes the effectiveness of the project
- o extent to which existing staff and in-kind services offer support

E. Project Evaluation (20 points)

- Detail how the success of the proposed initiative will be objectively measured. 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).
- 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. Successful applicants must provide a standard set of data for the evaluation of the program.
- Where possible, the required data are specified in the Request for Applications.

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

5. Budget and Cost Effectiveness (10 points, use budget form in Appendix A)

A. 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.

- 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.
- 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.
- 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.

B. Budget Narrative

- Prepare a budget narrative to accompany the budget and provide a justification for requested funds. (See Appendix A 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.

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

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

C. Ineligible Expenses

- Student salaries, stipends and scholarships (scholarship and living expenses grants and fellowships are available through NSP II State Initiatives)
- 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

6. Memorandum of Understanding (if applicable)

- 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.

7. Assurances (required, use form in Appendix A)

VII. Technical Assistance

A technical assistance meeting 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.

Two dates have been scheduled this year.

The first Technical Assistance meeting will be held on Wednesday, Feb 23, 2011, at The Charles I. Ecker Business Training Center, in Columbia, MD as it has been offered in prior years.

The second offering of the Technical Assistance meeting will be held on March 16, 2011, at the Maryland Higher Education Commission's Meeting Room from 10:00 am to 2:00 pm.

If you plan to attend either meeting, please register by e-mail with Peg Daw at pdaw@mhec.state.md.us . See Summary Timetable on page 2 for locations.

If 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.

Peg E. Daw, MSN, RN-BC
NSP II Coordinator
Maryland Higher Education Commission
pdaw@mhec.state.md.us
(410) 260-4585

VIII. Review and Award Process

1. Review Process

- Applications must be received by the deadline of April 29, 2011.
- Applicants will be sent notification that their proposal has been received and assigned a proposal number. Please reference this proposal ID # in all correspondence.
- A panel of qualified reviewers will read each proposal according to the criteria summarized below as described in the 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.
- 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.
- 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 is encouraged to provide constructive feedback to applicants through collated responses and to make 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.

Criteria Points	Maximum
Needs Assessment and Proposed Initiative	10
Project Goals and Objectives	15
Scope of Proposed Project (Plan of Operation)	30
Management Plan	15
Project Evaluation	20
Budget and Cost Effectiveness	10
Total	100

- Applications must include all requisite information.
- State priorities, support of diversity, and regional needs will also be taken into consideration.

In prior funding rounds, the review panel identified a number of common themes that contributed to the decision not to recommend the proposals. Those themes include:

- New degree programs that had not progressed sufficiently in the approval process
- Using grant funds in lieu of institutional funding or without clear sustainable intent
- Vague objectives, delayed timelines, weak performance measures, unrealistic outcomes
- Excessive cost per graduate, i.e.: large numbers of new faculty for few additional students
- Excessive expenses for equipment, surveys, consultants, and/or administration

2. 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 around June 1, 2011, by phone or e-mail. Written grant awards notification will follow shortly thereafter.

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.

IX. 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. For this grant cycle, institutions will receive sequential payments, one at the time of the award and subsequent ones after the required interim Annual Reports have been accepted. 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 utilizing the Project Amendment and Budget Amendment Forms to submit requests for any change to the scope or objectives of the approved project including carry-over fund requests in Annual Reports. 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) specifically:

- To continue the project during any continuous period of more than three (3) months without the active direction of an approved project director
- To 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 (please submit a project amendment form along with the proposed project director's resume)
- To make budget changes exceeding \$1,000 or 10% in any category, whichever is greater
- To retain funds in the Annual Report as carry-over. A project amendment and budget amendment form, along with a new proposed budget for the use of the funds remaining from the prior FY should be submitted for approval

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

A. 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.
- These include Final Reports, Final Budget Summary and validation for the reimbursement of any remaining grant funds.
- The closeout of a grant does not affect the retention period for State and/or federal rights of access to grant records.

B. 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.

C. 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

Grant recipients must retain the following records for a period of five (5) years after project completion:

- 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, including how the project is grounded in scientifically based research
- 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. 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.

Formal interim 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."

A. Annual Reports

- a chart of project activities that have occurred with number of participants
- 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 (Appendix B)
- evidence that sufficient progress is being made on the project to warrant continuation
- a financial report signed by the institutions' financial officer when there are unspent funds that will be requested for carryover

- a project amendment and budget amendment (Appendix B) form if changes are requested for the next fiscal year, i.e.: carryover funds, reallocation of funds from original budgets or changes from the originally approved plan
- be submitted in electronic and paper format, using excel budget versions
- the proposal identification number assigned by MHEC
- the second and additional payments will be contingent upon the acceptance of the interim report by the Commission

B. Final Reports

- Final reports have a financial report section and a narrative report section (see below for details)
- The final report includes evaluation of the grant based on the accepted evaluation plan components from the proposal with measurable outcomes data and recommendations for improvements.
- 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 Final Budget Summary and a Budget Narrative
- The final report should be submitted in electronic and paper format by the Project Director to MHEC.
- **The Final Budget Summary must be signed by a financial officer at the institution serving as the fiscal agent. Any remaining grant fund balances must be returned along with the Final Budget Summary.**
- Final Budget Summary excel documents for use at the conclusion of the projects will be available at <http://mhec.maryland.gov/grants/nspii/nspii.asp> or by contacting the NSP II Office at 410-260-4585.
- Final reports must be submitted. Failure to submit a final report will make the project director ineligible to apply for future grants and may place the program on notice.

C. 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. The summary will include performance data and program evaluation that address the initiative funded and how the funded proposal advanced the ultimate ongoing statewide effort “*to increase the number of qualified bedside nurses*”.

The Financial Report should be structured like the approved budget, with both a budget summary and a budget narrative. 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.

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 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.

Please remember to acknowledge the financial support provided by the Nurse Support Program during interviews with reporters for local newspapers.

References

- Buerhaus, P., Auerbach, D., & Staiger, D. (2009). The recent surge in nurse employment: Causes and implications. *Health Affairs* (Web Exclusive) w657-668. Retrieved from <http://www.healthstaff.org/documents/surgeInNurseEmployment.pdf>
- Institute of Medicine, (2010) report, *The Future of Nursing: Leading Change, Advancing Health*. Retrieved from <http://www.iom.edu/Reports/2010/The-Future-of-Nursing-Leading-Change-Advancing-Health.aspx>
- Health Services Cost Review Commission, Nurse Support Program II, www.hscrc.state.md.us
- Maryland Higher Education Commission, Nurse Support Program II, www.mhec.state.md.us
- Maryland Department of Labor, Licensing and Regulation, Maryland Higher Education Commission, (2010) report, *2008-2018 Occupational Projections: Health Care*, provided by Office of Grants and Outreach
- Michie's Annotated Code of Maryland, Education, 2006, 11-405, pg. 502, Matthew Bender & Company, Inc., Charlottesville, VA.
- Public Law 111-148, *Patient Protection and Affordable Care Act*, March 23, 2010, H.R. 3590, Retrieved from <http://www.gpo.gov/fdsys/pkg/PLAW-111publ148/pdf/PLAW-111publ148.pdf>
- US Government Accountability Office, Press Release: GAO Announces Appointments to New National Health Care Workforce Commission. Retrieved from http://www.gao.gov/press/nhcwc_2010sept30.html

Appendix A

Nurse Support Program II Phase 6 – 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
<input type="checkbox"/>		<input type="checkbox"/>	Initiatives to Increase Statewide Capacity

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

	Projected Increase (# of Additional)
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 & Title: _____

E-mail address: _____ Phone number: _____

Certification by Authorizing Official:

Name: _____ Title: _____

Signature: _____

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: Column 1: Dr. Jill Smith, the project director, will spend 10% of her time in project activities during the 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:

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

C. Travel: Request = \$0.485 cents per mile x 10 trips to ____ x 60 miles/trip = \$291 for meetings with partnering institutions.

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

Nurse Support Program Application Budget Proposal

Lead Institution: _____

Partner Institutions or Organizations: _____

Project Title: _____

Total Grant Funds Requested: _____

Proposed Expenditures by Grant Year	Year 1	Year 2	Year 3	Total Funds Request	Total Institution Funds Over the Grant Period	
					Match or In Kind Contribution	Other Funds
	FY 200u	FY 200v	FY 200w			
A. Salaries & Wages						
Professional Personnel : List by name & title						
1						
2						
3						
4						
Other Personnel:						
List by job category & note number of each						
5						
6						
7						
8						
Total Salaries & Wages						
B. Fringe Benefits						
C. Travel						
D. Participant Support Costs						
Specify:						
E. Other Costs						
1. Materials and Supplies						
2. Consultant Services						
3. Marketing Services						
4. Computer Services						
5. Other						
F. Total Direct Costs (A through E)						
G. Indirect Costs (cannot exceed 8% of F)						
H. Total Costs						

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.

Institution

Signature of Authorized Institutional Authority

Name and Title, Printed

Date

Appendix B

**Nurse Support Program II
Annual Report
Due July 31, 2012**

Reporting Period: July 1, 2011 – June 30, 2012

Grant Number: NSP II _____

Lead Institution: _____

Partnership Members: _____

Project: _____

Project Director(s): _____ Campus Phone _____

Fax _____

E-mail _____

Campus Mail

Address: _____

Please submit report to: Grants and Outreach- Nurse Support Program II
Attn: Peg E. Daw, MSN, RN-BC
Maryland Higher Education Commission
839 Bestgate Road, Suite 400
Annapolis, MD 21401

Phone: 410-260-4585

E-mail: pdaw@mhec.state.md.us

Fax: 410-260-3200

Part 1

Please report on the annual progress of your NSP II project. For each initiative (e.g., hiring faculty, enrolling more students, retaining students) covered in the project, please provide the goals and objectives; then address the actions taken, timeline, and a detailed description of the progress made for the year.

Sample:

Goal 1:

Objective 1:

Actions Taken:

Timeline:

Progress:

Objective 2:

Actions Taken:

Timeline:

Progress:

Goal 2:

Objective 1:

Actions Taken:

Timeline:

Progress:

Objective 2:

Actions Taken:

Timeline:

Progress:

Goal 3:

Objective 1:

Actions Taken:

Timeline:

Progress:

Reminder: Please complete the budget summary in the Excel document format, showing remaining funds in the third column. If you are requesting to carry forward unspent funds into FY 2012 to meet project goals, please submit an adjusted budget for FY 2012, along with a Project Amendment and Budget Amendment form with details.

Part 2

Measurable Outcomes

Please complete the cells of the following graph that apply to your program for FY 2011-2012. These numbers are those additional faculty, students, etc., made possible by NSP II funding:

NSP II Measurable Outcomes Table

Academic Year

AY xx

AY xx

AY xx

AY xx

AY xx

New Faculty Employed

Total Additional Students Admitted

Total Male

Total Hispanic

Total African American

Total Additional Minority Students

Total Information Sessions

New Courses Initiated

Nursing Students Tutored

Review Sessions Provided

Retention Rate (percentage)

Total Nursing Students Graduated

NCLEX Pass Rate

Total New Bedside RN's

Total MSN Graduates

Total PhD Graduates

Total New Faculty Prepared RN's

Please explain any discrepancies between the proposed and the actual numbers. Is the project progressing on target to meet the goals and objectives as outlined in the approved proposal? If not, please explain why.

If the project is not on target, what adjustments will be made?

What are the greatest challenges and/or major issues faced by the project? How will these be addressed?

What aspects of the project have been the most successful?

**Nurse Support Program II – Competitive Grant Program
Annual Report Budget Summary**

Date: _____

Grant #: _____ Institution: _____

Project Title: _____

Report Period: _____

A. Salaries & Wages	SOURCE OF FUNDS				
	NSP II FUNDS			INSTITUTION FUNDS	
	Original Approved Budget for FY 2011	Projected Expenditures as of June 30, 2011	Variance-Amended Original Amount	Institution Match Funds	Other Funds
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)					

**Nursing Support II Competitive Grant Program
Project Amendment Request
Justification Form**

Grant recipients must obtain prior written approval to make any significant change in activities, key personnel or budget reallocations to the approved project. Requests for project revisions, including no cost extensions, should include explanation and justification for the requested changes, as well as, a revised budget where applicable. Use the forms provided. Please be specific when explaining all requested changes and include updates to activities timelines. Refer to *Post Award Changes* in the original RFA.

Date: _____

Grant #: _____ **Project Title:** _____

Project Director: _____

Email address: _____

Institution: _____

Section A. Amendment Request Type

- | | |
|--|---|
| <input type="checkbox"/> Project Extension | <input type="checkbox"/> Programmatic Changes |
| <input type="checkbox"/> Reallocate Funds | <input type="checkbox"/> Carry-Over Amendment |
| <input type="checkbox"/> Project Director Change | <input type="checkbox"/> Other |

Section B. Amendment Request Explanation

Description:

Reason:

Expected Results:

Submit resume for new project director with request

Section C. Project Extension: Additional Requirements

Include revised timeline, estimated participants and role of key staff during extension

**Nurse Support Program II – Competitive Grant Program
BUDGET AMENDMENT REQUEST**

Date: _____

Grant #: _____ Institution: _____

Project Title: _____

Project Budget Year to be Amended: (e.g. Year 2)

Are any or all of the fund reallocation request carryover from the prior year? (Y/N)

Carryover amount \$ _____ - Carryover from Project Year ____

A. Salaries & Wages	SOURCE OF FUNDS				
	NSP II FUNDS			INSTITUTION FUNDS	
	Original Approved Budget for Fyxx	Amended Budget (how will Carryover funds be used)	Final Amended Budget for Fyxx	Institution Match Funds	Other Funds
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)					

Appendix C

Nurse Support Program II FY 2011 Funded Proposal Abstracts

For FY 2011 Phase 5, twelve proposals were submitted for the Competitive Institutional Grants by the due date of February 24, 2010. The proposals were reviewed by an eight-member evaluation committee consisting of nursing educators, hospital administrators, a former commissioner, MHEC and HSCRC staff. The review panel recommended eleven of the twelve proposals. On June 4, 2010, the HSCRC approved funding of the recommended proposals. These projects offer a variety of initiatives to increase the number of bedside nurses, from statewide collaboration in the development of shared and readily accessible statewide resources for new and potential nursing faculty, increasing access to nursing programs, improving student retention strategies, utilizing a variety of course delivery methods to meet best practice standards, promoting nurse educator certificates, becoming involved in teaching in the community and partnering for the successful transition of new graduates into their professional roles. The year-one funding for the eleven Competitive Institutional Grant projects was \$2,544,884.50, with a five-year total of \$8,632,445.36.

NSPII-11-101: Creating an Online LPN to RN Program

Allegany College of Maryland

Project Director: Ms. Denise Exstrom

This program plans to: 1. Increase the number of Registered Nurses, who can enter the online program as a Licensed Practical Nurse and graduate in two or three semesters as a Registered Nurse, to ensure that more qualified nurses are prepared to enter the workforce; 2. Provide a quality online program for Licensed Practical Nurses that will meet the needs of those who wish to further their education, despite work schedules, family responsibilities, and rural and/or urban localities.

NSPII-11-102: *New RN Delivery Model at Anne Arundel Community College* **Anne Arundel Community College**

Project Director: Ms. Beth Anne Batturs

Affiliates: Anne Arundel Medical Center, Baltimore Washington Medical Center, Doctor's Community Hospital, and Mercy Medical Center

The New RN Delivery Model at Anne Arundel Community College will be established with the overarching goal of increasing the number of bedside nurses in Maryland hospitals. AACC has established the following objectives for its New RN Delivery Model: 1. Program expansion – establish five new cohorts of 16 students, increasing AACC's nursing program enrollment by 80 students or 11%; 2. Curriculum enhancement – develop five nursing courses for hybrid delivery; 3. Increase simulation by at least 50% to improve student nursing skills and supplement clinical experiences.

NSPII-11-103: *Maximizing Nursing Retention and Success*

Community College of Baltimore County

Project Director: Dr. Estelle Young

Affiliates: Franklin Square Hospital, Towson University

The Community College of Baltimore County proposes to focus on replicating, expanding, institutionalizing and scaling up best practices and lessons learned from its NSP Phase 2 proposal. CCBC aims to consistently increase retention and graduation rates of nursing students from pre-Phase 2 levels in the 40 % range to significantly improved 2-year graduation rates of 75% in five years.

CCBC's two-pronged approach encompasses continuing to increase the achievement of nursing students (increasing course passage rates by 20% and graduation rates by 63%) and disseminating the resultant retention model to nursing schools in Maryland.

NSPII-11-104: *Improving Recruitment and Retention in Online RN to BSN Programs*

Frostburg State University

Project Director: Ms. Heather Gable

Frostburg State University seeks to improve recruitment and retention to FSU's online RN to BSN program by eliminating barriers that students perceive and experience with online learning. This initiative will improve recruitment efforts and retention of students through expanded interactive state-of-the-art software and technology, development of student assessment and training for e-readiness, enhanced faculty training for best practices in online learning, improved curriculum designed to integrate best practices, and enhanced online technical and student support services.

Project goals are: 1) decrease barriers to enrollment in FSU's online RN to BSN program; particularly for non-traditional students; 2) ensure 75% retention of students enrolled in the online RN to BSN program; 3) ensure online nursing courses meet best practice standards for online learning via expanded faculty training and enhanced curriculum development.

NSPII-11-105: *Creating an Online Nurse Educator Certificate Option*

Johns Hopkins University

Project Director: Drs. Anne Belcher and Pamela Jeffries

The Johns Hopkins University School of Nursing proposes to significantly increase the number of Maryland nurse educators by offering an online certificate program in nursing education. The School of Nursing will plan, implement, and evaluate an online certificate option in nursing education for Master's, post-Master's, and doctoral students (PhD and DNP) which will produce at least 12 graduates per year. The ultimate goal is to increase the number of nurse educators in Maryland who can prepare the registered nurses needed to meet the health care needs of Maryland's citizens.

The project's objectives are: 1) increase the number of graduates with expertise in nursing education by graduating a minimum of at least 12 students per year from the online Nurse Educator Certificate Option; 2) enhance competencies in

nursing education for part-time clinical instructors currently teaching at the baccalaureate and Master's levels; 3) place nursing education courses online to facilitate recruitment of students to the program.

NSPII-11-106: *Increasing Bedside Nursing Capacity and Expertise: New Nurse Residency and Clinical Nurse Specialist Education*

Johns Hopkins University

Project Director: Drs. Elizabeth Jordan and Julie Stanik-Hutt

Affiliates: Bayview Medical Center, Howard County Hospital, Suburban Hospital, Johns Hopkins Hospital

The Johns Hopkins University School of Nursing in partnership with its affiliates proposes to enroll a Spring Semester cohort of second degree applicants annually into an accelerated Baccalaureate to Master's (BS to MSN) Option. This will increase capacity and use shared resources in partnerships to support successful transition from graduate nursing student to autonomous RN practice, to keep new RNs at the bedside in a full time residency, and to retain these bedside RNS beyond the first year. These graduates will continue graduate preparation for bedside practice as inpatient Clinical Nurse Specialists.

NSPII-11-107: *NSPII Nursing Enrichment Program*

Montgomery College

Project Director: Ms. Barbara Nubile

The *NSPII Nursing Enrichment Program* will implement: 1) pre-admission processes to increase enrollment of qualified nursing students, and 2) post-admission retention efforts, informed by research, particularly during two high risk classes: NU110 and NU230. The project will increase enrollment of qualified nursing students and offer support services during admissions to strengthen the pool of applicants. A new position, Nursing Pre-Admission Support Specialist will identify students who are not successful on the pre-admission exam and develop remediation plans, and work with counseling to improve availability of resources. Second, this program will support admitted, at-risk students through a one-credit study course, simulations, Individual Education Plans and early identification during NU110 and NU230.

NSPII-11-108: *Building Capacity and Diversity in Nursing Education*

Morgan State University

Project Director: Dr. Kathleen Galbraith

Morgan State University seeks NSPII funding to solidify program infrastructure and stabilize enrollments for its BSN and MSN programs to ensure a consistent labor supply of African American bedside nurses and Master's prepared nurse educators to alleviate nursing shortages in Baltimore; enhance teaching capacity in nursing programs; and provide representative diversity in both these areas. NSPII funding will ensure these nascent nursing programs have a strong cadre of supportive full-time nursing faculty who will help ensure a student graduation rate of 85%.

NSPII-11-109: *S-DC Model for Increasing Capacity and Student Success*
Sojourner-Douglass College

Project Director: Dr. Maija Anderson

This initiative will increase the number of registered nurses in Maryland by expanding S-DC's capacity to accommodate more students and successfully retain them in the BSN program. By upgrading the skills labs at the Baltimore, Annapolis, Cambridge, and Salisbury Campuses to more state-of-the-art facilities, and providing more intensive advising, mentoring, and tutoring, the College will be able to enroll additional students.

NSPII-11-110: *Meeting the Challenge: Statewide Initiatives for Nursing Faculty*

University of Maryland Baltimore

Project Directors: Drs. Louise Jenkins and Carol O'Neil

This initiative is a one-year planning grant for a project to take a statewide approach to increase the number of nursing faculty teaching in schools of nursing in Maryland. This will be accomplished by orienting nurses transitioning to a faculty appointment to the role of faculty member, provide opportunities for a range of ongoing professional development resources and activities for new and current faculty, and provide linkages between potential faculty and existing faculty positions in Maryland schools of nursing.

NSPII-11-112: *Who Will Teach?*

Washington Adventist University

Project Director: Dr. Gina Brown

Affiliates: Dimensions Health System, Doctors Community Hospital

This initiative will: 1) establish an on-site RN-BSN program with intent to graduate 60 nurses by 2016; 2) establish an online/onsite MSN program with intent to graduate 30 nurses by 2016; and 3) facilitate the sharing of resources between WAU, DCH and DHS in order to support the learning needs of nurses.

Appendix D

Statewide Initiatives

NSP II funds Statewide Initiatives that are administered by the Maryland Higher Education Commission (MHEC) on behalf of the Hospital Cost Review Commission (HSCRC) to individual students and faculty using application processes. This maximizes access and participation by all eligible applicants throughout the State and minimizes the administrative burden placed on individual institutions with nursing programs in Maryland. This process also provides uniformity in the amount and type of financial support provided to nursing students and faculty throughout the State.

NSP II funding is available for (1) Graduate Nursing Scholarship and Living Expenses Grants for students to complete the graduate education necessary to become nursing faculty at Maryland institutions of higher education, and (2) fellowships for new nursing faculty hired by Maryland institutions to expand enrollments in their nursing programs,

An overview of each of these Statewide Initiatives is provided below. Detailed information and applications for Statewide Initiatives is available on the Maryland Higher Education Commission's website at www.mhec.state.md.us.

1. Graduate Nursing Faculty Scholarship and Living Expenses Grants:

NSP II funding is available through the Graduate Nursing Scholarship and Living Expenses Grants for eligible students who are sponsored by Maryland higher education institutions to complete the graduate education necessary to become qualified nursing faculty at their institutions. All Maryland colleges, universities, and community colleges offering nursing degree programs may sponsor students for this grant. These sponsors must provide students with mentors, and work to incorporate the students into campus faculty culture and provide career counseling and assistance with placement within the State.

Awards: The maximum total award per graduate student is \$26,000 for tuition and fees and \$50,000 for living expenses. Each year, full-time students may receive scholarships of up to \$13,000 and \$25,000 for living expenses. The awards will be pro-rated for part-time students enrolled in fewer than 9 credit hours per semester.

Awards for the scholarship is not based on need, however, awards for the Living Expenses Grant (LEG) require the applicants to submit their most recent Maryland State tax return and W-2 forms. If applicants are awarded a LEG, then any other type of stipend, salary supplement and/or other form of assistance for living expenses may be deducted from the grant award.

Eligibility: Individuals must be accepted by a Maryland higher education institution into: (1) a Master's of Science in Nursing (MSN) program or (2) another graduate-level nursing program required to prepare individuals to be

nursing faculty. Audited courses cannot be used to reach the minimum credit hours required.

Obligations: Students receiving the scholarship must commit to completing the required graduate program within a maximum of two years for full-time students and working as nursing faculty at Maryland institutions upon program completion.

They must sign a promissory note affirming that they will serve as nurse faculty at a Maryland school of nursing as follows:

- Work two years as a full-time nurse faculty member for each year an award was received as a full-time student; or
- Work one and one-half years as a full-time nurse faculty member for each year the award was received as a part-time student.

Application Process: To apply, a graduate student must complete and submit required documents to the Maryland Higher Education Commission.

These include, but are not limited to:

- A complete application for a Graduate Nursing Faculty Scholarship and Living Expenses Grant.
- Documentation of sponsorship by a Maryland higher education institution offering nursing degree programs.
- A signed promissory note and repayment obligation in the event of the student's failure to meet service requirements.
- A Federal Tax Return and W-2 from the previous year if applying for the Living Expenses Grant.

Applications will be accepted throughout the year and awards will be made as funding allows.

2. New Nursing Faculty Fellowships: NSP II funding provides New Nursing Faculty Fellowships to faculty hired to expand Maryland's nursing programs. Maryland institutions with nursing degree programs may nominate an unlimited number of newly hired full-time tenured or tenure-track faculty members for fellowships. Full-time clinical-track faculty who have a long-term contract and will be serving as nursing faculty also may be eligible. These fellowships will assist Maryland nursing programs in recruiting and retaining new nursing faculty to produce the additional nursing graduates required by Maryland's hospitals.

Awards: Funding will be provided to higher education institutions for distribution to their recipients of the New Nursing Faculty Fellowships. The maximum amount of the fellowships will be \$20,000, with \$10,000 distributed the first year and \$5,000 in each of the next two years, assuming continuous employment in good standing. The fellowships may be used to supplement salaries or assist new nursing faculty with professional expenses, such as professional development, loan repayment, and other relevant expenses.

These funds must not replace any portion of the nursing faculty fellow's regular salary.

Eligibility: To be eligible, nominees for the New Nursing Faculty Fellowship must have obtained full-time tenured or tenure-track employment during the preceding school year at Maryland higher education institutions for the purpose of expanding enrollments in their nursing programs.

Nomination Process: By August 31 each year, Maryland schools of nursing must submit to the Maryland Higher Education Commission all required documents. This includes, but is not limited to:

- A current curriculum vitae for each faculty being nominated for the New Nursing Faculty Fellowship Program;
- Verification of the date of hire or a statement certifying intention to hire the person;
- Anticipated title and discipline(s);
- Job functions to be performed by the nominated faculty;
- A narrative that substantiates that each nominated faculty position: (1) will increase the enrollment capacity of the institution's nursing programs and (2) was historically the type of position that was difficult to fill.

The number of annual awards will be dependent upon the number of nominations and the availability of funding. Priority will be given to new nursing faculty for positions that historically have been difficult to fill.