NEW MEXICO
HIGHER EDUCATION
DEPARTMENT
Fostering Student Success from Cradle to Career

Michelle Lujan Grisham, *Governor*
Stephanie M. Rodriguez, *Cabinet Secretary*
Patricia Trujillo, *Deputy Secretary*

Request for Applications
Nurse Expansion Appropriation
Fiscal Year 2023 Application
Guidance & Template

Pursuant to Laws 2022, Chapter 54 of the 55th Legislative Session, General Appropriations Act – HB2 Section 5, the New Mexico Higher Education Department (NMHED) is requesting applications for funding activities expanding enrollment in and graduation from nursing programs at public higher education institutions.

Complete applications are due to the Department on or before June 15, 2022. Please note, applications for funding to support endowed faculty positions in nursing are to be submitted separately. Please refer to the "Endowed Positions in Educator Preparation, Social Work, and Nursing" request for applications.

The Department requests that applicant public higher education institutions complete the following template and remit to NMHED via email to the following contact:

New Mexico Higher Education Department
C/O Dr. Harrison Rommel, Director, Institutional Finance Division
2044 Galisteo Street, Suite 4
Santa Fe, NM 87505
Harrison.Rommel@state.nm.us
and
Brittany.Gutierrez@state.nm.us

The Department's award process involves the review and ranking of proposals submitted by public higher education institutions in New Mexico. The NMHED Institutional Finance Division is tasked with ensuring all distributions are expended for allowable activities.

This cycle is for expenditures and activities in Fiscal Year 2023 (FY23). Any funding requests for FY24 should be submitted to NMHED by September 15, 2022, and incorporated into Research and Public Service Project (RPSP) submissions for nurse expansion funding.

The total amount available for FY23 is $15 million. Institutional requests may not exceed $1.5 million per program, per campus. Consortium requests (e.g., multiple higher education

institutions or branch campuses) may submit a single application with amounts not to exceed $1.5 million per participating higher education institution.

It is important to note that funding appropriated in FY23 is *non-recurring*. While projects should differentiate between recurring and non-recurring requests, there is no guarantee of support in future fiscal years. However, the Department is dedicated to working with higher education institutions to incorporate awarded recurring requests into the FY24 Department, Executive and Legislative budget requests.

Applications should describe how the activities supported by state funds will address one or more of the following:

- Increase the number of nursing students admitted to the program for the academic year.
- Enhance recruitment and/or retention of nursing faculty through competitive salaries, stipends, and other incentives. Note that the **"Endowed Positions in Educator Preparation, Social Work, and Nursing"** request for applications may be more appropriate for this activity.
- Expand clinical sites beyond urban area hospitals to include nursing homes, clinics, rehabilitation centers, birthing centers, etc.
- Utilize new or existing funds to assist faculty and students with transportation and lodging when partaking in clinical placements outside their home residence.
- Develop appropriate tutoring, mentoring and other support programs to retain students and ensure successful graduation and passage of the National Council Licensure Examination, most commonly known as the NCLEX exam.
- Recruit students with a focus on ethnic, gender and geographic diversity as well as expand opportunities for all qualified applicants.
- Work in collaboration with local education agencies (LEAs) or high schools to recruit qualified applicants.
- In border area schools, require at least some clinical rotations to occur in New Mexico facilities to increase the chances of students staying in their home areas upon graduation.
- Retain at-risk students with measurable impact on retention and graduation.
- Expansion of infrastructure to support enrollment growth (e.g. additional staff, software/IT, and other support).

This list is not intended to be comprehensive or limiting in scope. Other activities that can demonstrably increase the number of nursing graduates from a public higher education institution will be considered. Applicants should clearly identify new versus expanded or continuing activities.

For any questions, please contact Brittany Gutierrez, Data Analyst, NMHED Institutional Finance Division, at Brittany.Gutierrez@state.nm.us or (505) 476-8439.

Section I: Applicant Summary

Please complete the following sections. Use additional space and/or attach supplemental documentation as required.

A. Higher Education Institution name and primary contact information and title for person(s) regarding activities supported by this funding cycle:

Higher Education Institution: Northern New Mexico College
Full Name: Ellen Trabka
Title: Chair, Nursing & Health Sciences
Telephone: (505) 747-2209
Email: etrabka@nnmc.edu

B. **Project Abstract:** Northern New Mexico College (NNMC) respectfully requests a grant of **$762,038** from the New Mexico Higher Education Department (NM HED) for the pre-licensure Associate Degree Nursing (ADN) program to admit, retain, and graduate diverse nursing students to meet the local workforce needs for Registered Nurses (RNs). An important and innovative element will be to focus on training faculty to implement an evidence-based approach to learning that creates an inclusive learning environment resulting in equitable outcomes.

Grant activities are focused on four goals, with the ultimate goal of increasing the NM RNs in the workforce.
1. **Expanding program enrollment:** For AY 2023, increase by 100% the number of applicants who apply to the program from 22 applicants to 44 applicants; Increase by 120% the number of students admitted to the program annually from 11 to 24.
2. **Increasing the program completion/graduation rate:** Increase the program completion rate from 54% to 75% by Spring 2025.
3. **Maintaining NCLEX-RN success:** Maintain first-time pass rates consistently at or above 80% for AY's 23, 24, & 25.
4. **Recruiting and retaining qualified nursing faculty and staff:** Recruit one new full-time (FT) faculty, one new FT support staff, and expand the Simulation Coordinator position from half-time to FT in AY 2023. Retain 100% of current FT and PT faculty and staff for AY 23, 24, & 25. Recruit and retain adjunct faculty as needed as program enrollment grows.

Project activities will support **34 diverse nursing** students (24 level I and 10 level II) from traditionally underserved populations/ backgrounds over one year. If funded, this project will:
    1. Recruit qualified nursing students, expand program enrollment, and provide scholarships and stipends to cover the cost of the training program.
    2. Provide an expanded system of academic support, including an LPN transition course, peer mentorship; an expanded new student orientation; a

comprehensive learning resource and remediation package; tutoring; and enhanced high fidelity simulation capacity to increase the academic performance and program completion/graduation rates of diverse nursing students.

3. Support NCELX-RN success by providing a variety of learning resources and incentives that support first-time test-taker success on the NCLEX-RN licensure exam.

4. Provide resources to recruit and retain qualified nursing faculty and staff.

Project activities will be implemented by qualified nursing faculty with a master's degree in nursing. A nursing program-specific recruiter will be hired with a minimum of a bachelor's degree, knowledge of recruitment and academic advisement processes, and knowledge of the healthcare field.

Project goals will be tracked annually or bi-annually, and adjustments will be made to mitigate issues that arise. The program has a Systematic Evaluation Plan for tracking program outcomes such as program enrollment, completion rates, and NCLEX-RN licensure pass rates. Faculty analyze data and determine actions to improve program outcomes. Adjustments to the learning environment and services are made to support student academic success and ensure success on the NCELX-RN licensure exam.

2. **Please describe in detail proposed activities that will be accomplished with non-recurring funds from the Nurse Expansion appropriation (see APPENDIX for allowable costs):**

NON-RECURRING FUNDS

Item	Item description	Budget
1. Develop a Licensed Practical Nurse (LPN) Transition course	This project activity will aim to recruit and admit LPNs into level II of the program to increase the number of RN graduates. For over five years, the program has had a moratorium on accepting LPNs due to a lack of a transition course necessary to support student academic success. Funds will be used to pay a consultant to develop an online LPN role transition course needed to transition prospective LPN students to the role of the RN.	$5,000
2. Assessment Technologies Institute (ATI) bundled instructional software	This project will pay for the pilot of an all-inclusive software packet, ATI. Students will receive all their books, interactive student learning resources, an NCLEX prep course and predictor exams, and several assessment products for one fee per semester. The student resources keep the students engaged while providing faculty with the support to provide an interactive learning environment and the new Next Generation NCLEX Exam (NGN) exam formats. The assessment products give the student a clear picture of how they are progressing toward being prepared to pass the NCLEX-RN exam. According to an independently validated study, students using ATI have a 95%	$709 per level I student per semester (average for semesters 1 & 2) =$34,032. $469 per level II students x 2 semesters x 10 students. =$9,380 Budget for 100% of students because the Opportunity

	pass rate on the NCLEX-RN exam and had a 9% higher NCLEX pass rate than programs that did not use ATI. The cost is $709 per student per semester for 24 level I students and 10 level II students. This fee will be included in subsequent years as a student course fee.	Scholarship only covers mandatory fees. Total $43,412
3. ATI Software faculty training	One-time stipends to engage faculty for three days (24 hrs.) during the summer (when they are off-contract) to implement the new ATI software packet into the nursing curriculum for the fall 2022 semester. This project is essential for providing high-quality instruction with this new product and maintaining curriculum integrity.	$35/hr. x 24 hrs. x 8 faculty =$6,720 Benefits $1,882 (28%) Total $8,602
4. Student computers	Purchase laptop computers for students to access the ATI instructional software, take NCLEX practice tests and remediation and participate in NCLEX-RN review courses.	48 laptops (2 cohorts) $2,000 each Storage & charging cart $1,500 Total=$97,500
5. Apollo Simulation Manikin upgrade	Nursing students use high-fidelity simulation manikins in the NNMC Simulation Lab to practice providing clinical nursing care to a patient in a protected environment using a patient manikin (Apollo). Simulation increases nursing students' confidence, provides a deeper understanding of the subject matter, and increases retention and graduation rates.	$5,000
6. Faculty and Staff Recruitment	Advertising funds are needed to recruit and fill vacant nursing faculty and staff positions. Considering the state and national nursing faculty shortage, it is necessary to advertise and recruit locally and nationally. Advertisements in print and online publications cost between $500-$750 per advertisement.	$20,000

Non-Recurring Costs and Related Program Goals				
Item	Expand Enrollment	Increase Completion	Improve NCLEX-RN Success	Recruit faculty & staff
1. LPN Transition course	X	X		
2. ATI instructional software		X	X	
3. ATI software faculty training		X	X	
4. Student computers		X	X	
5. Apollo Simulation Manikin upgrade		X	X	
6. Faculty and Staff Recruitment	X	X		x

3. **Please describe in detail proposed activities that will require recurring funding in future years:**

RECURRING COSTS

Item	Item description	Budget
1. Staff Nursing Student Recruiter (Full-time 1.0 FTE)	The program has developed a comprehensive 3-year Strategic Enrollment Plan. A vital component of this plan is to hire a nursing program-specific recruiter/advisor who will work with potential nursing students, local high schools, and local healthcare agencies to recruit qualified diverse applicants for the nursing program. This recruiter/advisor also provides extra support to students by making referrals to support services, participates in college recruitment campaigns, and addresses all recruitment and marketing initiatives outlined in the program's Strategic Enrollment Plan. Historically, the program receives between 40 -50 applications each year (approximately 30-35 are qualified), accepts 24 students annually, and has a waiting list of students. In AY 2022, the program experienced a >50% drop in applications and the number of qualified students admitted to the program. The program attributes this drop to the COVID-19 pandemic and is working to reverse this trend through recruitment and advisement activities.	$55,000 salary Benefits (34%) $18,700 Total: $73,700
2. Faculty Instructor (Full-time 1.0 FTE)	The Nursing Department will advertise, recruit and hire a full-time instructor. The responsibilities include preparation, teaching, and conducting courses as assigned, including laboratory courses and clinical supervision. Duties may include but not limited to developing syllabi, facilitating student learning in classroom and lab settings, and evaluating students. The instructor will train the next generation of nurses and work to advance nursing practice and enhance patient care.	$60,822 salary Benefits (34%) $20,679 Total: $81,501
3. Simulation Coordinator (Part-time 0.5 FTE)	The Simulation Coordinator position assists students in applying theory content to clinical experiences. Nursing students can practice providing clinical nursing care to patients in a protected, simulated environment using a patient manikin. This project will increase the current Simulation Coordinator position FTE to 1.0 FTE to increase capacity for simulation experiences. Simulation education can replace up to 50% of real clinical practicum experiences in pre-licensure nursing programs in New Mexico and up to 70% during a public health emergency, such as the COVID-19 pandemic (New Mexico Board of Nursing, 2021). Pre-licensure	$30,410 salary Benefits (34%) $10,339 Total $40,750

The table embedded within item 1:

Academic year	# of applications	# of qualified applicants	# of students admitted	Waiting list
FY23/Future 2022-2023	60	40	34	6
2021-2022	22	15	11	0
2020-2021	50	36	24	12
2019-2020	45	30	24	6

Item	Item description	Budget
	nursing programs must have a well-developed and sufficiently staffed simulation program to support nursing students' clinical competence.	
4. Peer mentorship program	The NNMC ADN program proposes to develop a nursing student peer mentorship program aligned with evidenced-based mentorship practices to improve student retention and academic success. This peer mentorship program aims to pair level II nursing students with level I nursing students to provide support and guidance as the level I student navigates the challenging and rigorous nursing education program experience. The ultimate goal is to retain students and increase program graduation rates. Kramer et al. (2018) found that nursing students who participated in a voluntary peer mentorship program were more successful in their academic studies, gained test-taking skills, and performed better on examinations. Mentors gained confidence in their nursing abilities and performed better on the NCLEX. Miller et al. (2019) found nursing peer mentorship beneficial academically, personally, and professionally. The peer mentorship program will be developed and implemented by the Student Success Coach, who will oversee the program and create a mentorship policy and procedure manual. Training will be provided for the mentors by an NNMC faculty member. Mentees and mentors will receive a stipend for participating in the mentorship program.	Stipend for a qualified trainer ($75/hour) to train peer mentors. Pay level II students $20/hr to mentor level 1 students. Pay student mentees for completing mentorship program. Faculty Stipend for a supervisor to develop the mentorship program & supervise students. $750 for training $28,800 for mentorship hours. $14,400 stipends for mentors completing prog. $9,600 stipend for mentees completing prog. $1,000 stipend for Supervisor. **Total (Stipends and fringe) =$65,984**
5. Tutoring	Students are often academically unprepared for a rigorous nursing curriculum and lack the academic skills and background to succeed. The nursing program has been unable to hire qualified nursing tutors for two consecutive years. Tutoring is a need that students have consistently requested that supports academic success and student retention. This project will provide a stipend to employed faculty to provide intensive academic tutoring sessions.	$35/hr not to exceed 5 hrs/week x 30 weeks $26,250 salary Benefits (28%) $7,350 **Total=$33,600**
6. Student stipends/	Many students struggle to balance work and meet ADN rigorous academic standards. In the spring 2022 semester, 44% of nursing	Estimate 34 students (24

Item	Item description	Budget
scholarships	students did not receive enough aid to cover all tuition and fees. In addition, many low-income students have exhausted their financial aid and/or completed a degree and may not qualify for assistance. This project will provide $6,000 stipends to cover the cost of tuition and fees for resident students who are not eligible for financial aid and $14,000 for non-resident students so that students can reduce work hours and focus on their academic studies. An additional $1,000 stipend will be provided for all students for the cost-of-living expenses (transportation, childcare, medical expenses, etc.) that will supplement the Opportunity Scholarship and support student success.	level I, 10 level II). 14 students may need aid. (12 residents, 2 non-resident) Total $72,000 + $28,000=$100,000. Stipends $1,000 x 34 = $34,000 Tuition $2532/Sem plus nursing fees for resident students. Non-resident students $7,164/sem. (Budget for 2) **Total $134,000**
7. Expanded New Student Orientation	Provide Faculty stipends during the summer to expand New Student Orientation to increase the program completion rate. New Student Orientation Goals include: 1) Create relationships with faculty, staff, and fellow students to be engaged in the educational process in a meaningful way: 2) Achieve an introductory understanding of the academic expectations and responsibilities of the associate degree nursing program; 3) Receive an orientation to the learning software that is integrated throughout the curriculum, as well as available learning resources; 4) Gain awareness of campus programs, services, and resources that are available to support academic, personal, and social success.; 5) Provide an introduction to the Peer Mentorship Program; and 6) Be prepared for success in a rigorous academic nursing program.	Nursing faculty stipend during the summer when faculty are off-contract. 3 faculty x $35/hr, not to exceed 80 hours of prep time and implementation time. $8,400 salary $2,352 (28%) benefits **Total=$10,752**
8. 180-day subscription to the UWorld NCLEX Success program	Purchase U World NLCEX-Prep software ($299 for a 180-day subscription) for all students in the last semester of the program to support student NCELX-RN success. U World provides over 3,000 clinically-relevant questions and educationally-rich rationales developed by experienced nurse educators, designed to assist nursing program graduates in passing the NCLEX-RN licensure exam. This 180-day subscription includes educator access to Faculty QBank, NCLEX-RN QBank, Clinical Med Math QBank, and student access to Self-Study NCLEX-RN QBank. Program graduates have consistently reported that this program helped them pass NCLEX-RN on the first attempt.	$2,990 (n=10 students)

Item	Item description	Budget
9. Stipends to program graduates for taking the NCLEX-RN exam within 3 months of graduation	A strategy for meeting the demand for Registered Nurses (RNs) for graduates of nursing programs is to take the NCELX-RN licensure exam as soon as possible after graduation to maintain NCELX-RN pass rates at or above 80% for first-time test takers. This project will pay graduates $500 for taking the NCLEX-RN exam within three months of graduation and an additional $500 if they pass on the first attempt. Woo et al. (2009) examined the relationship between passing the NCLEX and the delay or lag time in taking the NCLEX after graduation. Lag time had a significant inverse relationship between pass/fail status. Graduates are encouraged to take the NCLEX within 90 days (3-months) of graduation to optimize the probability of passing on the first attempt.	$10,000 (n=10) Student Stipends Fringe (8%) $800 **Total $10,800**
10. Nursing Faculty Retention Bonus	According to the American Academy of Colleges of Nursing (2020), nursing faculty shortages across the country limits nursing program capacity when the need for professional Registered Nurses (RNs) continues to grow. The deficit comes from an aging nursing workforce, competition with higher salaries in clinical and private sector settings, and an insufficient pool of master's and doctorally prepared nurses to meet the demand. The ability to recruit and retain qualified nursing faculty has been a long-standing challenge for the program. During a 3-year period (2015-2018), the program lost 9 full-time (FT) faculty who resigned or retired. In the fall of 2021, the ADN program recruited and hired 3 nursing faculty members and, to date, has retained only 1 faculty member (33%). Low faculty salaries (compared to industry salaries in clinical settings) and a remote rural location are significant barriers to program administrators' successful recruitment and retention and full-time and part-time nursing faculty. The annual mean salary for an RN in NM is $77,590 (United States Bureau of Labor Statistics, 2022). Starting nursing faculty salaries at NNMC for a nurse with a master's degree is $60,800. The program recently spent 2 years recruiting a qualified program director. Full-time faculty often hold a second job in a clinical setting to supplement their income.	$6,000 x 11.25 (7 FT faculty, program director, chair, clinical coordinator, Simulation Coordinator, PT Success Coach (25%=$1,500) =$67,500 salary Benefits $18,900 (28%) **Total $86,400**
11. Adjunct Faculty	Adjunct faculty are paid on a contract basis for teaching specific courses. This contract does not include professional development or attendance at faculty meetings. Adjunct faculty play an essential role in the quality of instruction provided to students. They are often working in the field and have valuable current clinical experience. This project will provide a stipend to support adjunct faculty professional development and training to teach in the nursing program, including orientation at the onset of the semester and participation in faculty meetings. Exposure to the program curriculum and participation in faculty meetings supports excellence in teaching and faculty retention.	$40/hour x 8 hours x 5 adjunct faculty Salary $1,600 Benefits $448 (28%) **Total: $1,936**

Item	Item description	Budget

12. Nursing faculty Professional Development	This project provides professional development funds for faculty to complete the following:
	1. Association of College and University Educators (ACUE) Micro credential Course: *Inclusive Teaching for Equitable Learning.*
	The inclusive and Equitable Teaching Curriculum prepares faculty to implement evidence-based approaches that create an inclusive learning environment resulting in equitable outcomes.
	
	Micro-credentials Course Modules:
	    1. Managing the Impact of Bias
	    2. Reducing Microaggressions in Learning Environments
	    3. Addressing Imposter Phenomenon and Stereotype Threat
	    4. Creating Inclusive Learning Environments
	    5. Designing Equity-Centered Courses
	Educators who complete the requirements for this open enrollment course earn a micro-credential in "Inclusive Teaching for Equitable Learning."
	1. Professional development related to writing Next Generation NCLEX Style test questions to prepare students for success on the NCLEX.
	2. Professional development for faculty to obtain the Certified Nurse Educator credential.
	3. Nursing education conferences to support excellence in teaching.
	4. The New Mexico Nursing Education Consortium offers professional development.
		Total $40,000
		ACUE micro credential: $600 per person. The time commitment is approximately 2-3 hours per week, and the course lasts 10 weeks. Faculty will earn a micro-credential Total (12 participants) $7,200

Recurring Costs and Related Program Goals				
Item	Expand Enrollment	Increase Completion	Improve NCLEX-RN Success	Recruit & retain faculty & staff
1. Staff Nursing Student Recruiter (Full-time 1.0 FTE)	X			x
2. Faculty Instructor (Full-time 1.0 FTE)	X	X		x
3. Simulation Coordinator (Part-time 0.5 FTE)		X	X	x
4. Peer mentorship program		X	X	
5. Tutoring		X	X	
6. Student stipends/scholarships		X		
7. Expanded New Student Orientation		X		
8. 180-day subscription to the UWorld NCLEX Success program		X		

9. Stipends to program graduates for taking the NCLEX-RN exam within 3 months of graduation			X	
10. Nursing Faculty Retention Bonus		X	X	x
11. Adjunct Faculty		X	X	x
12. Nursing faculty Professional Development		X	X	x

Section II: Budget Summary

Please complete the following budget activity table. The Department may request supplemental documentation at any time prior to or after award disbursement. Details of expenditures by category should be noted in the proposed activities above. Awardees will submit additional budget detail in the format outlined by Research and Public Service Project (RPSP) submissions.

A. Requested Amount of funds from the FY23 Appropriation Cycle:	**$762,038**
B. Proposed amount of non-recurring funding:	$179,514
C. Proposed amount of recurring funding:	$582,524
D. Budget Detail (as applicable) by Category ---	
Expenses From (Date):	
To (Date):	
1.) Salary and Benefits:	$548,136
2.) Contractual Services:	$5,000
3.) Equipment:	$102,500
4.) Supplies:	
5.) Travel:	
6.) Administrative and Other Costs:	
7.) Other (Please describe in detail):	$106,402
8.) **TOTAL:**	**$762,038**

If necessary, please add additional comments on the budget proposal below:

1. Personnel: 1.0 FTE Recruiter/Advisor, 1.0 FTE Instructor, (0.5 FTE) Simulation Coordinator, Adjunct faculty, Tutoring, Peer mentorship, Student Stipends, Faculty bonus, & Scholarships. Total Salaries $455,252 and fringe benefits $92,884 @ Variable% = Total $548,136.
2. Contractual Services: LPN Course Development program = $5,000.
3. Equipment: Student Computers, manikin upgrade = $102,500
4. Supplies: No Supplies are being requested for this project.
5. Travel: No Travel costs are being requested for this project.

6: Administrative and Other Costs: No Administrative and Other is requested for this project.
7. Other: Professional development, Programming software, and Marketing/Advertising = $106,402
TOTAL: $762,038

Consideration:
Northern New Mexico College (NNMC) is the only four-year public institution north of interstate-40 and west of the Sangre de Cristo Mountains in Northern New Mexico. It is the largest provider of post-secondary education to residents of Rio Arriba, Taos, and Los Alamos counties. The service area is mostly rural north-central New Mexico—primarily Rio Arriba County. Close to 20% of Rio Arriba County's approximately 40,000 residents live below the poverty level (United States Census Bureau, Quick Facts, 2021), and the county has unusually high levels of unemployment (5.1%) (US Bureau of Labor Statistics, 2022). Without a doubt, Northern New Mexico College plays a vital role in life-changing outcomes for members of Rio Arriba County and the surrounding communities of northern New Mexico.

The ethnicity of Rio Arriba County is primarily Hispanic (approximately 71%) and American Indian (approximately 20%), with 60% of the population speaking a language other than English at home (United States Census Bureau, Quick Facts, 2021). The rest of the population is comprised of Anglo non-Hispanics (approximately 13%). The student body at NNMC generally reflects these statistics. Spring 2022 enrollment numbers demonstrate the following ethnicity distribution of students—69.10% Hispanic, 10.19% American Indian/Alaskan Native, 12.23% white, non-Hispanic, 2.9% African American, and 2% Asian. The ethnicity of NNMC's current ADN students is 83.33% Hispanic and 16.66% white, non-Hispanic. This ethnicity demonstrates that NNMC is committed to educating a diverse nursing workforce that resembles the community it serves.

The NNMC ADN Program, founded in 1984, is under the Department of Nursing and Health Sciences aegis. The ADN program admits one cohort per year and is typically delivered on-site face-to-face. The ADN curriculum is comprised of five semesters (including prerequisite courses), 68 credits, and results in an Associate of Applied Science degree in nursing. The ADN plan of study is a Licensed Practical Nurse (LPN) step-out option that allows students to exit after the third semester of nursing studies with an LPN Certificate and/or continue to complete the ADN program. As of spring 2022, there are currently five full-time faculty members, two part-time faculty members, and 1.5 FTE faculty vacancies in the ADN program.

NNMC students face various barriers that impede their academic success in the nursing program. 35% of NNMC students in the fall 2021 semester were first-generation college students (classified as FTACs), and 84% of NNMC FTACS were placed into one or more developmental courses (English or math). Many students lack family role models who successfully attain a college degree. Additional barriers include the lack of an academic success course; poor to no internet access; poverty (37% of spring 2022 students were Pell-eligible);

lack of effective time management and study skills; and extensive work, family, childcare, and community commitments that divert attention away from study time.

Challenges
The NNMC ADN program faces several challenges that impede its ability to create an academic environment that is adaptive to diverse student needs and facilitates academic success:
Economic Challenges:
• Resources and limited budgets are major problems for rural nursing education programs like NNMC. Simulation equipment, technology updates, and infrastructure maintenance are costly and are often under-purchased due to fiscal restraints. For the nursing student, tuition and fees pose obstacles to enrollment and/or continuation in a nursing program of studies. Anecdotally, a few NNMC students have shared that they forgo purchasing books or required academic materials because of the cost.
• Faculty Development and Capacity Challenges: Faculty development and faculty vacancies are demanding challenges facing nursing education. It is difficult to recruit competent faculty to serve in rural areas such as NNMC. Low wages and long-distance commutes to the NNMC campus make employment in the NNMC ADN program less attractive compared to other programs located in urban areas with easier access and higher pay. Faculty professional development is an additional challenge. Many new nursing faculty at NNMC is recruited into academia from the bedside. It is a challenge to ease this transition into teaching for new faculty. Changing from clinical to academic life and balancing both can cause tremendous strain. Professional development must be an ongoing process for both new and seasoned faculty.

Student Challenges
• The ability to recruit and hire nursing-specific tutors for all nursing courses has been a long-standing challenge, and the program has been without a qualified nursing tutor for two years.
• The ability to recruit and retain qualified nursing faculty has been a long-standing challenge for the program. Low faculty salaries (compared to industry salaries in clinical settings) and a remote rural location have presented significant barriers to the successful recruitment and retention of program administrators and full-time nursing faculty.
• Students from disadvantaged backgrounds struggle to meet the high academic standards of a rigorous, evidence-based nursing program, including first-time success in passing the NCLEX-RN licensure exam. Over the years, the ADN program has struggled to maintain NCELX-RN pass rates at or above 80% for first-time test-takers. The program has worked diligently to implement student success initiatives that support NCLEX-RN success, such as creating a Success Coach position dedicated to the ADN program. While these initiatives have been successful, as demonstrated by an 85% NCLEX-RN pass rate for AY 2021 (above the national average), they have also decreased program completion rates. Continued academic retention initiatives are necessary to support NNMC's diverse nursing students so that an increase in student retention/program completion rates aligns with NCLEX-RN success.

The NNMC Department of Nursing and Health Sciences has a demonstrated ability and capacity to train qualified health care professionals to meet the workforce needs of New Mexico. In a

recent survey of staff nurses working at the Española Presbyterian Hospital, 32% of the nurses were NNMC graduates.

Section III: Performance Targets

Please identify two or more measurable performance targets to measure the success of the proposed activities in the template below.

	Goal based on benefit to students, especially at-risk students, generation of nursing degrees	Actuals for FY22 (if applicable)	Targets for FY23	Targets for FY24	Targets for FY25	Comments: Demonstrate consistent improvement from the awarded funds, trends, etc.
1a.	**Expand program enrollment: Increase applicant pool.**	22	Increase by 100% the number of applicants who apply to the program, from 22 to 44 applicants.	Increase by 25%	Increase by 25%	Increase the qualified applicant pool and the number of students admitted to the program. Work in collaboration with local high schools to recruit qualified applicants; recruit students with a focus on ethnic, gender, and geographic diversity as well as expand opportunities for all qualified applicants;
1b.	**Expand program enrollment.**	11	Increase by 120% the number of students admitted to the program annually from 11 to 24.	Increase by 33% at 32	Maintain enrollment at 32	Expand program enrollment to increase the number of nurses in the workforce.
2	**Increase program completion/graduation rate.**	54%			Increase the program completion rate to 75% by	Assist in retaining at-risk students with measurable impacts on retention and graduation rates; develop appropriate tutoring, mentoring,

#	Objective					
					Spring 2025.	and other support programs to retain students and ensure successful graduation and passage of the NCLEX-RN exam
3	Support NCLEX-RN success.	85.71%	Maintain first-time pass rates at or above 80%	Maintain first-time pass rates at or above 80%	Maintain first-time pass rates at or above 80%	Develop appropriate tutoring, mentoring, and other support programs to retain students and ensure successful graduation and passage of the NCLEX-RN exam
4	Recruit and retain nursing faculty.	5 FT faculty	Recruit 1.5 new FT faculty	Retain 100% of current FT and PT faculty.	Retain 100% of current FT and PT faculty.	Enhance nursing faculty recruitment and/or retention through competitive salaries, stipends, and professional development opportunities.
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Section IV: Certification

I certify that to the best of my knowledge and belief all of the information on this form is correct. I understand that NMHED may at any time request any additional documentation required regarding activities supported by the appropriation. I also understand that failure to report completely and accurately may result in sanctions including but not limited to voidance of any award made by NMHED.

Bárbara Medina (Jun 9, 2022 16:59 MDT)
_____   June 9, 2022
Signature of Authorized Representative   **Date**
Bárbara M. Medina
President
Northern New Mexico College

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APPENDIX

I. Allowable Costs: Regular appropriation and carryover

To frame the policy of allowable costs we consider the question: What constitutes nursing expansion activities? The Department defines **Nurse Expansion** as: *activities or expenditures designed to quantitatively increase the number of nursing graduates from the higher education institutions, as measured by an increase in the number of nursing degrees conveyed from year to year*.

As such, the allowable costs and activities can include, but are not limited to:

- Hiring of additional nursing faculty. Note that available funding under faculty endowment appropriations should be prioritized and that funding for faculty shall "supplement, and not supplant" other funds.
- Hiring of student support staff. Student support staff paid through nurse expansion funds (e.g., advisors, tutors, etc.) should dedicate the majority of time to support of nursing students and not be part of the general support staff for the higher education institution. Reasonable accommodations can be made for support staff that work within the general health sciences departments or divisions of the higher education institutions.
- Addition of instructional space specifically intended for nursing students (e.g., simulation labs, clinical practice spaces, etc.). Expenses may include construction or renovation costs, equipment purchases, and furnishing of the instructional space. This does *not* include regular classroom instructional space that may be used for other courses, nor should it include addition or renovation of faculty or staff office space, furniture, computers, supplies, and other expenses associated with the day-to-day operations of faculty and staff. These expenses should be supported through a higher education institution's Instruction and General (I&G) budget. If funded, approval may be subject to review of the NMHED Capital Project Division.
- Any equipment, instructional materials, and consumables that are required to *increase* the number of nursing students that can be trained in an academic period are allowable. The guideline is that the funds expended shall "supplement, and not supplant" other funds.
- Miscellaneous expenses related to the maintenance of program accreditation that result from an increase in instructional capacity are allowed.
- Activities and expenses related to recruitment, retention, and professional development of nursing faculty, as long as these funds do not supplant other sources.

II. **Carryover Funds (funds not expended within the fiscal year of the original appropriation):**

In addition to the activities listed above, use of carryover funds may be used to support student scholarships. Again, the principle of "supplement, not supplant" shall be used. The Department recommends that scholarships supported by **Nurse Expansion** funds should supplement and not supplant other aid; and preference be given to students that declare intent to practice as a nurse educator. The following are proposed guidelines for the distribution of nurse expansion funds as scholarships for future nurse educators:

A. Every award shall be evidenced by a contract between the higher education institution and the student. The contract shall provide for the payment by the state of a stated sum to the student and shall state the obligations of the nurse educator under the program, including a specified minimum period of service as a nurse educator.

B. Nurse educators who serve a complete year shall receive credit for one year for the purpose of calculating any loan repayment award amounts. The minimum loan repayment award amount to be paid for each year completed shall be subject to approval by the Department.

C. The contract between the nurse educator and the college or department shall provide that, if the recipient does not comply with the terms of the contract, they shall reimburse the college or department for all payments made on the student's behalf, unless the higher education institution finds acceptable extenuating circumstances for why the nurse educator cannot serve or comply with the terms of the contract.

D. The higher education institution shall report to NMHED on: the amount of funds used for tuition scholarships; the number of scholarships awarded; and the degree or credential sought for each student supported by the tuition scholarship.

This list is not intended to be comprehensive or limiting, as there may be other activities or expenses that would constitute a reasonable use of **Nurse Expansion** funds. Other proposed expenses that do not fall within the categories described above should be submitted to the Department for approval by the Higher Education Cabinet Secretary.

NNMC RFA - Nurse Expansion Final

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