



Soar into your future

Meeting New Hampshire's Workforce Needs: Program Sharing within the Community College System of New Hampshire

An Update Prepared for the New England Commission on Higher Education

May 22, 2023



River Valley Community College • One College Place, Claremont, NH 03743 • (603) 542-7744 • www.rivervalley.edu

This report updates the Commission on the progress of the program sharing proposal for RVCC's Licensed Practical Nursing Certificate, approved in the spring of 2021. The program has been successfully shared with three other institutions to date, and has graduated 107 nurses, creating an immediate positive impact on both students and healthcare institutions in the state of New Hampshire.

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Introduction

In January 2021, River Valley Community College (RVCC) proposed a program sharing plan which would allow RVCC to offer its Licensed Practical Nursing (LPN) certificate at Lakes Region Community College (LRCC). The plan was to partner with LRCC to use their current Registered Nursing facilities, with RVCC faculty implementing the LPN curriculum at the LRCC campus. Students would take their general education requirements at LRCC, and their LPN courses with RVCC. This plan allowed the state of New Hampshire to quickly tackle its nursing shortage with the delivery of a consistent and high-quality program in an efficient manner which made the most of the state's limited resources. The New England Commission on Higher Education approved this plan; and approved for the program, if successful, to be implemented at any of the CCSNH institutions. With the success of RVCC's LPN program at LRCC, a cohort was opened at White Mountains Community College (WMCC- Littleton Academic Center) in January 2022 and at Manchester Community College (MCC) in January 2023 (see Table 1).

Table 1: Program Locations, Program Options, Methods of Delivery, and Enrollment

Program location Name/address	Program options offered	Total number of FT and PT students enrolled in each program option	Methods of delivery for each program options (e.g., face to face, online hybrid)
RVCC Keene Academic Center 88 Winchester Street Keene, NH 03431	LPN	15	Face to face
RVCC Lebanon Academic Center 15 Hanover Street Lebanon, NH 03766	LPN	21	Face to face
RVCC LPN at White Mountains CC Littleton Academic Center 646 Union Street Littleton, NH 03561	LPN	12	Face to face
RVCC LPN at Lakes Region CC 379 Belmont Rd Laconia, NH 03246	LPN	12	Face to face
RVCC LPN at Manchester CC 1066 Front St, Manchester, NH 03102	LPN	15	Face to face

Enrollment

The College has a policy of open enrollment. However, to prepare students for success and retention within the program, and due to the limited number of available seats in each cohort, the

Department of Nursing has specific admission requirements. Applicants must achieve a minimum score in each of the four areas of the Assessment Technologies Incorporated (ATI) Test of Essential Academic Skill (TEAS) pre-entrance exam. Cut scores are recommended by ATI and are consistent with other CCSNH nursing programs. Minimum scoring parameters are described on the RVCC nursing program website.

Student selection is competitive, and acceptance is determined using an objective, point-based system intended to promote equity in admission decisions. Once accepted into the Nursing program, nursing students must achieve a minimum grade of 80% (B-) in the nursing core courses (LPN Nursing Care I, II, III) to progress to the next nursing course. Nursing theory and clinical must be successfully completed concurrently. Students must meet the minimal expected performance level in clinical to progress to the next nursing course. Student progression is monitored by their academic advisors, and those who may be at risk collaborate with the advisor to develop an action plan for success.

Despite the rigor of both the application process and the program itself, the LPN program has enjoyed robust interest and a wealth of applications as evidenced by Table 2.

Table 2: Program Applicants

Year	# of applicants	% +/-
2020	56	-
2021	204	+264%
2022	263	+25%
2023	247	-6%

The program is designed to be closed and moved should the need in an area change. For example, if any site were to have diminished enrollment, that site could be closed and the program moved either to another school or to another academic center at one of the current partners. As of this writing, interest dictates that we will continue with the present locations, and there may be expansion to Nashua Community College (NCC) in the future.

Financing

The LPN program has been made possible by both state and federal support. In 2020, RVCC received from the state of NH a special appropriation for the LPN program in the amount of \$193,000. In 2021 an additional \$130,000 was received from the state of NH. These funds were expended to develop the LPN program and included hiring of faculty as well as purchasing required equipment and supplies for each campus.

In May 2022, RVCC was awarded \$2,611,704 from the GOFERR COVID-19 Grant to increase the state's LPN workforce to meet critical needs in hospitals, long-term care facilities, and other healthcare providers impacted by COVID-19 by investing in doubling the LPN training program capacity in CCSNH campuses and/or expanding CCSNH training sites across New Hampshire. RVCC has increased staff and personnel for administration of the nursing program, including both full-time faculty and clinical adjunct positions for each location. River Valley also used some of the funds to initiate an outreach/marketing campaign to target under-represented populations in order to achieve diversity among enrolled students. The GOFERR grant completion date is June 30, 2025. After 2025, the LPN program will be supported by tuition and fees. There is also a commitment from the CCSNH to fund programs vital to the state, so when needed, additional funding will be available from the system.

Faculty and Staff

The faculty in the Department of Nursing are a diverse group of dynamic, motivated individuals who utilize their knowledge and experience to offer students a wide variety of learning opportunities in both the classroom and clinical/lab settings. The Nursing faculty collaborate and work together as a cohesive unit; sharing the vision for the department to provide the future nurses of New Hampshire with robust and thorough academic preparation to join the work force as skilled health care providers able to work to the full capacity of their scope of practice. Faculty areas of expertise cover a wide range of nursing practice areas including medical, surgical, pediatric, maternal newborn, hospice, public health, gerontology, and mental health. All full-time faculty meet the requirement of the NHBON rule 602.07 Nurse-Educator Qualifications by having a master's degree in nursing or related field, 2 years of relevant nursing experience in their specific area of educational responsibility and have applied and been approved as Nurse Educator for the RVCC nursing program(s). The NH BON requires that Nurse Educators teaching in a Practical Nursing program are required at minimum to have a Bachelor of Science in Nursing degree. Three of the five faculty exceed this qualification and have a master's degree.

The RVCC Nursing program's enrollment plan maintains a low student to full-time faculty ratio. Faculty expertise is sufficient to ensure achievement of student learning outcomes (SLO's) and end of program outcomes (EPO's). There is one full-time faculty assigned to each campus and adjunct faculty are used as indicated to maintain student ratios. A full-time administrative assistant was hired specifically for the LPN program effective September 2022. This new position, titled Enrollment Specialist/Allied Health Admin Assistant, is positioned to facilitate the enrollment process and acceptance of prospective students into the LPN program, provide post-admission support to students

and faculty, and to facilitate the admissions process resulting in the achievement of the College's enrollment projections and admissions goals.

Even though LPN faculty are separated by distance from the main RVCC campus, they are still an active part of the campus community, serving on committees, attending meetings on Zoom, and taking an active part in faculty development. RVCC hosts a three-day Faculty Institute in August in Claremont, and the LRCC, WMCC, and MCC LPN faculty members are accommodated in a local hotel for this event to allow them to participate fully. Teaching & Learning events are held on Zoom to allow the most participation possible, and RVCC recently contracted with Lumen Learning to provide cohort-based pedagogical training which was offered to all faculty, and to date one LPN professor has completed the program.

Student Services

LPN students benefit from having access to all the resources at River Valley Community College, as well as the resources from their host campuses.

Advising

Students in the LPN program receive the most equitable student services possible at all locations. Upon acceptance into the program, students are assigned an academic advisor, who is also a faculty in the LPN program, based on program location. Students meet regularly with their advisors. Advisors use a holistic approach with students to plan class schedules, discuss career options, and other topics to support students while in the program and beyond. Career Services are offered to all students from the time they are enrolled to becoming alumni. Services include resume and cover letter writing, job search strategies, interviewing, and connecting students to employers for job opportunities. All students are strongly encouraged to attend New Student Orientation. New Student Orientation occurs at the beginning of every semester and supports students to become acclimated to the college. Topics include various student resources and occur in-person and online.

Library & Learning Services

The Puksta Library at RVCC is located on the Claremont campus and contains approximately 15,000 items. Students who do not attend classes in Claremont can use the online catalog to find materials and then place a request to have the materials delivered to their campus by an RVCC employee or via interlibrary. To support all student learners, RVCC offers free tutoring no matter where the student attends classes. Tutoring can be accessed in person or through zoom. Tutoring services

provide support with course material, study skills, test-taking strategies, and other best practices to ensure student success.

Additionally, all students can utilize the other libraries within the Community College System of New Hampshire and the RVCC Library Director communicates regularly with the librarians at Lakes Region Community College, White Mountains Community College, and Manchester Community College to ensure that the needs of RVCC students attending classes on their campuses are being met. Lastly, the Library has created instructional videos to help nursing students who have questions about research, APA formatting, or other topics in information literacy. These videos can be accessed 24/7 through the nursing research guide.

Accessibility

Accessibility services are consistent and administered by the Accessibility Coordinator for all LPN students. Students have the opportunity to complete an Accessibility Services application on the River Valley website. Upon application submission, the Accessibility Coordinator determines services based on the student's diagnosis to create a plan that supports the individualized learning profile and successful program completion.

Wraparound Services

A variety of support services are provided to LPN students and all individuals attending RVCC. All CCSNH students have access to Kepro, an online counseling service. Unique to RVCC, a committee called The CAREs Team (Campus Assessment, Response, and Evaluation) was created to provide wrap-around resources for students faced with barriers that may inhibit them from being successful in a program. Examples of barriers have included addiction, mental health, food, housing, and transportation challenges. The CAREs Team works with various community resources to connect students to support services that go beyond the scope of RVCC. RVCC provides food pantries at a variety of locations which are sponsored in part by the New Hampshire food bank and Student Government Association. Free or low-cost food is available to all students at all locations.

Implementing Relevant Approaches to Assess Student Achievement and Success

The program runs three consecutive semesters (Spring, Summer, Fall) therefore each cohort graduates in December. A comprehensive NCLEX-PN live review with ATI is scheduled for the beginning of January. It is expected that all students will sit for the exam in the first quarter of the year following

graduation. The Expected Level of Achievement (ELA) for the NCLEX-PN Licensing Exam pass rate for first time test takers is $\geq 80\%$. Table 3 demonstrates first time NCLEX-PN pass rates.

Table 3: NCLEX-PN Licensing Exam Pass Rate

Performance on Licensure Examination						
Expected Level of Achievement						
NCLEX-PN pass rate - ELA $>$ or $= 80\%$ for first-time test takers annually.						
Grad Year						
	Cimnt	Keene	Lebanon	Laconia	Littleton	Manchester
2020	100%	-	-	-	-	-
2021	-	100%	100%	100%	-	-
2022	-	86.7%	91.7%	81.25%	100%	-
2023	-					
2024	-					

The expected level of achievement (ELA) for program completion is that 80% of students will complete the program within 150% of the time of the stated program length. The program is one year, so 150% is equivalent to a student completing the program in two years from the start of nursing courses, which accounts for students who are readmitted to the program after withdrawing from or failing a course (see Table 4). The rationale for this ELA is that students are typically working part-time to full-time and managing many responsibilities. Economic and personal factors can affect student success in such a demanding program. For some, a personal life event can affect their ability to complete a nursing course or attain learning at the expected level in the Nursing program. When this occurs, faculty members encourage these students to apply for re-entry to complete the Nursing program.

Table 4: Retention Rate Graduates 2020-2022 within 150% Completion Time

Completion/Attrition rates						
Expected Level of Achievement						
> 80% Completion within 150%						
Grad Year						
	Cimnt	Keene	Lebanon	Laconia	Littleton	Manchester
2020	93%	-	-	-	-	-
2021	-	94%	88%	100%	-	-
2022	-	94%	77%	94%	100%	-
2023	-					
2024	-					

Since most students complete the co-required core liberal arts courses prior to matriculation into the program, data is collected from the preliminary LPN nursing courses (NURS105R and NURS110R). Table 5 illustrates the number of students who have withdrawn, received an academic failure or administrative failure (AF) in the nursing program and returned to graduate. An AF grade is based on a student's failure to meet attendance requirements, a violation of the RVCC or Nursing Student Code of Conduct, when clinical performance is deemed unsafe, or if the student performs in an unsatisfactory/unprofessional manner.

Table 5: Attrition and Retention Data aggregated

<u>Rationale for Leaving Program</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Total # admitted	14	42	59	
Academic Failure	1	1	-	
Administrative Failure	0	4	4	
Withdrawal	0	2	4	
Total # Leaving Program	1	8	8	
# requesting readmit for 150% graduation	1	0	1	
% of students requesting readmission	<1%	0	<1%	

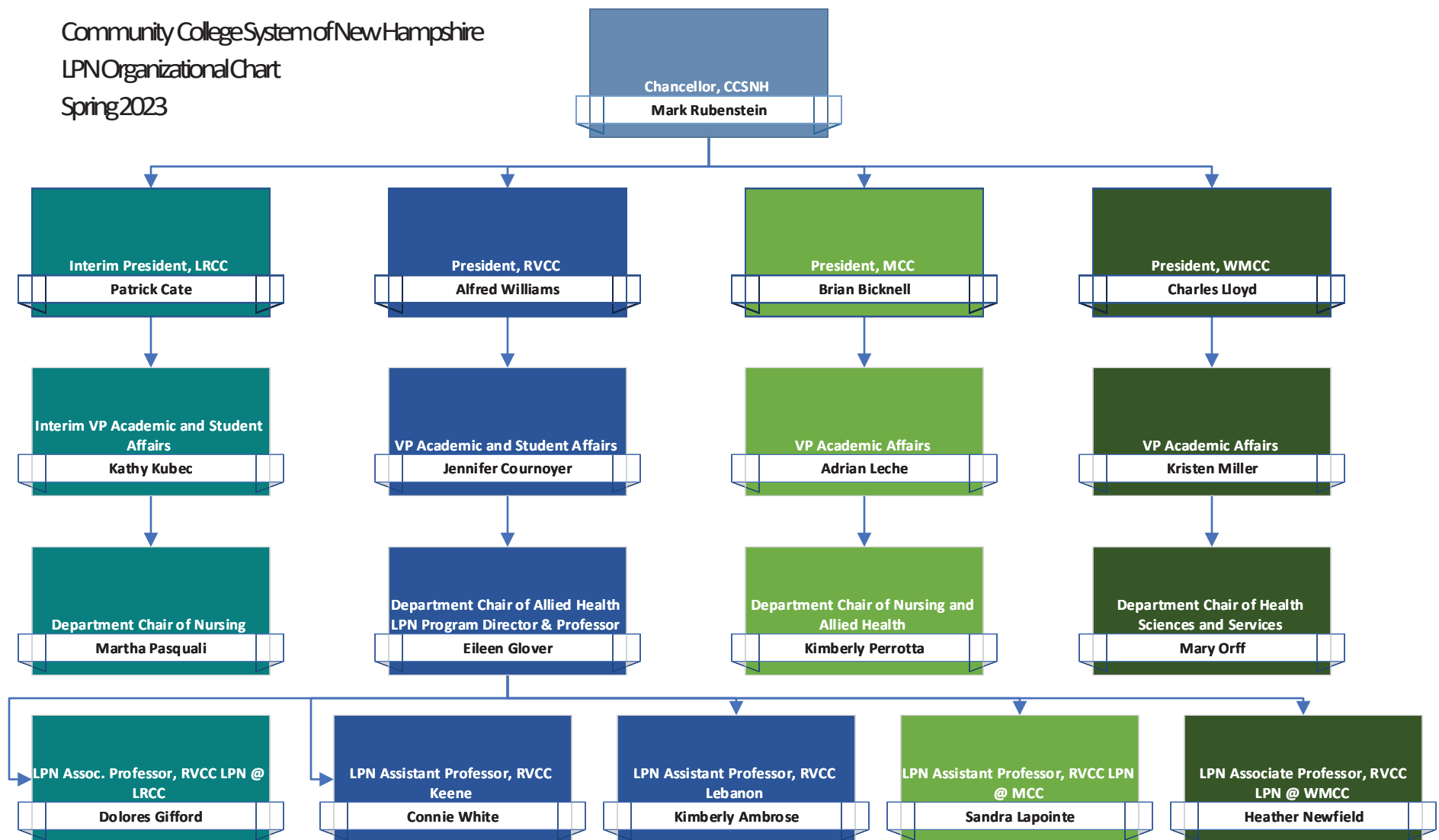
Readmit	-	-	1	
Graduated within 150% time	13	-		
Retention rate for readmissions	93%	94%		

River Valley recently implemented Gradcast software to track post-graduation employment information. The software has the ability to track where graduates are employed, salary information, date employment started, position title, and whether a graduate is continuing their education. Sixty percent of surveys were completed by the December 2022 LPN cohort. The goal will be to increase LPN graduation survey responses with the next cohort to effectively measure post-graduation outcomes. At this point, RVCC has enough data to conclude that there is nearly a 100% employment rate among RVCC LPN graduates and that the majority of the graduates are already matriculated into an ADN or BSN program, or plan to matriculate in the near future.

Conclusion

Creating an academic program which could make use of existing space and resources at sister campuses was a challenge, but River Valley is excited by the success experienced to this point. Not only has this collaboration given more New Hampshire students access to a critical career pathway, it has opened the doors to discussions about other programs which could be shared in similar ways. RVCC is grateful for the support of NECHE, the financial and political support of the state, and the willing partners found at LRCC, WMCC, and MCC. In January 2023, the Accreditation Commission for Education in Nursing (ACEN) performed its accreditation visit, commenting positively on the curriculum and the structure of the program, and the quality of the faculty in the program. With full ACEN approval and continued NECHE support, the College looks forward to continuing to strengthen the LPN program and to finding new ways to increase access to specialty programs for the students of New Hampshire.

Community College System of New Hampshire
LPN Organizational Chart
Spring 2023





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January 2021



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Prepared for the New England Commission on Institutions of Higher Education

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Introduction

River Valley Community College (RVCC, “River Valley”) is one of seven colleges that make up the Community College System of New Hampshire (CCSNH). CCSNH is overseen by a Chancellor and a Board of Trustees. While RVCC works within a system, each college in the system is directed by its own President who has responsibility for the organizational structure of the institution. Each college is responsible for its own budgeting system, developing its own academic offerings to meet the needs of the region it serves, and creating its own strategic plan; all while working collaboratively under the umbrella of CCSNH. RVCC is known as the Allied Health institution within the system, specializing in programs such as Nursing, Radiologic Technology, Respiratory Therapy, Physical Therapy and Medical Laboratory Technician. Lakes Region Community College (LRCC, “Lakes Region”) is another of the seven colleges in CCSNH. Among the seven, RVCC and LRCC make up two of three “rural” colleges New Hampshire. Together they serve the western and central regions of the state respectively. LRCC is known for its Fire Science, Automotive Technologies, Marine Technologies, Advanced Manufacturing and Electrical degree and certificate programs. River Valley had its most recent NECHE accreditation visit in 2019, and Lakes Region had its most recent visit in 2018.

The Community College System of New Hampshire is tasked with training the workforce of the state as well as offering programming for transfer. In order to better meet the workforce needs of central New Hampshire, the following proposal outlines a plan for RVCC to begin offering its Practical Nursing program at LRCC in January 2021 (RVCC LPN @ LRCC).

The Issue at Hand

Currently the state of New Hampshire is experiencing a dire shortage of nurses, an issue that has only been exacerbated by the COVID-19 pandemic. Best estimates indicate that there will be a shortage of over 1100 LPNs annually through 2026 (McIntyre, 2018), which will result in an almost 40 percent shortage by the year 2030 (The National Center for Health Workforce Analysis, 2017). LPNs have traditionally provided the majority of patient care in long term care (LTC) facilities; however, due to a similar lack of RNs in the state, it is becoming more common for acute care settings such as hospitals to use LPNs to augment the lack of RNs. This has left LTC facilities consistently understaffed (Loes & Tobin, 2018).

In 2016, a coalition of local businesses and concerned legislators began an intense effort to convince the state of New Hampshire to reinvest in LPNs. In October 2018, Governor Sununu announced a grant that provided startup costs to hire a program director to create the curriculum, attain NH Board of Nursing (BON) approval, and implement the LPN program at River Valley Community College with the goal of later offering the program at Lakes Region Community College. With agreement across the state as to need, and funding in place, RVCC hired a Program Director in May, 2019 who began the process of application to the New Hampshire Board of Nursing for approval of the program. In recognition of the strong need in the state and the vocal support of state leadership, the NH BON accepted, processed, and approved the application in record time (<6 months). The program was approved in December, 2019 to begin accepting students for the January, 2020 semester.

In March 2020, COVID-19 shut down the economy and put further strain on the healthcare system in New Hampshire. Prior to the pandemic, the Community College System of New Hampshire had engaged in conversations as to how we could best share resources throughout the state and system. The LPN grant opportunity between RVCC and LRCC provided a perfect pilot in which to explore program sharing.

Proposed Solution

As New Hampshire has one community college system which serves the entire state, the seven community colleges must work in concert to meet the needs of a geographically and demographically diverse population. While all CCSNH colleges have programs such as liberal arts and business, each college also has individual specialty programs such as welding, culinary arts, advanced manufacturing, and allied health programs. Start-up and maintenance costs for these types of programs tend to be high, and generally the demand in the state would not be sufficient to support each of these programs at each college. As the need for LPNs in New Hampshire demonstrates, however, sometimes there is a need for a certain program at a certain time and place. In today's economy, it makes sense to cooperate rather than compete.

With this in mind, RVCC and LRCC propose a new model. RVCC will deliver the LPN program at Lakes Region, called RVCC LPN @ LRCC. This will allow both schools to experience success with a high-demand program without incurring new start-up costs. In addition, this plan allows RVCC to offer the programming until workforce needs in the Lakes Region are met. As the faculty member for the LPN

program at Lakes Region is an RVCC faculty member, this will eliminate the need for layoffs and a teach-out of the program once the demand has been satisfied.

Pilot Site

The nursing program at LRCC is fully accredited and approved by ACEN and the NH BON; therefore, no additional physical modifications are required to implement the LPN program at that site. In these difficult economic times, the start-up costs for Lakes Region to create their own LPN program would be prohibitive. Instead, after consideration and collaboration between the college leadership teams and nursing departments, it was decided that RVCC could more easily hire an additional faculty member and offer the programming at LRCC using LRCC resources. The NH BON and ACEN agreed, and their permission will allow CCSNH to meet NH state goals in a cost-effective way. All aspects of curriculum, oversight, and regulatory compliance will be the responsibility of RVCC. Students will be dual enrolled in both schools, completing core Practical Nursing classes from RVCC and pre-requisites and co-requisites through LRCC. Essentially, the LPN program will use all the resources of the LRCC campus while using all the academic supports of RVCC's program. The students will be integrated into RVCC's cohorts in Lebanon and Keene through on-line delivery (as has been used during the COVID crises). A dedicated, full-time faculty member has been hired by RVCC to work at LRCC. She will be responsible for maintaining the bridge for students between the two institutions. She will have office space at both locations and relationships with both sets of faculty, although she will report to RVCC's LPN program. Thus,

students in Laconia will be able to receive RVCC's LPN curriculum while using all of the supports of both schools.

River Valley has successfully operated two satellite locations, in Lebanon and Keene, for many years. In fact, RVCC found it had an easier time pivoting during COVID due to the experience RVCC faculty already had with online delivery and delivering curriculum across campuses. River Valley's RN program has successfully integrated students taking classes in both Keene and Claremont with a 100 percent NCLEX pass rate in the most recent two years. RVCC's LPN program was already designed to be taught at any of RVCC's three campuses based on demand. The first cohort was taught in Claremont with the second cohort scheduled in Lebanon and Keene. Integrating an additional site in Laconia (LRCC) is something that is easily accomplished in our model. In addition, both RVCC and LRCC already have established ACEN-accredited RN programs. RVCC LPN @ LRCC students will be encouraged to continue on with their RN at LRCC.

The LPN program is a 36-credit certificate that consists of 14 general education credits and 22 nursing credits. All credits would geographically be completed at Lakes Region. The general education credits would be LRCC credits that would transfer in as a block to RVCC.

Alignment with NECHE Standards

Standard 1: Mission and Purpose

River Valley Community College Mission: *River Valley Community College transforms lives by providing a quality and affordable education through innovative personal approaches to lifelong learning and career pathways.*

Lakes Region Community College Mission: *Lakes Region Community College provides a dynamic, community-based, high-quality learning environment, delivering a personalized education experience that prepares learners for success.*

Ultimately, the goal of each college is to educate the workforce in the region it serves. With limited resources, we are unable to each offer all programs. The innovative solution proposed will assist the Lakes Region and the state in general to increase the number of available healthcare professionals. RVCC has many programs in Allied Health due to the numerous medical facilities in its service area. Many of those programs are unique and are not offered elsewhere in the CCSNH system. RVCC is unable to graduate enough students in its service area to meet the demands of the healthcare workforce due to the limited geographic population it serves. By replicating our programs state-wide, we continue to meet our mission.

Standard 2: Planning and Evaluation

Careful planning has gone into this model and ACEN accreditation and BON approval add layers of evaluation. This proposal has been discussed at the program level, VPAA level, and presidential level in the system (letters of support attached).

Standard 3: Organization and Governance

We remain one system united under one chancellor. The presidents of RVCC and LRCC have a strong working relationship as do the VPs for Academic and Student Affairs at the respective institutions. The LPN faculty member reports to RVCC's LPN Program Chair. Any academic or student issues will be resolved through RVCC procedures (see attached organizational chart).

Standard 4: The Academic Program

The Nursing Department at RVCC views itself as one team; faculty work across both programs, RN and LPN, so that students have access to a wide variety of skilled, experienced educators with expertise across patient populations and environments of care. Two additional full time faculty have been hired (date of hire 1/6/2021) as the main faculty for Lebanon and Laconia; the Program Director is the main faculty for the Keene cohort. The RVCC Department Chair for Nursing and Respiratory Therapy and the RVCC LPN Nursing Program Director in consultation with the LRCC Department Chair for Nursing will manage enrollment numbers, oversee full-time and adjunct LPN faculty and administrative support personnel, perform budget prep and planning, and assist with recruitment of LPN nursing students.

Schedules have already been coordinated so that LPN general education classes will not conflict with practical nursing classes. The vice presidents are working to coordinate a block transfer of credits in order to minimize paperwork requirements for students.

Standard 5: Students

The LPN program is financial aid eligible and many RVCC scholarship opportunities exist. All student resources at both institutions will be open to these students, including food pantry access, gym access, and free online mental health counseling. Because CCSNH is one system, academic policies, student code of conduct, etc. are the same at both institutions.

Standard 6: Teaching, Learning, and Scholarship

CCSNH standard job descriptions (SJDs) are the same across the system, so faculty at both institutions are held to the same standards and have the same evaluation processes, opportunities for promotion, etc. Both RVCC and LRCC enjoy low student to faculty ratios. This, combined with clinical opportunities in the Lakes Region, will hopefully encourage these students to stay local once they graduate. Students will have both in-person instruction at LRCC and be tied in to the rest of their LPN cohort on the western side of the state via Zoom sessions and the Canvas LMS.

Standard 7: Institutional Resources

Students will have access to both facilities, doubling their available resources. Importantly, both River Valley and Lakes Region are fiscally sound, something noted with favor by accrediting teams at Lakes Region in 2018 and River Valley in 2019. The COVID-19 pandemic has not negatively affected the financial resources of either institution, as aid from federal and state government has covered additional costs incurred to operate public facilities during this time.

Standard 8: Educational Effectiveness

RVCC and LRCC both boast regionally recognized RN programs with 100 percent pass rates. The LPN program will continue this tradition of excellence and will be judged by successful completion of the NCLEX Practical Nursing exam.

Standard 9: Integrity, Transparency, and Public Disclosure

Important links:

RVCC

Website: <https://www.rivervalley.edu/>

Catalog: <https://catalog.rivervalley.edu/>

LPN Program Page: <https://www.rivervalley.edu/program/nursing-licensed-practical-nurse-lpn/>

Accreditation Information: <https://www.rivervalley.edu/about/accreditation/>

LRCC

Website: <https://www.lrcc.edu/>

Catalog: <https://www.lrcc.edu/programs-training/course-catalogs/>

Accreditation Information: <https://www.lrcc.edu/about/institutional-information/accredited-college/>

Implications for Future Practice

While this proposal presents a very specific issue and solution, the success of RVCC LPN @ LRCC could very well set the stage for a new model in the Community College System of New Hampshire. We are entering this partnership with the idea that there is a finite number of students that need to be educated in the Lakes Region to support area hospitals and nursing homes. Once the demand for the program is met, the LPN program will no longer be offered. However, there remains substantial demand in other parts of the state. The faculty member hired lives centrally in New Hampshire and can easily pivot to one of the other seven community colleges (all of which have established RN programs and the same argument for needs). This is similar to what RVCC is already doing with its own three campuses- moving the LPN program each January start to the campus with the highest demand. CCSNH hopes to follow this same template for other marquee programs that need to reach a niche market for a finite amount of time. For example, LRCC could bring its Fire Science program to Great Bay Community College, or Manchester Community College could bring Electrical Line Workers to White Mountains Community College. This model has seen success in other state

systems such as Ohio which provides program shares among both the community colleges and the state universities in order to deliver academic programs efficiently and cost effectively (Ohio DHE, 2020). In an environment where enrollment continues to trend downward, it behooves a state system such as CCSNH to act in ways that are nimble, poised to meet workforce needs, and use both monetary and human resources wisely.

It is our hope that the Commission will look favorably on our plan to run RVCC LPN @ LRCC, and that it will watch this pilot with interest and an eye to further sharing opportunities within New Hampshire. It is important that all seven Community Colleges in New Hampshire maintain their autonomy while being part of a system. By using this innovative way to share programs, CCSNH can meet the workforce needs of New Hampshire and support the autonomy of its seven member schools.

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Appendices

LPN Program Map



Student Name _____

Student ID# _____

Beginning Semester _____

Program Map for:

Practical Nursing Program

Total credits = 36

Pre-requisites:

This Academic Map keeps you on track toward completing your program of study. Use it when you register for courses to record your progress toward degree requirement completion.

Semester #1

COURSE #	COURSE NAME	PRE/COREQUISITES	CREDITS	SEMESTER	GRADE EARNED	TRANSFER
BIOL 201R	Anatomy & Physiology I	Prerequisites: Successful completion of high school Chemistry (per high school grading criteria); or CHEM 030R Intro to Chemical Principles (completed with "C" or higher); or Previous college level chemistry courses (completed with "C" or higher) AND Accuplacer Reading Score of 250 or higher; or SAT EBRW Score of 500 or higher; or Permission of Department Designee; or Minimum of previous Associate degree"	4			
NURS 105R	Professional Concepts in Nursing	NURS 110R, BIOL 201R	1			
NURS 110R	LPN Nursing Care I	NURS 105R, BIOL 201R	7			

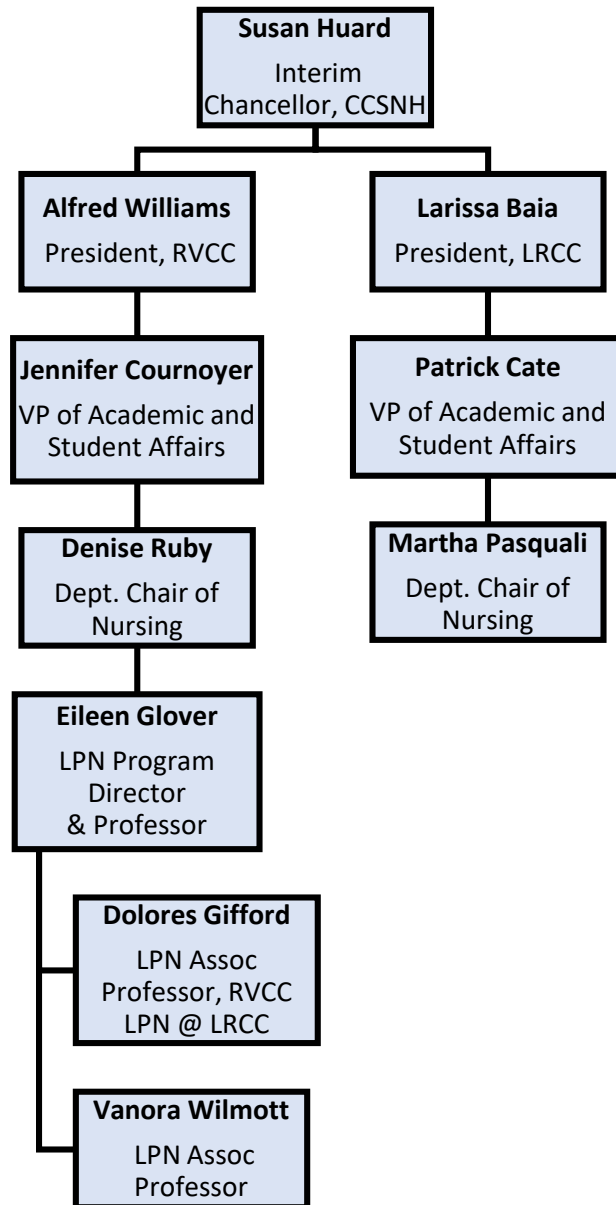
Semester #2

COURSE #	COURSE NAME	PRE/COREQUISITES	CREDITS	SEMESTER	GRADE EARNED	TRANSFER
BIOL 202R	Anatomy & Physiology II	BIOL 201R	4			
PSYC 101R	Intro to Psychology		3			
NURS 120R	LPN Nursing Care II	NURS 105R, NURS 110R, PSYC 101R, BIOL 202R	7			

Semester #3

COURSE #	COURSE NAME	PRE/COREQUISITES	CREDITS	SEMESTER	GRADE EARNED	TRANSFER
NURS 230R	LPN Nursing Care III	NURS 120R, PSYC 101R, PSYC 114R	7			
PSYC 114R	Human Development		3			

Organizational Chart



Future Potential Program Shares

Advanced Manufacturing
Commercial Driver Training
Dental Assisting
Electrical Line Worker
Medical Assisting
Medical Laboratory Technician
Respiratory Therapy Assistant
Robotics

Letter of Support from Presidents



January 4, 2021

NECHE Commissioners
3 Burlington Woods Drive,
Suite 100
Burlington, MA 01803-4514

Dear NECHE Commissioners,

We, the seven Presidents of the Community Colleges System of New Hampshire, support River Valley Community College offering its LPN program at Lakes Region Community College.

There is a need for expansion of the LPN program in the State of New Hampshire. As a system, we have been exploring ways in which we can share courses and programs. This innovative pilot will allow us to reduce costs but still meet the workforce needs of the State of New Hampshire. The LPN partnership will serve as a model as we explore other programs that may be shared within CCSNH.

Sincerely,

Cathryn Addley
Interim President
Great Bay Community College

Brian Bicknell
President
Manchester Community College

Gretchen Mullin-Sawicki
President
NHTI- Concord's Community College

Charles Lloyd
President
White Mountains Community College

Larissa Baia
President
Lakes Region Community College

Lucille Jordan
President
Nashua Community College

Alfred Williams, IV
President
River Valley Community College

Letter of Support from Chancellor



December 16, 2020

President Alfred Williams, IV
River Valley Community College
1 College Place
Claremont, NH 03743

President Williams,

I am pleased to support your application to expand the RVCC LPN Program to Lakes Region Community College in Laconia, NH.

The need for this expansion is evidenced by the request and employment needs of a number of long-term healthcare facilities in the Lakes Region, most especially the Veterans Home in Tilton. I appreciate this innovative and collaborative way of meeting our state's need for LPNs. By sharing this program with a sister college, you are demonstrating a commitment to efficient and effective use of the State's resources in support of workers and vulnerable residents.

Sincerely,

A handwritten signature in black ink that reads "Susan D. Huard".

Dr. Susan D. Huard
Interim Chancellor, Community College System of NH



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