

May 1, 2006

Dr. Delores Parker
Vice President of Academic and Student Services
North Carolina Community College System Office
5016 mail Service Center
Raleigh, NC 27699-5016

Dear Dr. Parker:

This letter is cover to the proposed Curriculum Improvement Project (CIP) for Associate Degree Nursing submitted by Wake Technical Community College. I want to assure you that I am in total support of this project and am committed to ensuring that the project is completed with utmost character and quality. The proposed project director is highly regarded by the administration at Health Sciences campus and they would not have selected her to direct this endeavor if they did not have complete confidence in her abilities.

I am, as other presidents are, keenly aware of the outside forces that are imposing changes on the nursing education programs; not only in North Carolina, but across the nation. Also, I am keenly aware of the changing needs of the health care industry. I believe community colleges have an essential responsibility to prepare graduates who can, upon graduation, take their place in industry, and provide safe, competent nursing care for the changing needs of the patients in today's and the future health care environment.

It is necessary for the associate degree nursing program curricula to change. I am committed and I support changing the curricula and believe that this proposed CIP provides the means by which the change can occur. I trust you will agree.

Sincerely,

Stephen C. Scott
President, Wake Technical Community College

CURRICULUM IMPROVEMENT PROJECT
GRANT PROPOSAL
2006-2008
CERTIFICATION PAGE

College Wake Technical Community College Date 4-28-06

Project Title Associate Degree Nursing Curriculum for Quality Care

Contact Person for the Proposal Judith A. Rahm

Phone 919-212-3828 Extension _____

Internet E-mail Address jarahm@waketech.edu Fax 919-250-4329

Institutional Certification:

Wake Technical Community College agrees to serve as
the
(Community College Name)

resource college for Associate Degree Nursing Curriculum for Quality Care
(Project Title)

Curriculum Improvement Project. We have read and understand the requirements contained in the grant's request for proposal and hereby make application for the funds. The proposal stresses the professional development of instructors and establishes a State-level Advisory Committee of appropriate industry representatives which will provide guidance to the project. The project will be managed by a full-time project director. The college will prepare post-project evaluation materials. Furthermore, all expenditures will be in compliance with the grant requirements.

Chief Academic Officer's Name: Ben White

Signature _____
Date _____

College President's Name: Stephen C. Scott

Signature _____
Date _____

**CURRICULUM IMPROVEMENT PROJECT GRANT
2006-2008 PROPOSED BUDGET**

Resource College: Wake Technical Community College **Date:** May 1, 2006

Project: Associate Degree Nursing

Line Item	Description	Projected Expenditures 2006-2007	Projected Expenditures 2007-2008
Administrative Costs			
1.	Salaries & Benefits		
1-a.	Salaries-administration	50,000	51,500
1-b.	Retirement Contributions	3250	3,347
1-c.	Social Security Contributions	3500	3600
1-d.	Hospitalization Contributions	3854	3900
2.	Transportation		
2-a.	In-State	3500	3,500
2-b.	Out-of-State	2,000	2,000
3.	Subsistence		
3-a.	In-State	3,000	3,000
3-b.	Out-of-State	2,000	2,000
4.	Other Expenses-Employee Education	3,000	2,500
5.	Supplies & Materials	1,146	1,203
6.	Postage	500	500
Curriculum/Materials Development			
7.	Contractual Services	4,000	2,000
8.	Consultants	4,000	4,000
8-a.	Transportation	3,000	3,000
8-b.	Subsistence	3,000	3,000
Faculty In service Training			
9.	Contractual Services	4,000	6,000
10.	Participants		
10-a.	Transportation	5,000	5,000
10-b.	Subsistence	5,000	5,000
11.	Workshop Expenses	4,500	4,500
12.	Supplies & Materials	4,000	4,000
13.	Printing	1,000	1,000
Other Costs			
14	Equipment		
14-a.	Purchase/Lease	3,500	2,200
14-b.	Repairs	250	250
15.	Other Expenses (specify)		
15-a.	Publications/Research, Software	1,000	1,000
15-b.	Advisory Committee travel/subsistence	7,000	7,000

Executive Summary

Wake Technical Community College proposes a collaborative restructuring and revision of the Associate Degree Nursing Education (ADN) curricula (A45100/A45120) in order to include the regulatory changes set forth by North Carolina Board of Nursing. The curricula revision will also reflect the recommendations identified in the reports of the Institute of Medicine of the National Academies of Sciences, *Health Professions Education: A Bridge to Quality* in 2003, and recommendations cited in the 2004 report from the North Carolina Institute of Medicine's *Task Force on the North Carolina Nursing Workforce*. Both reports acknowledge the changing profile of patients who seek to have health care needs met and recognize that nursing education programs are not educating nurses to meet those needs. These reports set forth imperatives for nursing education programs. Those imperatives include a curriculum that prepares its' graduates with competencies to: 1) provide patient-centered care, 2) work in interdisciplinary teams, 3) employ evidenced based practice, 4) apply quality improvement, and 5) utilize informatics. The ADN Deans/Directors of the NCCCS have discussed the curriculum mandates and the current curriculum standards and determined that a total review and revision of the standards are needed. The Curriculum Improvement Project (CIP) will include: a) a thorough review of the curricula by an Advisory Committee composed of representatives from the community colleges, representatives from industry, Educational Consultant from the North Carolina Board of Nursing and NCCCS Consultant and b) a series of statewide workshops to provide involvement in curriculum review and to provide faculty the opportunity for professional development so that graduates of ADN programs will be competent to meet the health care needs of current and future patients.

Part I. Identification of Needs/Emerging Issues

Wake Technical Community College proposes to conduct a Curriculum Improvement Project in Associate Degree Nursing for both approved Standards (A45100 and A45120). The approved standards for all the Associate Degree Nursing Education programs were last reviewed in detail during the System's re-engineering in 1996. Major advances in health care sciences and services have occurred since that time. These advances have far-reaching performance implications for all health care delivery workers, but most particularly for registered nurses who manage patients' health care and spend the greatest part of their workday in direct patient care activities.

Wake Technical Community College has recognized the disparity between the present nursing education curricula and what learners need to know in order to competently and safely function in today's health care workforce. The disparity is evident in the subsequent iteration of the needs and issues.

A. Curriculum revisions for safe, competent nursing care practices.

In the past two years the Associate Degree Nursing Deans/Directors have expressed concerns with the current associate degree nursing approved Standards: A4510 and A45120. The Deans/Directors voiced concerns regarding the NUR courses not being easily transferable among all the community colleges. In addition, a very cursory review of the descriptions for all the NUR courses with clinical affiliation, in the Common Course Catalog, revealed that the course descriptions contained outdated language with reference to current expected competencies.

During this same timeframe, the North Carolina Board of Nursing was in the process of revising the education Rules that govern nursing education programs, and the Institute of Medicine of the National Academy of Sciences in 2003 issued a report titled, “*Health Professions Education: A Bridge to Quality*”. In addition, the North Carolina Institute of Medicine had formed a task force to study the nursing workforce, including educating the workforce. The Board of Nursing adopted and wrote into the Curriculum mandate and the NC Institute of Medicine endorsed the “five practice competencies” that the National Academy of Science Institute of Medicine concluded were key to every health care profession. Those competencies are: 1) delivering patient centered care, 2) working as part of interdisciplinary teams, 3) practicing evidenced-based nursing, 4) focusing on quality improvement, and 5) effectively using information technology.

With consideration of the recommendations and mandates from the North Carolina Board of Nursing, the recommendations from the Institutes of Medicine, the out-dated course description language and difficulty with student articulation among institutions, the Associate Degree Nursing Deans/Directors agreed to formalize a review and revision of the nursing education standards. The Deans/Directors recommended that Wake Technical Community College request the grant for the Curriculum Improvement Project.

B. Staff development is needed to review the new curricula focus and prepare a quality nursing workforce.

The faculty, who are currently teaching in the Associate Degree Nursing (ADN) programs, have a multiplicity of knowledge, skill, and ability; however, the above competencies give the curriculum new direction. Faculty will need to shift their laden heavy content curriculum to a curriculum that is based on conceptual learning and methodology that includes

increased technology, distance education, and simulation. Professional development in both curriculum content and teaching/learning methodology are needed.

Mission

The mission of this project is to provide the management and leadership necessary to support the ADN Deans/Directors and faculty in a multi-institutional effort that leads to the implementation of one Associate Degree Nursing curriculum standard. The Project Team and the Advisory Committee will assist with the process of a total review and revision of the current approved nursing Curriculum Standards.

Part II: Project Design and Implementation

To meet the needs and issues described in Part I, activities and outcomes to replace the integrated (A45100) and the non-integrated (A45120) curriculums with one curriculum standard which reflects the major advances in nursing and healthcare practices are provided below.

Objective 1: Survey community college Associate Degree Nursing deans/directors and faculty to determine the curriculum and the professional development needs associated with changes needed to incorporate the North Carolina Board of Nursing's standards, the National League of Nursing's standards and the Institute of Medicine's recommendations regarding educating the workforce in North Carolina.

A Project Survey will be developed and distributed by the Project Director. The survey will reflect the Institute Of Medicine's recommendations, the National League of Nursing's standards and the North Carolina Board of Nursing's standards which recommend that the didactic content and supervised clinical experience appropriate to program type shall include:

- (1) Using informatics to communicate, manage knowledge, and mitigate error and support

decision making,

(2) Employing evidence-based practice to integrate best research with clinical expertise and client values for optimal care, including skills to identify and apply best practices to nursing care by:

(A) Providing client-centered, culturally competent care;

(B) Respecting client differences, values, preferences and expressed needs;

(C) Involving clients in decision-making and care management;

(D) Coordinating and managing continuous client care consistent with the level of licensure. This includes demonstration of the ability to supervise others and provide leadership of the profession appropriate for program type; and

(E) Promoting healthy lifestyles for clients and populations.

(3) Working in interdisciplinary teams to cooperate, collaborate, communicate and integrate client care and health promotion.

(4) Participating in quality improvement processes to measure client outcomes, identify hazards and errors, and develop changes in processes of client care.

Objective 2: Review professional literature to determine what the workforce employers and the nursing profession needs from the next generation of nurses, and how to best implement the North Carolina Board of Nursing's standards, the Institute of Medicine's recommendations, and the National League of Nursing's standards into one curriculum plan for all North Carolina Community College Associate Degree Nursing Programs.

A review of professional literature will provide the Project Director and the Project Team with information:

(a) To assist in determining the needs of workforce employers;

- (b) To gain an understanding of how informatics impacts nursing skills and client care;
- (c) To integrate best research with clinical expertise and client values for optimal care using evidence-based practice;
- (d) To identify hazards and errors regarding the use of quality improvement processes to measure client outcomes and to develop changes in processes of client care.

Objective 3: Invite representatives from the deans/directors and the faculty of the North Carolina Community College Associate Degree Nursing programs, Consultants from the North Carolina Board of Nursing, representatives from the National League of Nursing, Educational Consultant from the North Carolina Community College System Office and representatives from the employers of nurses to serve on an Advisory Committee for curriculum development.

A Committee of 18-22 members will be formed to represent all the areas mentioned above. This Advisory Committee will assist in the review of professional literature, the North Carolina Board of Nursing standards, the National League of Nursing standards, the North Carolina Community College standards, the Institute of Medicine recommendations and curricula from various Associate Degree Nursing programs nationwide.

Objective 4: Coordinate meetings at various locations throughout North Carolina to involve Advisory Committee members in a discussion of proposed curriculum changes.

Meetings at various locations will involve discussions of proposed changes in curriculum and will enable committee members to express concerns and opinions of deans/directors and faculty from the nursing programs they represent. The activities will include a combination of efforts through group and individual meetings in which members explore how to incorporate the integrated and non-integrated Associate Degree Nursing curricula into one curriculum standard.

Committee members will propose curricular changes which will lead to curricular development and adoption.

Objective 5: Revise and restructure the Associate Degree Nursing curricula to reflect one Curriculum Standard which incorporates the major advances in nursing and healthcare practices.

The Advisory Committee, under the leadership of the CIP Project Director, will consider the national standards, the needs of the healthcare industry, the Institutes of Medicine recommendations for the nursing workforce in North Carolina, the expectations and requirements of the North Carolina Board of Nursing, the National League of Nursing, and the North Carolina Community College System. The Associate Degree Nursing curriculum will reflect the standards and recommendations stated above and one Curriculum Standard will be adopted.

Objective 6: Provide faculty professional development, as needed, in support of curricular adaptation and development.

In order to prepare faculty to implement the new Curriculum Standard a combination of intensive faculty enhancement activities will be scheduled. Meetings and workshops will be held throughout the state in locations recommended by the committee and the North Carolina Community College System's office representative. The workshop topics will reflect the needs of the program faculty as identified by the survey and the Advisory Committee. Professional development activities such as discussion groups, participating experts, workshops, and video teleconferences will assist deans/directors and faculty with curriculum content updating, methodology training, and current nursing informatics content.

Objective	Activity	Responsibility	Time Frame	Outcome
1. Survey Community College deans/directors, faculty and employers	A) Develop and distribute survey; B) Analyze returns	Project Director Project Team	August 1, 2006- September 15, 2006 September 30- October 30, 2006	Determine curriculum and professional development needs
2. Review professional literature	a) Review NC IOM report, NC BON and NLN recommendations	Project Director Project Team	September 30, 2006- October 30, 2006	(a) Determine needs of workforce employers; (b) Review new nursing profession standards
3. Form Advisory Committee	a) Select mix of ADN deans/directors/faculty from various program size and location; b) notify members of meeting dates and plans	Project Director Project Director	November 1- December 1, 2006 December 15, 2006	(a) Assembly 14-16 ADN program deans/directors/faculty reps, 2 workforce reps, 1 consultant from Board of Nursing, 1 representative from an NLN approved program, 1 Educational Consultant from the NCCC System Office; (b) Establish meeting dates and times
4. Coordinate meetings regarding curricular changes	a) Meetings at various locations to discuss and propose curricular changes; (b) Involve Consultant	Project Director Advisory Committee	January 5, 2007- May 30, 2007	(a) Discuss proposed curricular changes; (b) Agree upon proposed changes
5. Revise and restructure curricula	(a) Involve consultant; (b) Select new content for curriculum; (c) Determine best	Project Director Project Team Advisory	May 30, 2007- December 30, 2007	(a) Develop one curriculum standard to be used by all ADN programs in NC;

	<p>framework for new curriculum;</p> <p>(d) Determine time frame for content areas per course;</p> <p>(e) Present to deans/directors and faculty at area workshops/meetings;</p> <p>(f) Submit revised curriculum for approval and inclusion in CCL.</p>	Committee		<p>(b) Faculty involvement in all decision making and development of new curriculum;</p> <p>(c) Adoption of curriculum standard into CCL;</p> <p>(d) Seamless articulation of students among schools;</p> <p>(e) Increase in student retention;</p> <p>(f) Increase in number of graduates;</p> <p>(g) Better prepared graduates for the workforce</p>
6. Faculty development	<p>(a) Meetings/workshops/Consultant-led discussions</p> <p>(b) Discussion Groups</p> <p>(c) Video teleconferences</p> <p>(d) Content for above activities will reflect needs of program faculty</p>	Project Director Advisory Committee	January 10-July 1, 2008	<p>Deans/Directors/faculty will be more prepared to:</p> <p>(a) Continue with program updating;</p> <p>(b) Use current methods of facilitating learning;</p> <p>(c) Incorporate the 5 core areas into their course planning;</p> <p>(d) Advise transfer students</p>

Part III: Outcomes/Project Evaluation

The outcomes for this project include: (a) A multi-institutional effort that leads to the adaptation and implementation of one Associate Degree Nursing Curriculum Standard which meets the standards of all the accrediting agencies and reflects the advances in nursing and

healthcare practices; (b) one Curriculum Standard which will ensure a seamless articulation for students moving among the institutions of the community college system; (c) faculty professional development, as needed, in support of curricular development and adaptation; (d) effective dissemination of project results to the broader community; (e) improved articulation for students transferring among the NCCC institutions; (f) enhance the knowledge and abilities of deans/directors/faculty to continue with program updating, use current methods of facilitating learning, and incorporate the five core areas identified by the North Carolina Board of Nursing and the Institutes of Medicine into their course planning; (g) increase in nursing student retention throughout the multi-institutional campuses due to improved articulation; (h) increase in number of nursing graduates; (h) better prepared graduates for current workforce expectations.

The formative success of the new curriculum will be evaluated through a post-project assessment of deans/directors, faculty, employers and representatives from the North Carolina Board of Nursing, National League of Nursing, the North Carolina Community College System's Office, and others involved in the project. The summative evaluation of measurable outcomes will be done at the conclusion of the project. The effectiveness of each professional development activity will be evaluated through program evaluations and a post-project assessment survey of faculty, directors, and employers. A post-project evaluation will be conducted by the System Office staff during April 2008 based on the expected outcomes of the project.

Part IV: Leadership, Capacity, and Commitment

Wake Technical Community College has shown its leadership in associate degree nursing in a number of ways in the recent past. For the past two years the Department Head has served as the President of the North Carolina Council of ADN Deans/ Directors. Many faculty members

have represented the college at statewide education forums as well as at meetings of the North Carolina Council of Associate Degree Faculty.

Judith A. Rahm, the Department Head and former Associate Director for Education at the North Carolina Board of Nursing, will be an integral part of the direction and support of the project. In addition, Dean Alisa Nagler will provide continuing direction and support for the project. The proposed Project Director of this CIP, Associate Degree Nursing Curriculum for Quality Care, is Charlotte Blackwell who has 32 years of experience as a nurse and 20 years as a nurse educator, teaching in the classroom, laboratory and clinical areas. Her long-standing association with the North Carolina Nurses Association affords her the opportunity to know first hand what practice and education issues are being discussed by nurses from across the state.

Charlotte Blackwell's education experience includes teaching both beginning nursing students and those who are in their last semester, ready to graduate and enter the workforce. She also has experience as an Instructor in Clinical Education and Staff Development in a hospital setting. Charlotte Blackwell is keenly aware of the need to continue to learn and is exemplary in participating in professional development activities. She was the first nursing instructor at Wake Tech to offer nursing courses as technical "hybrid" courses. She serves as Lead instructor for two nursing courses and is looked upon as a leader among her fellow faculty. She is the right person to provide leadership, commitment, and management to the project.

Part V:

Administrative Costs

Salaries & Benefits - Includes the salary of the full-time director including retirement, social security, and hospitalization. Funds necessary to hire a 20 hours per week “Temporary Employee” as an administrative assistant for the two year period are also included.

Transportation – Includes estimated In and Out of state travel expenses for the director to engage in project meetings, attend educational workshops, work with colleges, visit industry and participate in other project events.

Subsistence – Includes estimated expenses for meals and lodging for the director to engage in project meetings, attend educational workshops, work with colleges, visit industry and participate in other project events.

Supplies and Materials – These estimated expenses are to cover the cost of copies and other materials necessary to administer the grant.

Postage – Includes the estimated cost of postage and shipping for materials produced by the project.

Curriculum/Materials Development

Consultants – Includes estimated contracted expenses for curriculum revision workshops.

Consultant’s Transportation – Includes transportation costs for consultant to deliver workshops.

Consultant’s Subsistence – Includes, subsistence costs to support curriculum revision workshops.

Faculty In-Service Training

Contractual Services - Includes estimated contracted expenses for workshop leaders and trainers to provide workshops across the state throughout the two year period in an effort to include at least one faculty member per ADN program.

Participants Transportation – Includes estimated costs of in-state travel for at least one participant from each eligible college to attend meetings and/or workshops as well as those representatives selected to participate in curriculum development meetings. Workshops will be held by region when possible in order to gain greater cost effectiveness.

Participants Subsistence – Includes estimated costs of food and lodging for participants to attend meetings, workshops and curriculum development meetings.

Supplies and Materials – Includes estimated cost of supplies and materials to support faculty in-service training activities.

Printing – Includes estimated cost for printing and binding materials pertaining to the project, including copies of the final report for all participant community colleges and NCCCS.

Other Costs

Equipment Purchase – Includes the estimated cost of purchasing equipment to support the project for meetings and workshops.

Repairs – Includes the estimated cost of any equipment repairs that may be needed.

Other Expenses – Includes the purchase of research materials, software and publications.

Additional Other Expenses – Includes the transportation and subsistence for Advisory Committee Meetings throughout the two year period.

Charlotte E. Blackwell

8401 Azalea Place
Raleigh, NC 27613

(919) 250-4334
ceblackw@waketech.edu

EDUCATION

1985	North Carolina State University, Raleigh, NC Master of Science Major: Health Occupations Education Minor: Adult Education
1980	North Carolina Wesleyan College, Rocky Mount, NC Bachelor of Science in Nursing
1974	University of South Carolina, Spartanburg, SC Associate of Applied Science in Nursing

WORK EXPERIENCE

1990 to Present	Lead Instructor, Department of Nursing Wake Technical Community College 9101 Fayetteville Road Raleigh, NC 27603
1980 to 1990	Clinical Instructor, Department of Clinical Education Wake Medical Center 3000 New Bern Avenue Raleigh, NC 27610
1977 to 1980	Staff Nurse / Charge Nurse Post-Anesthesia Care Unit/ Maximum Care Unit Wake Medical Center Raleigh, NC 27610
1975 to 1977	Staff Nurse / Charge Nurse Dorothea Dix Hospital Raleigh, NC 27603

PROFESSIONAL CERTIFICATE

Licensed as a Registered Nurse in North Carolina

PROFESSIONAL AFFILIATIONS

1990-Present: North Carolina Nurses' Association

- 2003 : Chair of Student Recruitment Committee of the Mentoring Program for the Triangle Region
- 2002: District 13:Chair of Scholarship Committee
- 2002: Member of the Board of Directors: District 13

1995-Present: North Carolina Associate Degree Nursing Council

- 2006-Present: Legislative Committee

2006-Present: National Organization for Associate Degree Nursing

1998- Present: North Carolina Community College Faculty Association