

STATE BOARD FOR COMMUNITY COLLEGES AND OCCUPATIONAL EDUCATION
September 13, 2023

TOPIC: Community College of Denver Bachelor of Science in Nursing

PRESENTED BY: Marielena DeSanctis, Ph.D., President – Community College of Denver (CCD)
Landon Pirius, Ph.D., Vice Chancellor Academic & Student Affairs, Student Affairs

RELATIONSHIP TO THE STRATEGIC PLAN:

- Transform the student experience
- Create education without barriers through transformational partnerships
- Redefine our value proposition through accessibility, affordability, quality, accountability, resource development, and operational excellence

EXPLANATION:

Pursuant to CCCS's role and mission (§23-60-201, C.R.S.), CCCS may offer technical, career, and workforce development Bachelor of Applied Science (BAS) and Bachelor of Science in Nursing degree programs. Authority for the Colorado Community College System to offer BSN degrees bridging from the practical nursing certificate was made possible by SB 22-003, which was signed by the Governor in February, 2022.

§23-60-201, C.R.S., states, in part:

Each community college may offer two-year degree programs with or without academic designation, AND, UPON APPROVAL OF THE BOARD PURSUANT TO SECTION 23-60-211, MAY OFFER TECHNICAL, CAREER, AND WORKFORCE DEVELOPMENT BACHELOR OF APPLIED SCIENCE DEGREE PROGRAMS. No college shall impose admission requirements upon any student. The objects of the community and technical colleges shall be to provide educational programs to fill the occupational needs of youth and adults in career and technical fields, two-year transfer educational programs to qualify students for admission to the junior year at other colleges and universities, basic skills, workforce development, and a broad range of personal and career education for adults, AND TECHNICAL, CAREER, AND WORKFORCE DEVELOPMENT BACHELOR OF APPLIED SCIENCE DEGREE PROGRAMS ESTABLISHED PURSUANT TO SECTION 23-60-211, THAT ADDRESS THE NEEDS OF THE COMMUNITY WITHIN EACH COMMUNITY COLLEGE SERVICE AREA.

This proposal seeks Board approval for a bridge program from Practical Nursing certificate to Bachelor of Science in Nursing (LPN-to-BSN) to create further educational opportunities for Licensed Practical Nurses (LPNs) throughout Colorado's healthcare workforce. In 2022, CCD was instrumental

in the passing of Senate Bill 22-003 that would allow community colleges to offer an LPN-to-BSN bridge program in an effort to reduce barriers for existing LPNs from obtaining their Registered Nursing (RN) licenses and BSN degrees.

The LPN-to-BSN program provides access to an affordable, quality program that allows LPNs to advance their training, expand their practice, develop their leadership abilities, and be prepared for the NCLEX-RN. Passing of the NCLEX-RN examination will enable LPNs to obtain their Registered Nurse licensure and operate as a Registered Nurse in the healthcare industry, and thus this program offers professional growth opportunities and a path to career advancement.

1. Data demonstrate workforce and student demand for the degree program.

Overview

Community College of Denver conducted a research to study the program feasibility for its proposed Bachelor of Science in Nursing program. Both national and state (Colorado) trends were analyzed to create an overall picture of growth. The data was gathered and analyzed between December 2022 and June 2023. In addition to state and federal data, this report includes results from employers and student surveys.

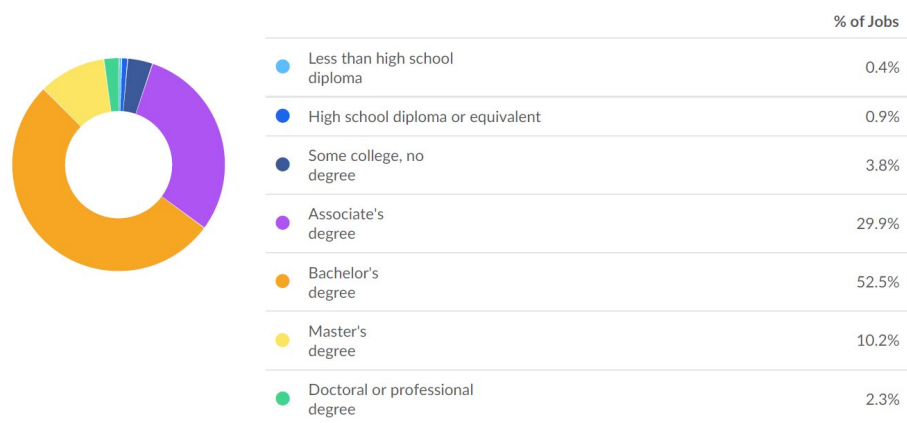
Profession Overview

Registered Nurses (CIP 51.3801, SOC 29-1141.00)

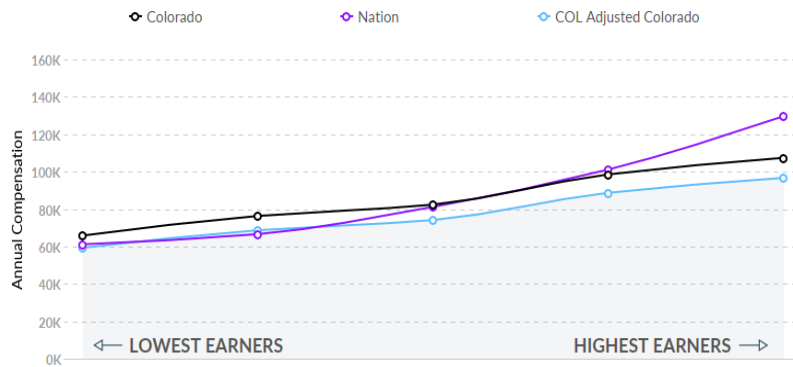
Job Summary - Assess patient health problems and needs, develop and implement nursing care plans, and maintain medical records. Administer nursing care to ill, injured, convalescent, or disabled patients. May advise patients on health maintenance and disease prevention or provide case management. Licensing or registration required.

Education - Most of employers require a four-year bachelor's degree for this occupation (Lightcast, August, 2023).

National Educational Attainment



Compensation – The regional compensation is 1.5% higher than the national compensation. For Registered Nurses, the 2022 annual median wage in Colorado is \$82,362, while the national annual median wage is \$81,153.



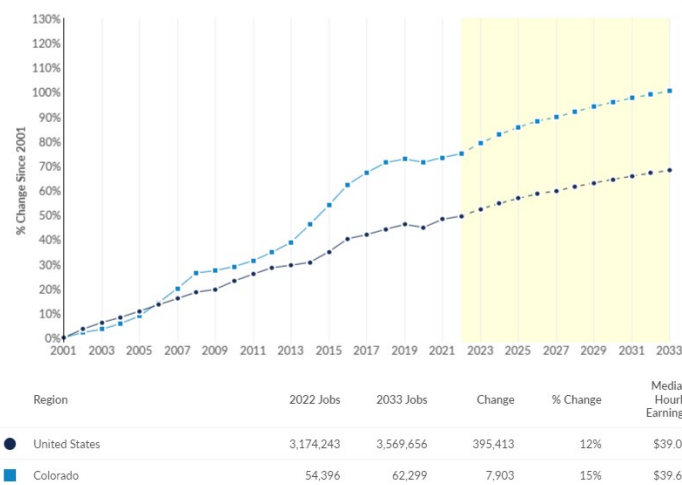
State and Metropolitan Employment and Wages Supplemental Data

Job posting activity is high in Colorado (6,709 job postings/month). The national average for an area of Colorado’s size is 4,097 job postings/month (Lightcast, August 2023).



In Colorado, employment of registered nurses is projected to grow 15 percent from 2022 to 2032 exceeding the national projected growth for the same time period (Lightcast, August 2023).

Occupation Change Summary

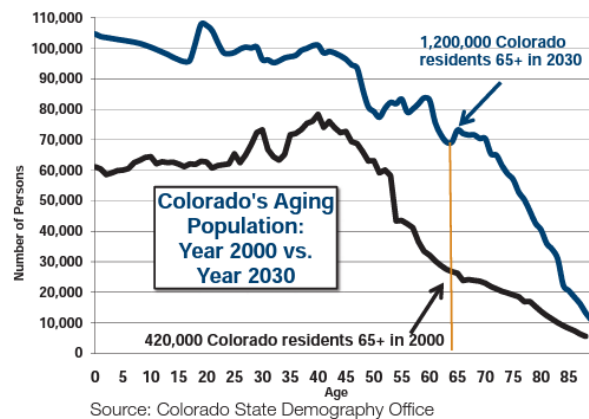


Colorado ranked highly against many other states for average wages for Registered Nurses. The 2022 median wage in Colorado is \$39.60/hour, while the national median wage is \$39.02/hour.

Needs analysis

Colorado experiences a strong increase in the demand for nurses, driven by health care reforms, baby boomer nurse retirements, and projected increases in the size and the average age of its population. The shortage of health care workers threatens Colorado residents' access to health care, resulting in a decreased quality of life and a negative impact on the state's economy.

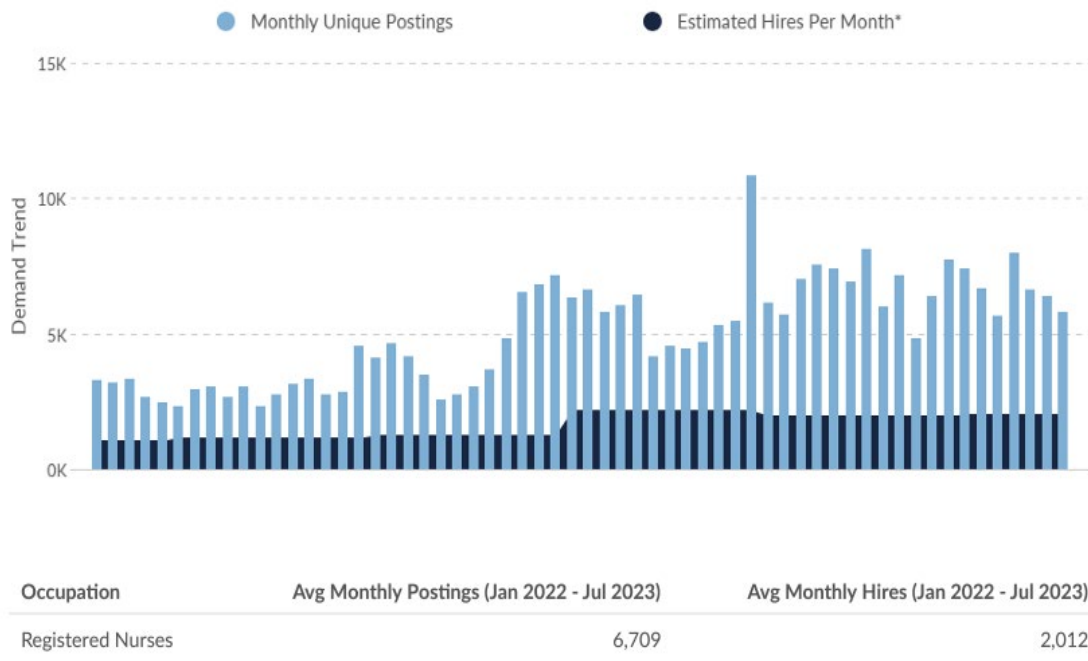
By 2030, Colorado's population is projected to grow by one million people and the population 65 and over will be three times the size it was in 2000, an increase from 420,000 to a total of 1.2 million. The 55-64 age group will grow at 5.9 percent per year until 2030. This surge in population growth is positively correlated with the nurse to patient ratio, increasing workload demands on Registered Nurses (RNs). In 2022, Colorado employed 54,396 RNs resulting in one nurse caring for 108 individuals in Colorado's population (Nurse Journal, 2022).



The 2022 Colorado Talent Pipeline Report lists Registered Nurse as the top occupation across Healthcare Tier 1 jobs (jobs benchmarked by an income that can support a family of three with two adults, one working, and one child). Openings associated with Registered Nurse occupations outpaced others in the healthcare industry with 4,024 annual openings projected per year across 2022 through 2032 (Colorado Talent Pipeline, 2022).

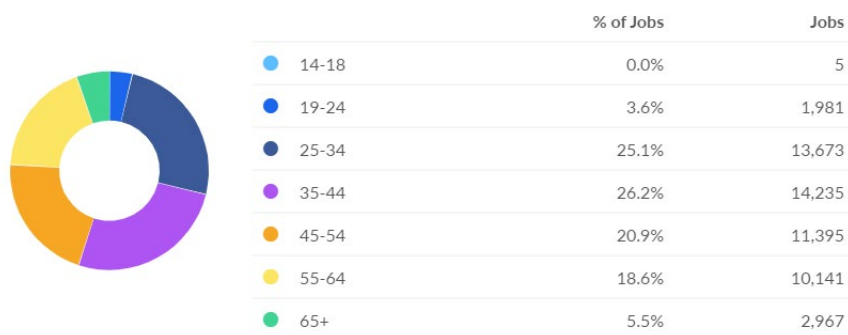
The critical workforce shortage for nurses is evident in the number of hires versus the number of unique postings and the demand versus supply. In 2021, the estimated number of completions from Colorado programs with a CIP code of 51.3801 was 3,623 in comparison to 4,275 openings for this occupation indicating a deficit of 652. Between January 2022 and July 2023, only 30% of the registered nurses open positions were hired demonstrating an imbalance between supply and demand and an increased need for additional RNs to sustain the healthcare workforce of Colorado.

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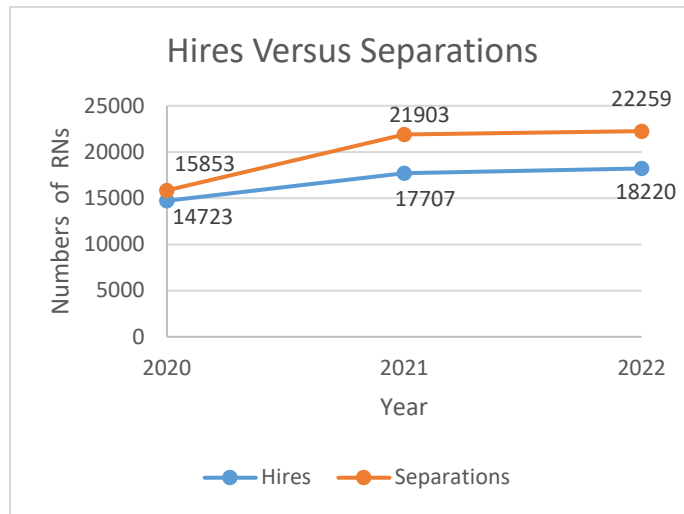
Employment of registered nurses in Colorado is projected to grow 15 percent from 2022 to 2032, faster than the national average for all occupations, with an average of 4,161 annual openings. Many of those openings are expected to result from the need to replace workers who transfer to different occupations or exit the labor force, such as to retire. In 1993, only 9 percent of Colorado’s health care workforce was over the age of 55 (Colorado Center for Nursing excellence, 2022). Currently, 24 percent (13,108) of Colorado’s active registered nurses are over the age of 55 and 2,967 are already over the age of 65 demonstrating the significance of the retirement risk in the nursing occupation (Lightcast, August 2023).

Occupation Age Breakdown



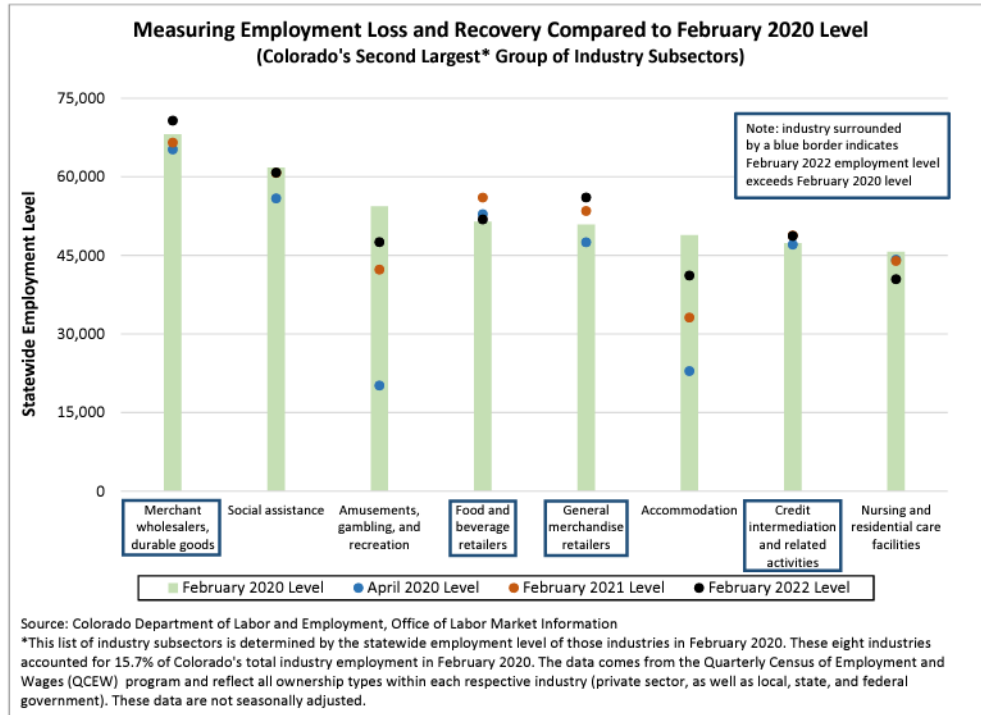
Additionally, Colorado and the nation experienced tremendous levels of job loss during the onset of the COVID-19 pandemic in the spring of 2020. Those losses cascaded throughout every major industry within Colorado by varying degrees of magnitude. The healthcare sector was one of the

sectors that were greatly impacted by COVID making the workforce shortage even worse. According to the results of a 2021 survey conducted by Morning Consult, 18% of healthcare workers, including nurses, have quit their jobs during the COVID-19 pandemic, while another 12% have been laid off. In addition, another 31% of nurses polled had considered quitting. The survey data was demonstrated in employment data reports pulled from EMSI Burning Glass (Lightcast). In the last three years, the separations exceeded the hires. Between 2020 and 2021(COVID year), there were 6,050 separations in comparison to 2,984 hires. This gap, supercharged by the pandemic, increased scarcity of nurses and added to the critical workforce shortage for registered nurses.



Colorado and employment recovery since the start of the pandemic looks different dependent on the industry. In the figure below, February 2020 was chosen as the period to represent a pre-pandemic baseline level of employment and is denoted by a light green bar. Three dots along the bar represent employment levels for that industry at varying periods following the start of the pandemic (blue: April 2020; orange: February 2021; black: February 2022). The industry title surrounded by a blue border indicates the February 2022 employment level of that subsector exceeds the February 2020 level. As shown, nursing has not returned to a pre-pandemic level of employment increasing the gap between demand and supply.

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Beyond the immediate need for more nurses in light of the COVID-19 pandemic, nursing is expected to remain one of the fastest-growing career paths for the next decade. The American Nurses Association (ANA) states there will be more registered nurse (RN) jobs available through 2023 than another other profession in the US and will continue to have a greater demand than any other occupation through 2026. ANA anticipates a need for 270,000 additional nurses nationwide between 2020-2030 and has urged the US Department of Health and Human Services to declare nursing staffing shortage a national crisis (ANA, 2021; NIH, 2022). According to a study by Mercer, the State of Colorado anticipates a deficit of over 10,000 registered nurses by 2026 and has identified Colorado one of the states with the greatest nursing shortage in the US (Mercer, 2021).

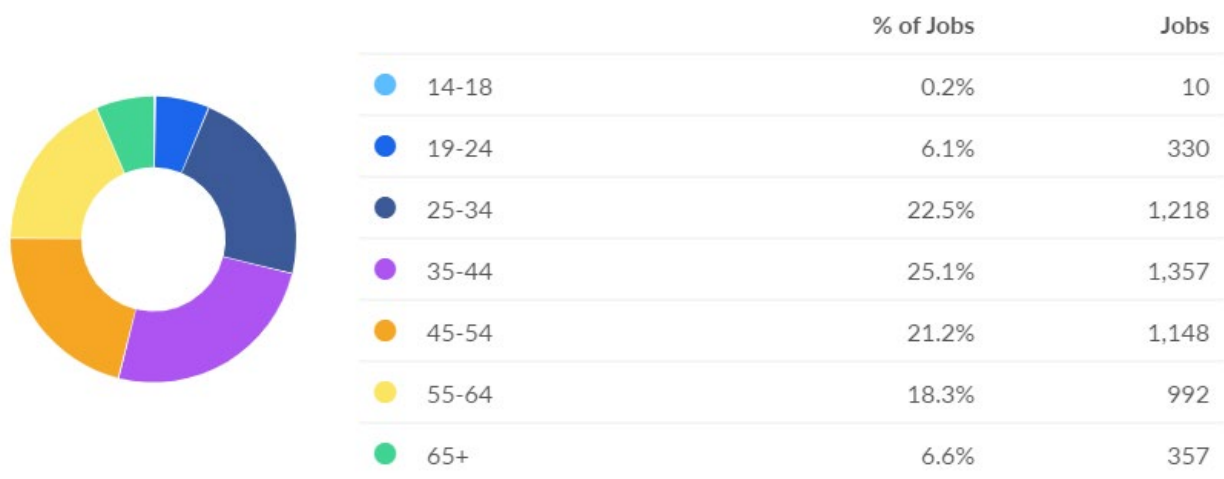
Practical Nursing to Bachelor of Science in Nursing at Community College of Denver

The current trend in nursing, which is to move away from the technical level towards the professional nursing role, and the growing need for trained nurses with baccalaureate degrees have led Community College of Denver (CCD) to propose the LPN-to-BSN program. This program will prepare highly competent professionals with the education necessary to meet the increasing need for quality health care in society today. Registered Nurses (RNs) responsibilities involve work that is more complex and analytical than that of LPNs. RNs provide a wide array of direct care services, such as administering treatments, care coordination, disease prevention, patient education, and health promotion for individuals, families, and communities. RNs may choose to obtain advanced clinical education and training to become Advanced Practice Nurses (who usually have a master's degree, although some complete doctoral-level training) and often focus in a clinical specialty area. And while nurses of all levels of training are in demand, there is a particular need for professionals with Master's degree-level training or higher. The job outlook for registered

nurses is projected to grow 16% from 2022 to 2032, just a fraction of the 54% growth rate for nurse practitioners, according to figures from the *Emsi Burning Glass economicmodelling*. Those figures serve as an indicator of the size of the potential pipeline into the LPN-to-BSN program.

The current overall workforce size for the Practical Nursing occupation in Colorado is 5,412. About 43.7 percent of which (2,366 LPNs) are between ages 25 and 44 who might be looking for professional growth opportunities.

Occupation Age Breakdown



The table below compares the 2021 annual salary of a licensed practical nurse to a registered nurse, along with the percent increase that can be expected. As indicated in the table below, the LPN to BSN program at Community College of Denver will provide professional growth opportunities for LPNs.

City/Area	Avg LPN Salary	Avg RN Salary	% Diff
Denver, Aurora, Lakewood - CO	\$54,270	\$75,340	38.8% ↑
Colorado Springs - CO	\$49,370	\$73,510	48.9% ↑
Fort Collins - CO	\$51,250	\$73,850	44.1% ↑
Boulder - CO	\$53,430	\$76,300	42.8% ↑
Pueblo - CO	\$49,310	\$72,320	46.7% ↑
Grand Junction - CO	\$46,970	\$72,610	54.6% ↑
Greeley - CO	\$48,890	\$71,720	46.7% ↑

The LPN-to-BSN program meets the needs of the LPNs in the Denver Metropolitan Area and beyond due to the lack of such a program in the area. The LPN-to-BSN bridge makes more financial sense for students instead of LPN-ADN-BSN path. Even though there are several community colleges within the Colorado Community College System that offer ADN to BSN programs, Community College of

Denver will be the first community college within the Colorado Community College System to offer a direct bridge from LPN to BSN.

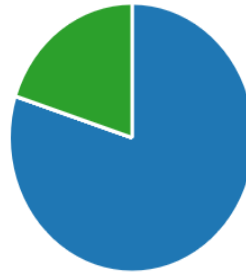
To assess student demand for the proposed program, CCD collected surveys from students from different cohorts. Out of the 20 LPN who completed the survey, sixteen students were interested in pursuing the CCD's proposed LPN-BSN degree after completing the LPN program, four students indicated that they might be interested, and one hundred percent of the respondents would like to be contacted once the LPN-BSN program is established. One hundred percent of the respondents are pleased with the Nursing education at CCD and ranked the LPN program between 4 and 5 on a scale of 1 to 5 with 1 being poor and 5 being excellent. The overall ranking average was at 4.75.

Are you interested in pursuing a Bachelor of Science Degree in Nursing from CCD after completing the LPN program?

[More Details](#)

[Insights](#)

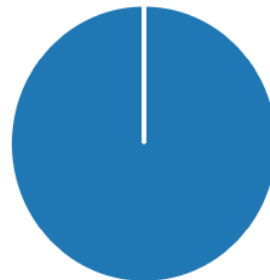
● Yes	16
● No	0
● Maybe	4



Would you like to be contacted when the LPN-BSN program is established?

[More Details](#)

● Yes	20
● No	0



How do you rate the Nursing education at the Community College of Denver from a scale of 1 to 5 with 1 being poor and 5 being excellent?

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20
Responses

4.75
Average Number

ID	How do you rate the Nursing education at the Community College of Denver from a scale of 1 to 5 with 1 being poor and 5 being excellent?
2	5
3	5
4	5
5	4
6	5
7	5
8	4
9	5
10	4
11	5
12	4
13	5
14	5
15	5
16	5
17	5
18	5
19	5
20	5
21	4

The majority of respondents (83.3%) were interested in a hybrid delivery format, 5.6% were interested in a face-to-face program, and 11.1% favored an online delivery format.

The proposed Bachelor's degree is being designed to offer possible delivery methods. What would be your preferred delivery option as a student?

[More Details](#) [Insights](#)

- Online 3
- Face-to-face 1
- Hybrid (Blended, face-to-face...) 16
- I am not interested 0



While 80.0% of respondents preferred a daytime and/or a weekday program, 20.0% preferred an evening and/or weekend program.

The proposed bachelor's degree is intended to offer flexible schedule for students who need to go to school and work at the same time. What is the schedule preference?

[More Details](#)

[Insights](#)

Day-time	10
Evenings	3
Weekends	1
Week days	6
Not interested	0



In summary,

- The State of Colorado is suffering a critical shortage of nurses due to increased retirement, high attrition during COVID and beyond, and healthcare reform. The nursing shortage poses a serious threat to safe delivery of patient care and quality of care.
- Colorado's population is projected to increase by one million with a significant rise in the elderly population increasing the demand on the healthcare industry to deliver care
- RN is listed as one of Colorado's Top 5 in-demand jobs and one of Colorado's fastest growing occupations, averaging 6,709 monthly job postings soliciting RNs for work
- LPNs can gain great benefits from advancing their career into RN roles.
- The preferred degree for nursing is the bachelor's degree and is required by most healthcare facilities within three years of employment

CCD's implementation of an LPN-BSN program is not only timely but critical. This program will relieve financial stress by increasing median wages, decrease patient loads and nursing attrition through nursing replenishment, and increase safe patient care delivery through widening scopes of practice and reinforcing the workforce with skilled healthcare professionals. Given that CCD's LPN program has one of the most diverse student cohorts in the state, this bridge would also facilitate the state's objective to increase diversity in its nursing pool.

2. The regional and professional accreditation requirements for the degree program, if applicable, have been met.

Regional accreditation. This program requires approval by the State Board of Nursing and by the Higher Learning Commission (HLC). At its July 26, 2023 Full Board meeting the State Board of Nursing voted to Recognize Phase I application for Community College of Denver, LPN to BSN

program with the authority to admit 20 students annually and the ability to seek increased admissions once additional clinical placements are secured in the specialty areas, Appendix A. CCD will submit the HLC BSN Degree Request for Degree Approval and Substantive Change Application upon receiving all appropriate System and State approvals of the program.

3. Providing the degree program within the Community College System is cost-effective for the students and the Community College System.

Supporting data. CCD’s LPN-to-BSN program offers a cost-effective degree completion option. It is designed to maximize credit transferability and reduce total number of credits required to obtain a BSN degree. CCD LPN alumni will be able to transfer 49 credits from PN certificate and pre-requisite courses into the LPN-BSN . Recently, CCD made changes to the pre-requisite course of the practical nursing program to allow for the smooth transition from the PN to the BSN program. Students will only need to complete an additional 71 credits for BSN completion. This far exceeds other Schools of Nursing transfer allowances and will reduce the overall time spent in completing the BSN degree.

The table below illustrates how CCD’s tuition and fees for the BSN compared to published tuition and fees rates at other institutions that offer similar bachelor’s degrees. To allow for accurate comparison, CCD’s tuition include the LPN certificate and the LPN-to-BSN bridge program **Note - comparative program costs in the chart below reflect 2022-2023 rates and do not include books, room and board required by some four-year institutions.*

Institution	Program	In-state Tuition
Community College of Denver	Bachelor of Nursing	\$39,509
Metropolitan State University of Denver	Bachelor of Nursing	\$76,220
Colorado State University-Pueblo	Bachelor of Nursing	\$57,070
University of Colorado-Anschutz Medical Center	Bachelor of Nursing	\$83,947

CCD prepared a cost-benefit analysis for the degree (See p. 14). CCD projects that the BSN will make profit starting year three after the implementation without any negative effects on operations of other academic programs.

Program budget assumptions. CCD expects 20 students for the first year using approved admissions by State Board of Nursing with an increase to 30 students starting year two after securing additional clinical sites.

Revenue projections are based on the LPN-to-BSN courses and does not include any courses from the LPN certificate. Tuition will be charged at a rate similar to the rate by some CCCS schools that offer the BSN program are charging.

Enrollment

Twenty Full-time students will be enrolled in the first year. We do allow for 10% annual attrition in our projections. Based on these assumptions, 20 students will be enrolled in the first year. In the second year, 48 students will be enrolled (18 continuing students + 30 new incoming students). Using the same assumptions as above, 73 (43 continuing students and 30 new incoming students). In year four, it is projected that 16 students will graduate and 30 new students will enroll, inclusive of 10% attrition, for a total of 81 students. Using the same rationale, the total number of students in year five and beyond will be approximately 81.

Personnel

CCD will hire two full-time faculty members with graduate nursing degrees to support the bridge program. CCD's current employees in the Practical Nursing program including the DNEP and the simulation coordinator will also serve in the LPN-to-BSN bridge program. Current PN nursing faculty members with graduate degrees will participate in instruction activities in the bridge program. CCD will employ a clinical coordinator to support students' clinical experiences. CCD may need to hire adjunct instructors with specific expertise in some subject areas. We will monitor for any additional faculty needs as enrollment increases.

Salaries and benefits for faculty and adjuncts are projected to increase 3%.

Instructional Operating Expenses

Instructional material and supplies that are integral to the success of the degree is represented in the Operating line item in the budget. Those will be covered by course fees. Additional items under Operating include marketing, professional development, curriculum development, and official functions including advisory board meetings.

Non-Instructional Operating Expenses

All other services integral to the success of students are represented in the Non-Instructional Operating Expenses line item in the budget. These include academic success coaching, retention coordination, academic advising, career placement, library services, tutoring, technical services and support, equipment depreciation, physical space operations, and fiscal and human resources services necessary for supporting students, faculty, and staff. Courses in the proposed program will be offered primarily online minimizing burden on physical facilities. The practicum course and the internship may involve the use of some offsite facilities.

Full Program Cost-Benefit Analysis

On the following page is a cost benefit analysis for the full program. The program begins to make an annual profit in Year 3, Fiscal Year 2026-27.

Community College of Denver								
Bachelor of Science in Nursing (LPN to BSN)								
COST / BENEFIT ANALYSIS								
		Fiscal Year						
		Prep Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
REVENUES:		2023-24	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Tuition - Resident			\$165,318	\$449,840	\$604,035	\$643,044	\$662,327	\$682,202
State Funding (COF)			\$70,493	\$186,436	\$245,135	\$259,272	\$267,057	\$275,061
Total Tuition			\$235,811	\$636,276	\$849,170	\$902,316	\$929,385	\$957,263
Registration Fee			\$672	\$2,490	\$3,901	\$4,458	\$4,592	\$4,730
High Cost Course Fees			\$2,872	\$8,149	\$11,265	\$12,097	\$12,460	\$12,834
Course Fees			\$26,037	\$73,872	\$102,120	\$109,667	\$112,957	\$116,346
Total Other Revenue			\$29,581	\$84,511	\$117,286	\$126,222	\$130,009	\$133,909
TOTAL REVENUE			\$265,392	\$720,786	\$966,455	\$1,028,539	\$1,059,394	\$1,091,173
EXPENSES:								
Salaries/Benefits:								
Nursing Faculties		\$ -	\$ 145,550.00	\$ 149,916.50	\$ 154,414.00	\$ 159,046.41	\$ 163,817.81	\$ 168,732.34
Nursing Faculty Benefits		\$ -	\$ 58,220.00	\$ 59,966.60	\$ 61,765.60	\$ 63,618.57	\$ 65,527.12	\$ 67,492.94
Faculty - Salary			\$ 72,775.00	\$ 74,958.25	\$ 77,207.00	\$ 79,523.21	\$ 81,908.90	\$ 84,366.17
Faculty - Benefits			\$ 29,110.00	\$ 29,983.30	\$ 30,882.80	\$ 31,809.28	\$ 32,763.56	\$ 33,746.47
Program Director		\$ 52,500.00	\$ 54,075.00	\$ 55,697.25	\$ 57,368.17	\$ 59,089.21	\$ 60,861.89	\$ 62,687.75
Program Director Benefits		\$ 21,000.00	\$ 21,630.00	\$ 22,278.90	\$ 22,947.27	\$ 23,635.69	\$ 24,344.76	\$ 25,075.10
Sim Coordinator		\$ 35,500.00	\$ 36,565.00	\$ 37,661.95	\$ 38,791.81	\$ 39,955.56	\$ 41,154.23	\$ 42,388.86
Sim Coordinator Benefits		\$ 14,200.00	\$ 14,626.00	\$ 15,064.78	\$ 15,516.72	\$ 15,982.23	\$ 16,461.69	\$ 16,955.54
Clinical Coordinator		\$ 17,160.00	\$ 17,674.80	\$ 18,205.04	\$ 18,751.20	\$ 19,313.73	\$ 19,893.14	\$ 20,489.94
Clinical Coordinator Benefits		\$ 6,864.00	\$ 7,069.92	\$ 7,282.02	\$ 7,500.48	\$ 7,725.49	\$ 7,957.26	\$ 8,195.97
Adjunct - Salary		\$ -	\$ 20,356.55	\$ 57,323.91	\$ 76,486.76	\$ 83,059.09	\$ 89,956.91	\$ 92,655.62
Adjunct - Benefits		\$ -	\$ 8,142.62	\$ 22,929.56	\$ 30,594.71	\$ 33,223.64	\$ 35,982.77	\$ 37,062.25
Faculty Curriculum Development		\$ 72,633.54	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Technical/Professional - Salary								
Subtotal Salary/Benefits		\$ 219,857.54	\$ 485,794.89	\$ 551,268.07	\$ 592,226.50	\$ 615,982.11	\$ 640,630.04	\$ 659,848.94
Operating Expenses:								
Instructional Supplies/Resources		\$0	\$26,037	\$73,872	\$102,120	\$109,667	\$112,957	\$116,346
Program Marketing		\$10,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Prof. Development & Travel		\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Official Functions - Advisory Boards		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Instructional Operating Expenses			\$54,078	\$137,898	\$173,048	\$178,456	\$178,456	\$178,456
Subtotal Program Operating Expenses		\$10,000	\$95,115	\$226,770	\$290,169	\$303,123	\$306,413	\$309,802
TOTAL EXPENSES		\$229,858	\$580,910	\$778,038	\$882,395	\$919,105	\$947,043	\$969,651
YEARLY PROFIT (LOSS)		(\$229,858)	(\$315,517)	(\$57,251)	\$84,060	\$109,433	\$112,350	\$121,522
<i>FTE</i>			<i>20</i>	<i>51</i>	<i>64</i>	<i>66</i>	<i>66</i>	<i>66</i>

4. The degree program is sufficiently distinguishable from: a) an existing degree program at a state four-year institution of higher education that is provided to a student who resides in the community college’s geographic service area, as defined by the Commission pursuant to Section 23-1-109 (2), without the student having to change his or her residence, or b) a degree program that has been successfully offered previously in conjunction with a state four-year institution of higher education, which degree program will be reinstated sooner than the degree program could be offered by the community college.

Supporting data.

The LPN-to-BSN bridge program is sufficiently distinguishable from existing degrees at community colleges within the Colorado Community College System and programs at state-four-year institution. Even though there are several community colleges within the Colorado Community College System that offer ADN to BSN programs, these programs do not have a direct pathway from LPN to BSN. CCD’s proposed LPN-BSN program would be the first LPN to BSN pathway within the Colorado Community College System.

Other institutions that offer a LPN-BSN program include Colorado Mesa University (MSU). Due to the hands-on nature of the program and the face-to-face delivery format, a 244-mile or greater drive would not likely pull local residents to the competing program.

Below is the proposed tentative curriculum and suggested course sequencing for LPN-BSN option.

Practical Nursing Prerequisites:

Course Code	Course Name	Credit Hours
BIO 2101	Basic Anatomy & Physiology w/ Lab I	4
BIO 2102	Basic Anatomy & Physiology w/ Lab II	4
BIO 2104	Microbiology w/ Lab	4
ENG 1021	English Composition I	3
MAT 1120	Math for Clinical Calculations	3
	Total	18

LPN Transfer Credit:

Course Code	Course Name	Credit Hours
NUR 1005	Practical Nursing Arts and Skills	6
NUR 1010	Pharmacology for Practical Nursing	3
NUR 1002	Alterations in Adult Health I	4
NUR 1004	Alterations in Adult Health II	5
NUR 1013	Basic Concepts of Maternal- Newborn Nursing	2
NUR 1014	Basic Concepts of Pediatric- Nursing	2
NUR 1070	Clinical I	3

NUR 1071	Clinical II	2
NUR 1072	Clinical III	1
NUR 1073	Clinical IV	3
	Total	31

First Semester

Course Code	Course Name	Credit Hours
BIO 2116	Pathophysiology	4
ENG 1022	English Composition II	3
PSY 2440	Human Growth & Development	3
NUR 1089	Transition from LPN to ADN	4
	Total	14

Second Semester

Course Code	Course Name	Credit Hours
NUR 2006	Advanced Concepts of Medical-Surgical Nursing I	6.5
NUR 2012	Pharmacology II	2
NUR 2011	Psychiatric-Mental Health Nursing	4
GT-AH	Any GT-AH (Elective)	3
	Total	15.5

Third Semester

Course Code	Course Name	Credit Hours
GT-AH	Any GT-AH (Elective)	3
MAT 1260	Intro to Statistics	3
	Total	6

Fourth Semester

Course Code	Course Name	Credit Hours
NUR 2016	Advanced Concepts of Medical Surgical Nursing II	5
PSY 2222	Psychology of Death/Dying	3
NUR 3003	Nursing Research/Evidence- Based Practice	3
NUR 3002	Trends in Nursing Practice	3
	Total	14

Fifth Semester

Course Code	Course Name	Credit Hours
NUR 4008	Legal & Ethical Issues Related to Professional Nursing Practice	3
NUR 4010	Community Health Nursing/Practicum	6
NUR 3001	Integration into BSN Practice	3
GT-HIS	Any HIS (Elective)	3
	Total	15

Sixth Semester: (Summer)

Course Code	Course Name	Credit Hours
NUR 4011	Senior Seminar	3
NUR 4009	Leadership in Nursing Profession/Practicum	3.5
	Total	6.5

- 5. The degree program could not be provided through a statewide transfer agreement pursuant to Section 23-1-108 (7) with an accredited state four-year institution in the community college’s geographic service area or with an accredited state four-year institution of higher education that has a statewide service area, as defined by the Commission pursuant to Section 23-1-109 (2), that will deliver an existing Bachelor of Applied Science program in the community college’s service area sooner than the degree program could be offered by the community college.**

Supporting data

The proposed degree program could not be provided through a state transfer agreement due to the lack of an accredited public four-year institution in the state of Colorado that offers a direct pathway from LPN to BSN.

- 6. The proposed program addresses the needs of the community.**

Supporting data

To gauge employers’ interest in the proposed degree, CCD conducted an Advisory board meeting on April 29th, 2020, to discuss the nursing programs at CCD. Representatives from VA Medical Center Outpatient Wound Care Clinics, Denver Health – Denver Sheriff’s Office (Denver Jail), UC Health, Children’s Hospital, SkyRidge Medical Center, SCL Health St. Josephs’ Hospital, and Littleton Adventist Hospital attended the meeting. Overwhelmingly, one hundred percent of attendees were

highly supportive of the proposed program as it addresses critical industry shortage. The LPN-BSN program meets the needs of the LPNs in the Denver Metropolitan Area and beyond due to the lack of such a program in the area. The LPN-to-BSN bridge makes more financial sense for students instead of LPN-ADN-BSN path, advisory board members noted.

Industry partners have shown commitment to the proposed program by submitting commitment letters (Appendix B) offering clinical experiences for the programs' students. Numerous agencies have multiple clinical sites and offer clinical experiences for more than one patient population. These agencies collectively offer clinical experiences in Community Health, Medical-Surgical, Pediatrics, Obstetrics, Leadership, Practicum, and Mental Health. These partners include:

- Denver Health
- Kaiser Permanente
- Craig Hospital
- Life Care Center of Aurora
- UC Health
- HealthOne
- 365 Health

RECOMMENDATION:

Recommendation to the Board for approval of a LPN-BSN bridge program for CCD. The legislative criteria for approval of a BSN degree are set by SB 22-003. Additional information is provided in Appendices.

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Appendix A

LPN-to-BSN Phase I application Board of Nursing Recognition

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COLORADO

**Department of
Regulatory Agencies**

Division of Professions and Occupations

Dr. Fida Obeidi, PhD, PMP
Academic Dean
Health Sciences & STEM
Community College of Denver
Fida.Obeidi@ccd.edu

Dr. Zoe Onyun, RN
Zoe.Onyun@ccd.edu

August 4, 2023

Dear Dr. Obeidi,

At its July 26, 2023 Full Board meeting the State Board of Nursing voted to Recognize Phase I application for Community College of Denver, LPN to BSN program with the authority to admit 20 students annually and the ability to seek increased admissions once additional clinical placements are secured in the specialty areas. Your program is now authorized to move forward with a Phase II application. The regulations for this application are located in the Board of Nursing Rule 1.2 section F. 3. This application requires that the program document compliance with section E. criteria.

Applications at the Board are good for one year. Therefore, the Board will need to have your Phase II application submitted by July 26, 2024.

Please let me know if you have any questions. I look forward to continued work with your program.

Sincerely,

Roberta Hills
Program Director
State Board of Nursing

Appendix B

Industry Commitment Letters for Clinical Experiences

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To whom it may concern,

365 Health, formerly 9Health Fair, is a nonprofit organization working to advance health awareness in Colorado communities by providing people with the tools they need to take responsibility for their own health. We believe long lasting health starts with prevention. Through community health fairs, vaccination clinics, digital health tools, and dedicated medical and non-medical volunteers, our work aims to help Coloradans live healthy 365 days a year.

In our 43-year history of offering community-based Health Fairs, medical school programs have been an integral part of successfully reaching communities across Colorado with live saving preventive health screenings. Health Fairs typically take place in schools, rec/community centers, hospitals, and other places where a community already feels comfortable and safe.

For the purposes of this endorsement, I will now speak to our metro-area opportunities for nursing students. The main opportunities that exist for nursing students are at our community Health Fairs:

- The Health Fairs run in 3-month seasons in the Spring (March - May) and Fall (September - November).
 - Spring Fairs have about 30 locations in the metro-area.
 - Fall Fairs have about 15 locations in the metro-area.
 - Each fair (depending on the size) can accommodate 5 to 15 students, and we work to get each medical school space at 2 to 5 health fairs in a season.
- At the Health Fairs, students can participate in several screening positions, with community health education, as a phlebotomist in the blood draw area, and more. The patient population is Community Health.

Thank you for the opportunity to speak about our work in the community. We are eager to continue working with and supporting medical programs, like the CCD LPN-BSN Nursing Program. These students are the future of healthcare in Colorado, and we are proud to be a part of their clinical and community experience.

Yours in health,
Kristin Richmann

Volunteer Engagement Manager
365 Health
kristin.richmann@365health.org



CRAIG

UNYIELDING DETERMINATION.
EMPOWERING LIVES.

Name of Organization and Facilities

Craig Hospital

Type of learning opportunities (Patient Populations)

Rehab: Spinal Cord Injury/Brain Injury

Average Daily Census

82 - 85

Maximum number of students that could be accommodated each semester

6

Locations

Englewood, CO

Any Limitations or Restrictions

Currently with our schedule, most student shifts will have to be night shifts, and we may be limited on Clinical Scholars/Clinical Instructors depending on when you are looking to have students at Craig Hospital.

Derrek Hidalgo

CNO, VP of Nursing Services



DENVER HEALTH™

est. 1860

FOR LIFE'S JOURNEY

November 21, 2022

Taylor Asher
Clinical Coordinator
Office: 303-365-8359
Taylor.Asher@ccd.edu

RE: LPN to BSN Clinical Learning Endorsement

To whom it may concern,

I am writing this letter to endorse clinical learning opportunities for the LPN to RN Program on behalf of Denver Health and Hospital Authority (DHHA). Clinical learning opportunities will take place in clinical settings throughout Denver Health's hospital, community health centers and ambulatory care centers. The number of students Denver Health supports will be determined on an annual basis, and clinical rotations will be specified in the affiliation agreement on an annual basis.

We very much support this program as worthwhile and needed. This program will help to create qualified candidates for positions that are currently in demand and positions for which the demand will only increase into the future.

Sincerely,

Kathy Boyle, PhD, RN, NEA-BC
Chief Nursing Officer
Denver Health Hospital and Authority

February 1, 2023

Colorado Board of Nursing,

I am writing on behalf of HealthONE in support of Community College of Denver's Practical Nursing to Bachelor's in Science of Nursing program. HealthONE has been a long supporter of medical and nursing clinical experiences and will continue to support clinical opportunities. HealthONE has clinical placement opportunities in 6 facilities across Colorado serving a variety of patient populations.

Please find the below information as our commitment to clinical placement for this program.


North Suburban Medical Center				
Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Location	Limitations or Restrictions
<i>Med/Surg</i>	<i>MS- 23</i>	<i>MS- 5</i>	<i>Thornton, CO</i>	<i>Must complete on-boarding through MCE. Rotations may be night shift and school to provide instructor (if HealthONE is not able to provide a scholar, through clinical scholar agreement)</i>
Presbyterian/St. Luke's Medical Center				
Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Location	Limitations or Restrictions
<i>Med/Surg Peds OB</i>	<i>MS- 17 Peds- 14 OB- 25</i>	<i>MS- 6 Peds- 6 OB- 6</i>	<i>Denver, CO</i>	<i>Must complete on-boarding through MCE. Rotations may be night shift and school to provide instructor (if HealthONE is not able to provide a scholar, through clinical scholar agreement)</i>
The Medical Center of Aurora				

Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Location	Limitations or Restrictions
<i>Med/Surg Mental Health</i>	<i>MS- 22 MH-15</i>	<i>MS- 6 MH- 6</i>	<i>Aurora, CO</i>	<i>Must complete on-boarding through MCE. Rotations may be night shift and school to provide instructor (if HealthONE is not able to provide a scholar, through clinical scholar agreement)</i>
Rose Medical Center				
Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Location	Limitations or Restrictions
<i>Med/Surg</i>	<i>MS- 20</i>	<i>MS- 6</i>	<i>Denver, CO</i>	<i>Must complete on-boarding through MCE. Rotations may be night shift and school to provide instructor (if HealthONE is not able to provide a scholar, through clinical scholar agreement)</i>
Swedish Medical Center				
Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Location	Limitations or Restrictions
<i>Med/Surg</i>	<i>MS- 20</i>	<i>MS- 12 (two groups)</i>	<i>Englewood, CO</i>	<i>Must complete on-boarding through MCE. Rotations may be night shift and school to provide instructor (if HealthONE is not able to provide a scholar, through clinical scholar agreement)</i>
SkyRidge Medical Center				

Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Location	Limitations or Restrictions
<i>Med/Surg</i>	<i>MS- 35</i>	<i>MS- 12 (two groups)</i>	<i>Thornton, CO</i>	<i>Must complete on-boarding through MCE. Rotations may be night shift and school to provide instructor (if HealthONE is not able to provide a scholar, through clinical scholar agreement)</i>

We are committed to the training and education of our current and future nursing workforce.

Sincerely,



Ryan Thornton
 Division Chief Nurse Executive
 HCA-HealthONE, Continental Division



November 28, 2022

Colorado State Board of Nursing
1560 Broadway # 1350
Denver, CO 80202

Colorado Board of Nursing,

I am writing on behalf of Kaiser Permanente Colorado in support of Community College of Denver's Practical Nursing to Bachelor's in Science of Nursing program. We will continue to support clinical opportunities as business operations allow with an executed affiliation agreement on file. Multiple nursing roles and ambulatory practice clinical specialties are available across the 30 clinics in the front range of Colorado. Kaiser Permanente has an established annual process for evaluating requests for clinical placement of nursing students, and we will continue to review our capacity for placements in accordance with operational considerations. In addition, we have a robust workforce development infrastructure to support the ongoing professional development of our staff and Colorado's future nurses.

Please find the below information as our commitment to clinical placement for this program.

Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Location	Limitations or Restrictions
<i>Ambulatory care (outpatient, care continuum and age-specific populations)</i>	<i>n/a</i>	<i>Primary Care/Telehealth - 5 Specialty Care (OB, Peds, other) -3</i>	<i>Various Medical Office Buildings in the Denver/Boulder Area</i>	<i>One student per clinic</i>

We are committed to the training and education of our current and future nursing workforce.

Sincerely,

Sara Kollman, DNP, RN, NE-BC
Chief Nursing Officer/ Nurse Executive
Kaiser Permanente Colorado



December 1, 2022

Colorado State Board of Nursing
 1560 Broadway #1350
 Denver, CO 80202

Re: Clinical Sites for Nursing Students

Dear Sirs or Madams:

I am writing on behalf of Life Care Centers of America, Mountain States Division, in support of Community College of Denver’s Practical Nursing to Bachelor’s in Science of Nursing program. As a long-term care provider in Colorado, Life Care has long been a supporter of medical and nursing clinical experiences and will continue to support clinical opportunities. To this end, we have clinical placement opportunities in six facilities across Colorado serving a variety of patient populations.

Please find the below information as our commitment to clinical placement for this program:

Life Care Center of Aurora 14101 East Evans Ave Aurora, CO 80014 303.751.2000			
Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Limitations or Restrictions
Geriatric Care MS= Medical/ Surgical & Rehab LTC = Long-Term care	MS- 30 LTC - 60	MS – 5 LTC – 5	Must be COVID Vaccinated and comply with all vaccine requirements May be required to wear N95 at times



Garden Terrace Alzheimer's Center of Excellence 1600 S Potomac Aurora, CO 80012 303.750.8418			
Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Limitations or Restrictions
Geriatric Care dedicated to residents in various stages of dementia. Four secured units and two open units	80	8	Must be COVID Vaccinated and comply with all vaccine requirements May be required to wear N95 at times

Life Care Center of Littleton 1500 West Mineral Ave Littleton, CO 80120 303.802.7234			
Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Limitations or Restrictions
Geriatric Care MS= Medical/ Surgical & Rehab LTC = Long-Term care	MS- 35 LTC - 40	MS – 6 LTC – 4	Must be COVID Vaccinated and comply with all vaccine requirements May be required to wear N95 at times



Life Care Center of Stonegate 15720 Garden Plaza Dr Parker, CO 80134 303.805.2085			
Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Limitations or Restrictions
Geriatric Care MS= Medical/ Surgical & Rehab LTC = Long-Term care	MS- 32 LTC - 30	MS – 5 LTC – 2	Must be COVID Vaccinated and comply with all vaccine requirements May be required to wear N95 at times

Villa Manor 7950 W Mississippi Ave Lakewood, CO 80226 303.986.4511			
Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Limitations or Restrictions
Geriatric Care MS= Medical/ Surgical & Rehab LTC = Long-Term care	MS- 30 LTC - 70	MS – 5 LTC – 6	Must be COVID Vaccinated and comply with all vaccine requirements May be required to wear N95 at times



Western Hills Care Center 1625 Carr Street Lakewood, CO 80124 303.232.6881			
Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Limitations or Restrictions
Geriatric Care MS= Medical/ Surgical & Rehab LTC = Long-Term care	MS- 20 LTC - 70	MS – 4 LTC – 6	Must be COVID Vaccinated and comply with all vaccine requirements May be required to wear N95 at times

We also have facilities in Colorado Springs and Longmont that would be happy to accommodate students should it be needed in those areas.

We are committed to the training and education of our current and future nursing workforce. Please do not hesitate to contact me with questions or if you require additional information.

Sincerely,

Michelle Shockey, RN
 Division Director of Clinical Services
 Life Care Centers of America
 Mountain States Division
 303.680.0088



November 28, 2022

Colorado Board of Nursing,

I am writing on behalf of UCHealth in support of Community College of Denver’s Practical Nursing to Bachelor’s in Science of Nursing program. UCHealth has been a long supporter of medical and nursing clinical experiences and will continue to support clinical opportunities. UCHealth has clinical placement opportunities in several facilities across Colorado serving a variety of patient populations.

Please find the below information as our commitment to clinical placement for this program.

All Adult Patient Populations

Name of Facility University of Colorado Hospital				
Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Location	Limitations or Restrictions
<i>Mental Health, Medical Surgical & Labor/Delivery, Periop</i>	<i>MH- 30 MS- 360 ICU- 90 ED – 75 L/D- 36 Periop- variable</i>	<i>MH- 6 Adult Care- 6 ICU- 1 practicum only ED – 1 practicum only L/D -6 Periop-1 practicum only</i>	<i>Aurora, CO</i>	<i>Must be COVID Vaccinated and comply with all vaccine requirements, background check, drug screen</i>

Name of Facility Highlands Ranch Hospital				
Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Location	Limitations or Restrictions
<i>Mental Health, Medical Surgical &</i>	<i>MH- 0</i>	<i>MH-0</i>	<i>Highlands Ranch, CO</i>	<i>Must be COVID Vaccinated and</i>



<i>Labor/Delivery, Periop</i>	<i>MS- 108 ICU- 8 ED – variable L/D- 18 Periop- variable</i>	<i>Adult Care- 6 ICU- 1 practicum only ED – 1 practicum only L/D- 6 Periop-1 practicum only</i>		<i>comply with all vaccine requirements, background check, drug screen</i>
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Name of Facility Longs Peak Hospital				
Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Location	Limitations or Restrictions
<i>Mental Health, Medical Surgical & Labor/Delivery, Periop</i>	<i>MH- 0 MS- 42 ICU- 12 ED – variable L/D- 18 Periop- variable</i>	<i>MH- 0 Adult Care- 6 ICU- 1 practicum only ED – 1 practicum only L/D- 6 Periop-1 practicum only</i>	<i>Longmont, CO</i>	<i>Must be COVID Vaccinated and comply with all vaccine requirements, background check, drug screen</i>
Name of Facility Broomfield Hospital				
Patient Populations	Average Daily Census for each Population	Maximum Number of nursing Students that could be accommodated per semester for each population	Location	Limitations or Restrictions
<i>Mental Health, Medical Surgical & Labor/Delivery, Periop</i>	<i>MH- 0 MS- 24 ICU- 0 ED – variable L/D- 0</i>	<i>MH- 0 Adult Care- 6 ICU- 1 practicum only ED – 1 practicum only L/D- 0 Periop-1 practicum only</i>	<i>Broomfield, CO</i>	<i>Must be COVID Vaccinated and comply with all vaccine requirements, background check, drug screen</i>



	<i>Periop- variable</i>			
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We are committed to the training and education of our current and future nursing workforce.

Sincerely,

Kari Waterman

Kari Waterman, MS, CNS, RN, NPD-BC, NEA-BC
Director, Professional Development
UCHealth- Metro Denver Region