ACADEMIC PROGRAM PROPOSAL FORM

(*Revised: March 2022*)

DIRECTIONS: *Use this form when proposing a new major or primary field of study, new emphasis (BAS only), or new degree or certificate (30+credits) program. For more detail on the NSHE program approval process, see the last page of this form.*

DATE SUBMITTED: February 2, 2023

INSTITUTION: Nevada State College

REQUEST TYPE:
☒ New Degree
☐ New Major or Primary Field of Study
☐ New Emphasis (BAS only)

Date of AAC Approval: **03-08-23**	
Date of Board Approval:	

DEGREE: Check applicable box

☐ Certificate: 30+ Credits	☐ Associate of Arts (AA)
☐ Associate of Science (AS)	☐ AA/AS
☐ Associate of Applied Science (AAS)	☐ Bachelor of Applied Science (BAS)
☐ Bachelor of Arts (BA)	☐ Bachelor of Science (BS)
☒ Master of Science (MS)	☐ Master of Arts (MA)
☐ Doctor of Philosophy (Ph.D.)	☐ Other or Named Degree:_____

MAJOR OR PRIMARY FIELD OF STUDY (i.e., Animal Science): Nursing Leadership

INCLUDED IN THE NSHE PLANNING REPORT: ☒ Yes   ☐ No
(Website for NSHE Planning Reports: https://nshe.nevada.edu/administration/academic-student-affairs/reporting/planning/

TOTAL NUMBER OF CREDITS TO PROGRAM COMPLETION: 36

PROPOSED SEMESTER/TERM OF IMPLEMENTATION: Spring 2024

Action requested (specify full program title):
Master of Science in Nursing Leadership

A. Brief description and purpose of proposed program. For proposed certificates (30+ credits), provide any existing degree or program under which the certificate falls.

The Master of Science in Nursing (MSN), a fully online degree proposed by the School of Nursing at Nevada State (NS), offers an innovative curriculum, with a leadership focus, to prepare working registered nurses for advancement into leadership and managerial positions within the clinical

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setting. The fully online didactic coursework affords students the opportunity to continue working while completing their degree.

The MSN – Leadership degree pathway includes a total of 36 credits: 15 credits of General Core Courses and 21 credits of Administration Specialty Courses. In addition, as required by the curriculum standards set by the 2021 American Association of Colleges of Nursing Essentials, this degree will weave a minimum of 500 hours of academically supervised clinical practice across the curriculum and graduates of this degree will be prepared to sit for the American Nursing Credentialing Center Nurse Executive Certification examination.

The MSN – Leadership degree pathway at NS serves to cultivate strong nurse leaders in Nevada, determined to co-create a climate of positivity and inclusion through shared governance within their organizations which in turn empowers bedside nurses to be actively engaged in the promotion of positive patient outcomes.

B. **Provide a list and description of institutionally approved expected student learning outcomes**
   Program Outcomes:
   1. Construct correct relationships in order to advance the improvement of culturally inclusive health outcomes.
   2. Integrate multiple, complex ways of knowing to creatively problem-solve for the continual improvement of caring-based nursing across diverse settings.
   3. Advocate for changes in healthcare systems that lead to improved quality and safety.
   4. Build systems of collaboration that include patients, families, communities, and members of the interprofessional team in order to achieve healthcare outcomes that promote well-being.
   5. Integrate information and technology to enhance communication, safety, decision-making, and coordinate care.
   6. Create an environment that fosters human dignity and equity by assuming an active leadership role in the profession and in healthcare systems.
   7. Model accountability for ethical, safe, advanced nursing practice that leads to moral unity and harmony for self and others.

C. **Provide an institutionally approved plan for assessing student learning outcomes**

   Academic Program Assessment is paramount to quality improvement. At NS, the process for this assessment is clearly defined in the NS Program of Assessment Document. In summary, Student Learning Outcomes are assessed at the program level during the fall semester of even years using the Nichols method to measure student achievement of learning outcomes. During this assessment, three nursing faculty convene to review student submissions (artifacts) with a defined rubric and complete an outcomes assessment report which outlines recommendations for program quality improvement. In the spring semester following this session, a progress report is provided to the provost's office detailing program improvement based on the assessment.

   As an accredited program, the MSN – leadership track will also be required to assess program-level outcomes such as progression and graduation rates, graduate satisfaction rates, and employment rates as criterion for accreditation. These types of assessment components align nicely with Nevada State's outlined program assessment process that is conducted on a consistent basis and is outlined in the Program of Assessment document linked above. The data reviewed for these assessments are often generated through student surveys and through the department of Institutional Research and/or their dashboards.

D. **Contribution and relationship of program objectives to**

i. **NSHE Master Plan / Strategic Goals**
   a. **Access –** *Increase participation in postsecondary education*

The MSN – Leadership degree pathway offers a unique middle-tier leadership option for practicing registered nurses. This degree pathway has been designed in collaboration with colleagues at UNLV as an intentional bridge to UNLV's Doctor of Nursing Practice – Nurse Executive track for students who are not ready to engage in a doctoral degree program but who would like to advance their career in leadership and/or management. Some students may never wish to earn a terminal degree and as such, this MSN affords those students access to career mobility through a two-year graduate program.

   b. **Success –** *Increase student success*

The School of Nursing at NS is not new to offering an online nursing degree, having launched a successful online RN-to-BSN program several years ago. As such, the effective strategies and structures already in place for the RN-to-BSN track have been leveraged in the design of this new degree offering. The rollout of this fully online master's degree in nursing affords the students, practicing registered nurses, the opportunity to continue to work while completing their degree. In addition, the innovative curriculum was designed with input from the School of Nursing's community partners in response to workforce needs which will ensure that our graduates have the skills and knowledge that they will need for an enhanced quality of life and an elevated and rewarding career as they assume leadership roles in local healthcare organizations.

   c. *Close the Achievement Gap –* *C**lose the achievement gap among underserved populations*

The NS SON currently serves diverse and non-traditional students (2021 data):
   Hispanic (any race) 32.7%
   White 26%
   Asian 18%
   Black 8.4%
   2+ Races 6.1%
   Unknown 6.8%
   Native Hawaiian or Pacific Islander 2%
   Age:
      <18 years - 5.4%
      19-24 years - 38.3%
      25-40 years - 44.2%
      >40 years 12.1%

It is anticipated that many of these students will choose to return to NS to continue their nursing education as opposed to going elsewhere due in large part to the support and empowerment structures that they experienced while going through their undergraduate degree pathway. This diverse and non-traditional body of individuals has the distinct opportunity to diversify the nursing workforce upon graduation, and then through their leadership in clinical practice and in so doing, they are furthering the closure of an achievement gap for underserved populations.

   d. **Workforce –** *Collaboratively address the challenges of the workforce and industry education needs of Nevada*

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There is increased demand for nurses with an advanced education to meet the needs of hospitals, clinics, and other healthcare settings throughout the state. NS SON clinical practice partners have specifically requested a focus on nursing leadership and administration. This program allows students to complete an MSN that will allow them to fill needed positions that meet market demands.

The demand for MSN - Leadership degrees increased in recent years. According to Hanover Research (HR), concentrations in nursing leadership and administration are the highest demand tracks, with an expected growth in local, regional, and national positions from 2021 to 2031. On HR's student demand analysis, there is above-average demand for nursing administration master's degrees at the regional and national levels. A 2021 report by the American Association of Colleges of Nursing (AACN) found that 75% of surveyed MSN students found employment directly after graduation, and 94% found employment within 6 months. Economists project that demand for nursing roles (including nurse managers and nurse administrators) will increase over the next ten years. According to the Bureau of Labor Statistics, employment in health care administration is projected to grow 32 percent by 2030. The need for health care managers and administrators is projected to increase as the demand for nurses and healthcare workers increases. The Hanover Research report predicts that local, regional, and national MSN-related positions are expected to grow faster than the average for all occupations over the next 10 years. Finally, according to the US Census Bureau, EMSI, Health Care and Social Assistance will be the third most in demand job skills needed in Clark County between now and 2031.

e. **Research – *Co-develop solutions to the critical issues facing 21st century Nevada and raise the overall research profile***

While NS is a not a research-intensive institution but rather a teaching institution, that does not preclude the faculty, students, and graduates of this degree from becoming co-developers of solutions to critical issues involving healthcare and the healthcare system in Nevada. This innovative curriculum offers a capstone project which requires each student, in collaboration with a clinical partner, to explore interprofessional practice as well as a systems-based healthcare approach as mechanisms to improve quality of care, value of care delivered, patient experience, patient safety, and overall health outcomes. The deliverable for this project is an interprofessional, systems-based practice project that gives special attention to cost awareness, risk benefit analysis, patient care quality advocacy, inter-professional teamwork, system error identification, and developing and implementing systems solutions.

ii. **Institutional mission and core themes**

Mission: At Nevada State College, excellence fosters opportunity. Excellence in teaching leads to innovative, technology-rich learning opportunities that promote the acquisition of interdisciplinary knowledge and skills. Quality, affordable degree programs open doors to career success and an enhanced quality of life for a diverse population of students. Our graduates, in turn, foster the greatest opportunity – the promise of a stronger community and a better future for all of Nevada.

NS Core Themes: Students, Curriculum & Instruction, Organizational Culture, Growth & Capacity Building, Community Engagement & Economic Development

iii. **Campus strategic plan and/or academic master plan**
https://NS.edu/wp-content/uploads/2019/09/NS-Strategic-Plan-Book-2020-25.pdf

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Our [addendum to the 2020–2025 Strategic Plan](#) is in response to new insights gained through the pandemic that altered our trajectory.

iv. Other programs in the institution

Bachelor of Science Nursing (in-person, fulltime and parttime); RN to BSN (online, fulltime and parttime)

v. Other related programs in the System

The University of Nevada – Las Vegas (UNLV) and University of Nevada – Reno (UNR) offer master's degrees in nursing, but none with a focus on nursing leadership. The UNR program offers a Clinical Nurse Leader Masters (CNL). The CNL program prepares nurses as healthcare systems specialists to be effective leaders for health care delivery and to work within all settings to plan and coordinate complex patient care.

vi. If the program was not included in the NSHE Planning Report, please explain why.
N/A

E. Evaluation of need for the program

i. The need for the program and the data that provides evidence of that need

Economists project that demand for nursing roles (including nurse managers and nurse administrators) will increase over the next ten years. According to the Bureau of Labor Statistics, employment in health care administration is projected to grow 32 percent by 2030 (Hanover Research).

ii. Student population to be served

Candidates for enrollment must possess an active Registered Nurse license and have completed a Bachelor of Science in Nursing degree from an accredited institution. As with all programs offered at Nevada State, intentional focus is placed on closing equity gaps for students from historically marginalized populations.

iii. Procedures used in arriving at the decision to offer the program

Feedback solicited from the NS SON advisory committee in 2019 and requests received for an MSN Leadership degree to meet the needs of the clinical agencies.

Hanover Research was engaged for market analysis submitted in 2021, which provided data to support the need for an MSN Leadership program.

iv. Organizational arrangements required within the institution to accommodate the program

Program to be housed and administered by the School of Nursing. The existing structure and organizational arrangements within NS for the fully online RN to BSN degree pathway will be leveraged and maximized to accommodate the expansion of the online offerings by the School of Nursing. This includes a marketing and enrollment management partnership. The SON currently contracts with Academic Partnerships (AP) for these services, and has launched a new Request for Proposals as the AP contract ends in 2023. For large enrollment classes, NS SON engages

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with Instructional Connections to supplement course faculty with qualified academic coaches to assist with online interactions and assignment grading.

v. **The timetable, with dates, for implementation steps**

Implementation Step	Status	Date
NS full review and approval process of the curriculum	Approved	September 2022
NS full review and approval process of the degree proposal	Approved	September 2022
NSHE – Academic Affairs Council (AAC) full review and approval process of the degree proposal	Pending	March 8, 2023
Board of Regents full review and approval process of the degree proposal (ARSA)	Pending AAC approval	June 7, 2023
Degree offering as an Information item for the Nevada State Board of Nursing	Pending BOR approval	June 2023
NWCCU	Pending	July-August 2023
Degree Launch	Pending	Anticipated Spring or Summer 2024

vi. **If this or a similar program already exists within the System, what is the justification for this addition? Please describe the nature and extent of the consultation with other institutions that have similar programs.**

No other NSHE degrees exist with a comparable description or focus. The most closely related program is offered by UNR, a Clinical Nurse Leader Masters (CNL). The program description lists a focus on health care delivery to plan and coordinate complex patient care, which is much different than the purpose of the NS MSN- Leadership, which is to prepare registered nurses for advancement into leadership and managerial positions including case work.

vii. **Evidence of employment opportunities for graduates (state and national). Include information on institutional review of the need for the program based on data from the Nevada P-20 Workforce Research Data System and/or any other applicable sources.**

According to a Labor Market Analysis prepared for NS-SON by Hanover Research (March 2022):

The Bureau of Labor Statistics projects that nursing administration-related jobs will exhibit greater growth than other fields at all geographic levels.

Over the next 10 years, local, regional, and national MSN-related positions are expected to grow faster than the average for all occupations. In aggregate, observed nursing administration fields are likely to grow at a rate of 9.2 percent – nearly 5 percent faster than all other occupations at the national level (4.3 percent).

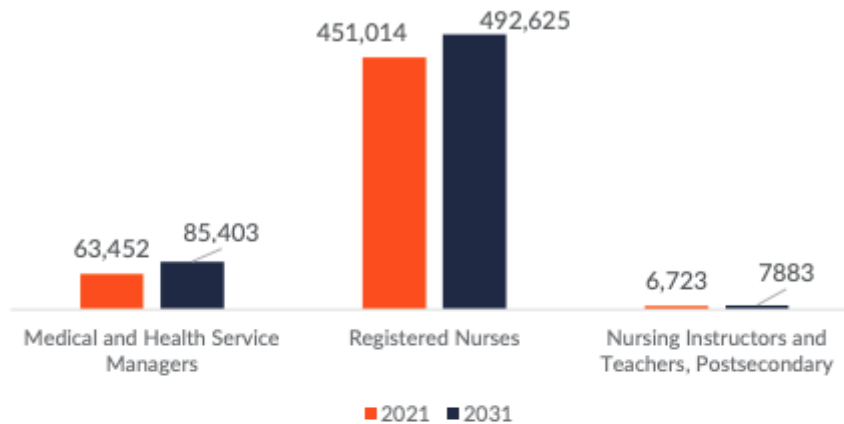MSN graduates are likely to find employment in the current market directly after graduation.

For job postings requiring a master's degree, Registered Nurses and Medical and Health Service Managers are the most common job titles. Among 13,420 total MSN-Administration-related jobs

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listed in the United States within the last year, there were 5,267 postings for Registered Nurses, and 5,212 for Health Managers, making up 10,479 total listings. Many of the postings list a master's in nursing as a minimum requirement or preference.

A 2021 report by the American Association of Colleges of Nursing (AACN) found that 75 percent of surveyed MSN students found employment directly after graduation, and 94 percent found employment within six months. Further, 41 percent of surveyed places of potential employment expressed a preference for MSN holders. Though many job postings do not require an MSN, it is usually preferred.

CURRENT AND PROJECTED EMPLOYMENT
MSN-Administration-related positions as of 2021 and 2031 (projected)

	Medical and Health Service Managers	Registered Nurses	Nursing Instructors and Teachers, Postsecondary
2021	63,452	451,014	6,723
2031	85,403	492,625	7883

■ 2021 ■ 2031

TOTAL LABOR MARKET
Aggregate projected employment growth by geographic level

	State	Regional	National
Estimated Employment (2021)	26,078	521,189	3,517,919
Projected Employment (2031)	30,737	585,911	3,839,908
Total Annual Openings, Observed Occupations	2,088	38,242	243,551
Employment Growth, Observed Occupations	17.9%	12.4%	9.2%
Employment Growth, All Occupations	12.6%	6.4%	4.3%

Source: JobsEQ

F. Detailed curriculum proposal

i. Representative course of study by year (options, courses to be used with/without modification; new courses to be developed)

The MSN – Leadership track courses (total 12 courses/36 credits) will be offered in 7- and 8-week sessions with either 3 OR 6 starts per academic year (AY). Both are mapped below. All courses are newly developed for this program.

Nevada State School of Nursing

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MSN Carousel Options

Option 1: Six starts per year

Year 1					
FALL 1	**FALL 2**	**SPRING 1**	**SPRING 2**	**SUMMER 1**	**SUMMER 2**
NURS 500 Integrated Adv. Holistic Health Assessment, Patho, and Pharm	NURS 500 Integrated Adv. Holistic Health Assessment, Patho, and Pharm	NURS 500 Integrated Adv. Holistic Health Assessment, Patho, and Pharm	NURS 500 Integrated Adv. Holistic Health Assessment, Patho, and Pharm	NURS 500 Integrated Adv. Holistic Health Assessment, Patho, and Pharm	NURS 500 Integrated Adv. Holistic Health Assessment, Patho, and Pharm
NURS 515 Healthcare Informatics and Technologies	NURS 520 Scholarly Inquiry, Applied Biostats, and Epidemiology	NURS 515 Healthcare Informatics and Technologies	NURS 520 Scholarly Inquiry, Applied Biostats, and Epidemiology	NURS 515 Healthcare Informatics and Technologies	NURS 520 Scholarly Inquiry, Applied Biostats, and Epidemiology
	NURS 530 Understanding the Role of a Mindful Nursing Educator	NURS 525 Ethics and Health Policy	NURS 541 Professional Leadership and Communication Skills for Nurse Managers	NURS 530 Understanding the Role of a Mindful Nursing Educator	NURS 525 Ethics and Health Policy
		NURS 540 Financial and Resource Management for Nurse Managers	NURS 542 Understanding Health Care Management & Effective Organizations and Systems Management	NURS 543 Healthcare Quality Monitoring and Quality Improvement Strategies	NURS 540 Financial and Resource Management for Nurse Managers
				NURS 544 Nursing Case Management Concepts	NURS 545 Population Health Management for Nurse Leaders
				NURS 546 Interprofessional Practice and Systems-Based Decision Making	NURS 546 Interprofessional Practice and Systems-Based Decision Making

Sample Degree Pathway for FT and PT:

START 1 - Full time

	Fall 1 – Session 1	Fall 1 – Session 2	Spring 1 – Session 1	Spring 1 – Session 2	Summer 1 – Session 1	Summer 1 – Session 2
Time to complete 12 Months	NURS 500 Integrated Adv. Holistic Health Assessment, Patho, and Pharm	NURS 520 Scholarly Inquiry, Applied Biostats, and Epidemiology	NURS 525 Ethics and Health Policy	NURS 541 Professional Leadership and Communication Skills for Nurse Managers	NURS 544 Nursing Case Management Concepts	NURS 545 Population Health Management for Nurse Leaders
Student workload -39 hrs/wk Minimum	NURS 515 Healthcare Informatics and Technologies	NURS 530 Understanding the Role of a Mindful Nursing Educator	NURS 540 Financial and Resource Management for Nurse Managers	NURS 542 Understanding Health Care Management & Effective Organizations and Systems Management	NURS 543 Healthcare Quality Monitoring and Quality Improvement Strategies	NURS 546 Interprofessional Practice and Systems-Based Decision Making
Student workload -39 hrs/wk Maximum						

START 1 - Part time

	Fall 1 – Session 1	Fall 1 – Session 2	Spring 1 – Session 1	Spring 1 – Session 2	Summer 1 – Session 1	Summer 1 – Session 2	Fall 2 – Session 1	Fall 2 – Session 2	Spring 2 – Session 1	Spring 2 – Session 2	Summer 2 – Session 1	Summer 2 – Session 2
Time to complete 24 Months												
Student workload - 19 hrs/wk Minimum	NURS 500 Integrated Adv. Holistic Health Assessment, Patho, and Pharm	NURS 520 Scholarly Inquiry, Applied Biostats, and Epidemiology	NURS 515 Healthcare Informatics and Technologies	NURS 541 Professional Leadership and Communication Skills for Nurse Managers	NURS 530 Understanding the Role of a Mindful Nursing Educator	NURS 525 Ethics and Health Policy	NURS 542 Understanding Health Care Management & Effective Organizations and Systems Management	NURS 543 Healthcare Quality Monitoring and Quality Improvement Strategies	NURS 540 Financial and Resource Management for Nurse Managers	NURS 545 Population Health Management for Nurse Leaders	NURS 544 Nursing Case Management Concepts	NURS 546 Interprofessional Practice and Systems-Based Decision Making
Student workload - 19 hrs/wk Maximum												

Option 2: Three starts per year (block scheduling per cohort)

Year 1

FALL 1	FALL 2	SPRING 1	SPRING 2	SUMMER 1	SUMMER 2
NURS 500 Integrated Adv. Holistic Health Assessment, Patho, and Pharm	NURS 520 Scholarly Inquiry, Applied Biostats, and Epidemiology	NURS 500 Integrated Adv. Holistic Health Assessment, Patho, and Pharm	NURS 520 Scholarly Inquiry, Applied Biostats, and Epidemiology	NURS 500 Integrated Adv. Holistic Health Assessment, Patho, and Pharm	NURS 520 Scholarly Inquiry, Applied Biostats, and Epidemiology
NURS 515 Healthcare Informatics and Technologies	NURS 530 Understanding the Role of a Mindful Nursing Educator	NURS 515 Healthcare Informatics and Technologies	NURS 530 Understanding the Role of a Mindful Nursing Educator	NURS 515 Healthcare Informatics and Technologies	NURS 530 Understanding the Role of a Mindful Nursing Educator
		NURS 525 Ethics and Health Policy	NURS 541 Professional Leadership and Communication Skills for Nurse Managers	NURS 525 Ethics and Health Policy	NURS 541 Professional Leadership and Communication Skills for Nurse Managers
		NURS 540 Financial and Resource Management for Nurse Managers	NURS 542 Understanding Health Care Management & Effective Organizations and Systems Management	NURS 540 Financial and Resource Management for Nurse Managers	NURS 542 Understanding Health Care Management & Effective Organizations and Systems Management
				NURS 543 Healthcare Quality Monitoring and Quality Improvement Strategies	NURS 545 Population Health Management for Nurse Leaders
				NURS 544 Nursing Case Management Concepts	NURS 546 Interprofessional Practice and Systems-Based Decision Making

Anticipated degree completion timeline:
- Full-time track – 12 months
- Part-time track – 24 months

Enrollment options:
- Controlled admission
  - Full-time track – 10-12 students per start
  - Part-time track – 10-12 students per start
- Unlimited admission (variable)
  - Students enter the degree with an option to pursue full-time or part-time pace based on need. Can "jump off" and "jump on" the carousel as needed.

Max number of courses offered per Semester:
  - Session 1 – Six courses
  - Session 2 – Six courses

Anticipated Academic Coach support:
  - No academic coach for first 10-12 enrolled in the course
  - 1 academic coach for each 10-12 enrolled above and beyond the initial 10-12.

ii. **Program entrance requirements**

- Bachelor's degree from a regionally accredited nursing program.
- Current, unencumbered RN license. The license must be maintained and unencumbered throughout the course of the degree pathway.
- Cumulative GPA of 2.5 or higher.
- Copy of government issued identification.

Nevada State is authorized to offer online education to students in Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, Florida, Georgia, Hawaii, Idaho, Indiana, Kansas,

Maine, Massachusetts, Michigan, Minnesota, Montana, Nevada, New Jersey, North Carolina, North Dakota, Oklahoma, Oregon, Pennsylvania, Texas, and Vermont through the State Authorization Reciprocity Agreement (SARA).

Students are required to hold an active, unencumbered license in the state in which they reside and/or in the state where the student's practice experiences will occur. These states must be listed as approved above.

    iii. **Program completion requirements (credit hours, grade point average; subject matter distribution, preprogram requirements)**

The MSN – Leadership degree pathway includes a total of 36 credits: 15 credits of General Core Courses and 21 credits of Administration Specialty Courses. In addition, as required by the curriculum standards set by the 2021 American Association of Colleges of Nursing Essentials, this degree will weave a minimum of 500 hours of academically supervised clinical practice hours across the curriculum. A 75% "C" or higher must be earned to pass each course within the curriculum.

    iv. **Accreditation consideration (organization (if any) which accredits program, requirements for accreditation, plan for attaining accreditation - include costs and time frame)**

- Submission of a letter of intent to apply for accreditation by the end of Summer 2023 to the Commission on Collegiate Nursing Education (CCNE).
- Application for accreditation, by the end of Summer 2024
- Fall 2024 site visit

CCNE requires a $2000 New Program Fee, with an increase to current total annual NS nursing program accreditation fees from $2500 to $4000.

    v. <u>**For certificates only:**</u> **Name of any state, national and/or industry recognized certification(s) or licensing examination(s) for which certificate prepares the student, if applicable**
N/A

G. Method of Delivery (for the purpose of state authorization [SARA])

Fully online.

    i. **How will this academic program be delivered when the program begins?**
    (mark all that apply)
        ☐ **100% face-to-face courses**
        ☐ **Hybrid (some online courses, some face-to-face courses)**
        ☒ **100% online courses**

    ii. **Learning Placements**
    Does the academic program have learning placements (e.g. internships, externships, clinical placements, student teaching, etc.) that *may take place outside the state of Nevada?*
        ☒ **Yes**
        ☐ **No**

H. Institutional Review Process

i. Date of Faculty Review (may include additional information, as needed)

School of Nursing Curriculum Committee (CC)
    Review and Vote: November 2, 2021
School of Nursing Dean and Faculty
    Review and Vote: November 9, 2021
Faculty Senate Curriculum Committee (FSCC)
    Review and Vote: March 2022.
Nevada State Faculty Senate (FS)
    Review: May 3, 2022
    Vote to approve: September 6, 2022.

ii. Describe the process for review and approval by the appropriate academic policy body of the institution

(Nevada State Curriculum Committee (January 2020), *Timelines for Curriculum Review)*

I. Readiness to begin program

i. List the educational and professional qualifications of the faculty relative to their individual teaching assignments

Faculty must possess an active Registered Nurse license and have completed a master's degree in nursing and a doctoral degree in nursing or a related field (PhD, DNP, EdD, DBA). Faculty must be experientially qualified in the specialty focus area of the course they are assigned to teach.

ii. List the anticipated sources or plans to secure qualified faculty and staff

The School of Nursing at Nevada State currently employs four full-time faculty who hold Doctor of Nursing Practice – Administration/Nurse Executive degrees. Additional faculty hold other doctoral degrees (PhD, DNP, EdD).

One faculty hire has been requested for Fiscal Year 24 using an existing faculty line that was frozen with the onset of COVID-19, and additional faculty lines will be requested to deliver SON curriculum as the program grows.

iii. Contribution of new program to department's existing programs (both graduate and undergraduate) and contribution to existing programs throughout the college or university

The addition of the MSN-Leadership program allows current BSN students to seamlessly continue their professional and academic goals at NS.

iv. Recommendations from prior program review and/or accreditation review teams
N/A

v. **Is this program designed to meet educational requirements for a specific professional license or certification that is required for employment in an occupation, or is advertised as meeting such requirements?**

☐ **Yes**
☒ **No**

Although not required, this curriculum prepares graduates to sit for the ANCC Nurse Executive Certification Examination, but this proposal is specifically a new degree proposal with a beneficial by-product being that a graduate will also be prepared to sit for an ANCC Nurse Executive Certification upon degree completion.

J. **Resource Analysis**

i. **Proposed source of funds (enrollment-generated state funds, reallocation of existing funds, grants, other state funds)**

Enrollment-generated state funds

ii. **Each new program approved must be reviewed for adequate full-time equivalent (FTE) to support the program in the fifth year. Indicate if enrollments represent 1) students formally admitted to the program, 2) declared majors in the program, or 3) course enrollments in the program.**

a. **(1) Full-time equivalent (FTE) enrollment in the Fall semester of the first, third, and fifth year.**

1st Fall semester 41

3rd Fall semester 70

5th Fall semester 92

(2) Explain the methodology/assumptions used in determining projected FTE figures.

The MS in Nursing Leadership is slated to launch in spring 2024. Consequently, the fall semester of the first year – determined in consultation with the System Office – will be fall 2024, and the enrollment will be a combination of prior enrollments from preceding semesters as well as new incoming students for fall 2024. The program is designed to enroll full-time (FT) and part-time (PT) students in two 7 and 8-week sessions in each spring, summer, and fall semester. Accounting for some attrition and variation in incoming class sizes, we expect to admit approximately ten FT and nine PT students in spring 2024, nine FT and eight PT students in summer 2024, and 12 FT and 10 PT students in fall 2024. Collectively, this will yield an estimated unduplicated headcount of 31 FT students and 27 PT students in fall 2024, for a total of 58 individual students in the first fall semester.

The average credit load per semester will be approximately 12 credits for FT students and 6 credits for PT students. Accounting for some variation in accumulated credit hours, we project that the unduplicated headcount of 58 students will yield 495 total credits in the first fall. We then divided the accumulated credit total of 495 by 12 credits – as

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designated for a master's degree – to yield the final projected FTE of 41.25 for fall 2024 (the first fall semester). This number was rounded to 41 for the purposes of this report and the cost estimate spreadsheet. To further illustrate these calculations, here is the formula we used to determine the projected number:

$$FTE = (\text{Total School Credit Hours}/12 \text{ credits})$$
$$FTE = (495/12)$$
$$FTE = 41.25$$
$$FTE \cong 41 \text{ (rounded)}$$

Similar calculations led to unduplicated headcount projections of 109 students for fall 2026 (the third fall semester) and 146 students for fall 2028 (the fifth fall semester). These headcounts, in turn, are expected to produce credit hour totals of 834 and 1,100 in the third and fifth fall semesters, respectively. Dividing these totals for each term by 12 credits results in the FTE calculations of 69.5 for fall 2026 and 91.7 for fall 2028 (rounded to 70 and 92, respectively).

It should be noted that these enrollment projections assume that the program is offered online across multiple states, and will contract with a marketing and enrollment management service to facilitate additional growth.

b. **(1) Unduplicated headcount in the Fall semester of the first, third, and fifth year.**

    1st Fall semester <u>58</u>

    3rd Fall semester <u>109</u>

    5th Fall semester <u>146</u>

    (2) Explain the methodology/assumptions used in determining projected headcount figures.

    The MSN program will launch in spring 2024, and thus the fall semester of the first year will be fall 2024. As noted in section a2 above, the anticipated unduplicated headcount for fall 2024 will be 58 students. It reflects the accumulated enrollments of the first three semesters of the program (spring, summer, and fall 2024), as well as a small degree of attrition. New enrollments during subsequent terms – coupled with a modest attrition rate – are expected to result in an unduplicated headcount of 109 students in fall 2026 and 146 students in fall 2028. As noted in the preceding section, these headcounts are a combination of having year-round opportunities for enrollment (2 sessions in each fall, spring, and summer semester), an online offering that recruit both in-state and out-of-state students, and significant marketing support.

  iii. **Budget Projections – Complete and attach the Five-Year Program Cost Estimate and Resource Requirements Table.**
     Attached

K. **Facilities and equipment required**

<div align="center">13</div>

i. **Existing facilities: type of space required, number of assignable square feet, space utilization assumptions, special requirements, modifications, effect on present programs**

No classroom space or classroom technologies required, as this is a fully online degree.

ii. **Additional facilities required: number of assignable square feet, description of space required, special requirements, time sequence assumed for securing required space**

Two – three additional office workspaces needed for faculty teaching MSN courses beginning in 2024. One workspace needed for MSN advising personnel.

iii. **Existing and additional equipment required**

Office equipment needed for MSN faculty and staff.

L. Describe the adequacy and availability of library and information resources

The Library provides access to approximately 100,000 journals and serials, 1.5 million e-books, and 10,000 streaming video and audio materials. The predominately digital collection allows for easy remote access to the majority of the library collection. Within Canvas (the campus LMS), instructors can easily link to appropriate library resources. Based on consultation with the library dean, we have determined that an additional $20,000 is needed to expand our access to essential nursing journals. This amount has been factored into our cost estimates.

M. Student services

i. **Describe the capacity of student support services to accommodate the program. Include a description of admissions, financial aid, advising, library, tutoring, and others specific to the program proposal**

Enrollment management for the SON existing online program has been contracted with Academic Partnerships since 2016. Enrollment specialists work with the NS admissions office to ensure a simple and accessible experience. As noted previously, our contract with Academic Partnerships is expiring this year, but we are presently in the process of establishing a new contract with a partner that can provide like-minded services.

Academic advising, once students are admitted to a SON program, is provided by dedicated and knowledgeable faculty. Faculty and Academic Coaches are available to students, and work closely with them to attain learning outcomes and support their success. Financial Aid specialists through NS Student Services are available for virtual appointments.

Nevada State students are served by a fully digital academic library – the Marydean Martin Library. This 8,000 sq. ft., facility in the Rogers Student Center provides 16 desktop computers (with additional laptops for loan), seating for 174 students, 14 collaborative work spaces, and in-person or online assistance with research and technology questions. The Library's collections model emphasizes easy discovery and retrieval of materials in a wide variety of formats.

Library staff regularly monitor statistics on the use of online information resources, including cost effectiveness and patterns of use. Periodically, subscriptions are canceled or added to adjust to the addition or growth of programs and to the research and teaching needs of new faculty. Interlibrary Loan data are regularly examined to determine the items that are most frequently

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requested and to make purchasing decisions accordingly. A dedicated nursing librarian is available to assist both nursing faculty and students with their library resource needs.

Academic journals are among the most important resources for our students and faculty, and the NS library provides access to key databases in the field. This includes journal article access through the Cumulative Index to Nursing and Allied Health Literature (CINAHL), PubMed and MEDLINE nursing databases. The library also manages course reserves, and supports no-cost textbook initiatives.

ii. Describe the implications of the program for services to the rest of the student body

This fully online nursing graduate program will not impact existing delivery of services to NS students. However, it will provide NS BSN nursing graduates with an opportunity to continue their nursing education in a way that will advance their career while meeting the needs of healthcare organizations providing care to patients in Nevada.

N. Consultant Reports – If a consultant was hired to assist in the development of the program, please complete subsections A through C. A copy of the consultant's final report must be on record at the requesting institution.

N/A
i. Names, qualifications and affiliations of consultant(s) used

ii. Consultant's summary comments and recommendations

iii. Summary of proposer's response to consultants

O. Articulation Agreements

i. Articulation agreements were successfully completed with the following NSHE institutions. (Attach copies of agreements)
N/A

ii. Articulation agreements have not yet been established with the following NSHE institutions. (Indicate status)
Articulation with the University of Nevada – Las Vegas Doctor of Nursing Practice, Nurse Executive program, in development.

iii. Articulation agreements are not applicable for the following institutions. (Indicate reasons)
N/A

P. Summary Statement
The Nevada State School of Nursing MSN Leadership degree fills a need within the Nevada System of Higher Education, with the potential to serve a unique student demographic represented by the NS student body. This degree is in response to requests by SON clinical agencies and stakeholders representing healthcare in Southern Nevada. The program is designed to accommodate the working Registered Nurse through flexible start dates, asynchronous online courses, and affordability. In keeping with the mission of NS, the program is designed to, "open doors to career success and an enhanced quality of life for a diverse population of students. Our graduates, in turn, foster the

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greatest opportunity – the promise of a stronger community and a better future for all of Nevada" (NS Mission Statement).

NSHE Academic Program Proposal - Five-Year Program Cost Estimate and Resource Requirements
Enter N/A if the information is not applicable to the program proposal

Program Resource Requirements. Indicate all resources needed including the planned FTE enrollment, projected revenues, and estimated expenditures for the first, third and fifth fiscal years of the program. Include reallocation of existing personnel and resources and anticipated or requested new resources. Third and fifth year estimates should be in dollars adjusted for inflation. If the program is contract related, explain the fiscal sources and the year-to-year commitment from the contracting agency(ies) or party(ies). Note: This form reflects the NWCCU's Substantive Change Budget Worksheet as of 8/28/17.

College/University: ___Nevada State College_____   **Program: _Master of Science Nursing - Leadership__**

I. PLANNED STUDENT ENROLLMENT

Note : Enrollment numbers (A + B) for each fiscal year should match the FTE/Headcount numbers in the Academic Program Proposal Form (Sect. I.ii.).		FY 1: FY 2025		FY 3: FY 2027		FY 5: FY 2029	
		FTE	Headcount	FTE	Headcount	FTE	Headcount
A. New enrollments to the Institution		41	58	70	109	92	146
B. Enrollments from Existing Programs							

II. REVENUE

		FY 1: FY 2025		FY 3: FY 2027		FY 5: FY 2029	
		On-going	One-time	On-going	One-time	On-going	One-time
1. New Appropriated Funding Request							
2. Institution Funds			$306,842	$395,981		$370,769	
3. Federal (e.g. grant, appropriation)							
4. New Tuition Revenues (registaration fee) from Increased Enrollments*		$312,297		$ 491,548		$629,605	
5. Other Student Fees (associated with the program)*							
6. Other (i.e., Gifts)							
Total Revenue		$312,297	$306,842	$887,529	$0	$1,000,375	$0

Note : Total Revenue (Section I) should match Total Expenditures (Section III)

Revised November 2018

NSHE Academic Program Proposal - Five-Year Program Cost Estimate and Resource Requirements

Enter N/A if the information is not applicable to the program proposal

III. EXPENDITURES

	FY 1: FY 2025		FY 3: FY 2027		FY 5: FY 2029	
	On-going	One-time	On-going	One-time	On-going	One-time
A. Personnel Costs						
1. FTE (**Total FTE for all personnel types**)	3	0	4	0	4	0
Faculty	2		3		3	
Adjunct Faculty						
Grad Assts						
Research Personnel						
Directors/Administrators						
Administrative Support Personnel	1		1		1	
Other: _____						
Expenditures for personnel type below must reflect FTE levels in Section A.1.						
2. Faculty	$223,686		$335,554		$349,110	
3. Adjunct Faculty						
4. Graduate Assistants						
5. Research Personnel						
6. Directors/Administrators						
7. Administrative Support Personnel	$46,818		$48,709		$50,677	
8. Fringe Benefits *Included Above	$91,451		$128,772		$133,974	
9. Other:						
Total Personnel Costs	$361,955	$0	$513,035	$0	$533,762	$0

NSHE Academic Program Proposal - Five-Year Program Cost Estimate and Resource Requirements

Enter N/A if the information is not applicable to the program proposal

	FY 1: FY 2025		FY 3: FY 2027		FY 5: FY 2029	
	On-going	One-time	On-going	One-time	On-going	One-time
B. Operating Expenditures						
1. Travel	$10,000		$9,000		$9,000	
2. Professional Services	$212,184		$330,494		$422,613	
3. Other Services						
4. Communications						
5. Materials and Supplies	$15,000		$15,000		$15,000	
6. Rentals						
7. Marketing materials and Advertising						
8. Miscellaneous Academic Coaches						
Total Operating Expenditures	$237,184	$0	$354,494	$0	$446,613	$0

NSHE Academic Program Proposal - Five-Year Program Cost Estimate and Resource Requirements

Enter N/A if the information is not applicable to the program proposal

	FY 1: FY _24_		FY 3: FY _26_		FY 5: FY _28_	
	On-going	One-time	On-going	One-time	On-going	One-time
C. Capital Outlay						
1. Library Resources	$20,000	N/A	$20,000	N/A	$20,000	N/A
2. Equipment	N/A	N/A	N/A	N/A	N/A	N/A
Total Capital Outlay	$20,000	$0	$20,000	$0	$20,000	$0
TOTAL EXPENDITURES (IIIA + IIIB + IIIC):	$619,139	$0	$887,529	$0	$1,000,375	$0
Note : Total Expenditures (Section IIIA-C total) should match Total Revenue (Section I)						

Budget Notes (optional):

Revised November 2018