

COLUMBIA STATE COMMUNITY COLLEGE

Rural Health Care Pathways Expansion Grant

Program Title: *Rural RNs Rise (R³): Growing Caregivers*


Lead Entity Name: Columbia State Community College

Fiscal Agent: Columbia State Community College

IN PARTNERSHIP WITH:
TCAT Hohenwald
TCAT Pulaski
Maury County Public Schools
Maury Regional Health
National Healthcare Corporation (NHC)

Project Director:
Dr. Kae Fleming
1665 Hampshire Pike
Columbia, TN 38401
(931) 540-2595
efleming@columbiastate.edu

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Janet F. Smith (Jan 28, 2025 10:08 CST)

Janet F. Smith, Ph.D., President



Dr. Kae Fleming, Project Director
(Fiscal Agent)

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ABSTRACT

Columbia State Community College proposes **Rural RNs Rise (R3): Growing Caregivers**, a comprehensive project designed to address critical workforce shortages in Southern Middle Tennessee by creating clear educational pathways to high-demand healthcare careers. This initiative includes an innovative Paramedic to RN Pathway and the expansion of dual enrollment Emergency Medical Technician (EMT) programs, providing career advancement opportunities for paramedics, Licensed Practical Nurses (LPNs), and high school students. The project will prepare students for impactful roles as Registered Nurses and EMTs while meeting the healthcare needs of rural communities.

Key components of the project include the development of a summer transition course for the Paramedic to RN Pathway, which allows participants to advance efficiently into the nursing program. The dual enrollment EMT program will expand opportunities for high school students, incorporating work-based learning experiences to expose students to real-world healthcare settings. To remove financial barriers, stipends will cover expenses such as certification exams, preparation courses, supplies, and books, while completion grants will provide childcare and transportation support for students.

With clinical experiences and training taking place across eight rural counties, this project aligns with Columbia State's existing commitment to rural healthcare education. Leveraging strong partnerships with healthcare providers Maury Regional Health and NHC, as well as K-12 school districts including Maury County Public Schools, the initiative ensures a seamless pipeline from secondary education to in-demand careers. By equipping students with the skills and resources needed for success, this project not only enhances educational opportunities but also strengthens the rural healthcare workforce, fostering long-term economic and community impact.

SECTION 1: PROGRAM NARRATIVE

Columbia State Community College serves nine counties, eight of which directly serve rural students. Within its service area, Columbia State has five campuses with an overall enrollment of over 5,000 students. Columbia State is proposing *Rural RNs Rise (R³): Growing Caregivers*, a project to create clear pathways, starting in the secondary education setting, toward EMT and Registered Nurse credentials. In addition to meeting current and future demands for EMTs and Registered Nurses, students exiting high school with an EMT credential earned via dual enrollment will be perfectly prepared to matriculate directly to a Paramedic or Nursing program. The project also seeds implementation of a Paramedic to RN Pathway option to offer career advancement opportunities for the existing workforce. This Pathway promotes interdisciplinary collaboration by EMS and Nursing personnel at Columbia State, responds to stakeholder requests, and actualizes a concept.

Additionally, this project aligns naturally with Columbia State's existing commitment to rural healthcare education, as the majority of the Nursing program's instruction already occurs in eligible rural counties. Using Fall 2024 as a baseline, 54% of the program's instruction was conducted in these areas. Furthermore, hands-on work-based learning opportunities, which play a critical role in encouraging students to pursue careers in rural healthcare, saw 57% of clinical rotations take place in eligible rural counties during the same period. This project builds on these established activities, further expanding access to training and clinical experiences in rural settings, with the goal of inspiring graduates to serve these communities after completing the program.

The project will address a combination of the strategies outlined in the RHCPE RFP.

Strategy #1 – Columbia State’s proposed Paramedic to RN Pathway will include Giles, Hickman, Lawrence, Lewis, Maury, Marshall, Perry, and Wayne counties, as well as the expansion of dual enrollment Emergency Medical Technician (EMT) opportunities.

Strategy #2 – Dual enrollment EMT offerings include work-based learning (WBL) opportunities through area providers, including grant partner Maury Regional Health. Enrolled students must complete EMSB 1111 and EMSB 1112, which include a combined minimum of 96 hours of WBL. The K-12 grant partner, Maury County Public Schools (MCPS), houses health science programs of study in all seven high schools. MCPS recognizes the need for a pipeline of healthcare workers to meet current labor market demands and projected short- and long-term increases in demand. MCPS integrates strong career counseling, working with students to identify postsecondary aspirations and schedule dual enrollment courses which qualify completers for certification eligibility and/or degrees.

Strategy #4 – Columbia State’s project plan includes student stipends for education-related costs and completion grants. Stipends will support student success and reduce financial barriers. Stipends will cover required expenses, including program-related supplies, credentialing exam prep program access, and the cost of credentialing exams and licensure. Completion grants will include enrollment in the Charger Childcare program for students needing childcare assistance and transportation assistance. See Appendix B for details on completion grants. The stipends and completion grants ensure students have access to the resources necessary to focus on educational success and obtainment of certifications which promote economic independence.

SECTION 2: DEMONSTRATION OF NEED

Localized Data Demonstrating the Need for Action

Data strongly underscores the pressing and continually growing need for registered nurses both in Southern Middle Tennessee, the entire state, and the nation. Reports and projections

highlight workforce shortages driven by high job vacancy rates, steady growth in employment opportunities, and demand increases in healthcare sectors. While the number of licensed personnel is level, EMS personnel are maintaining licenses but leaving EMS providers for positions which offer comfortable work environments, more desirable schedules, and improved work-life balance (industrial facilities, clinics, and hospital emergency departments). In addition to a workforce supported by data, the project addresses two of the six SCORE priorities identified in Tennessee's new 2025 State of Education: Casting a Vision for Student Success.

THEC Academic Supply and Occupational Demand Report

The 2024 Academic Supply for Occupational Demand Report highlights a significant shortage of registered nurses across Tennessee, with Southern Middle Tennessee being particularly affected by the high number of job openings in this field. According to the Academic Supply Dashboard, Columbia State's Nursing program is identified as an aligned program provider addressing the need for registered nurses in Southern Middle Tennessee, producing 87 completers in 2022.¹

TN Education and Workforce Maps

The Tennessee Board of Regents TN Education & Workforce Maps provides information about higher education and job projections across the state. The job outlook for registered nurses is rated *Highest* on the demand scale in seven of the nine regions, including Southern Middle Tennessee. The projected annual growth rate exceeds the 1.2% statewide projection for all jobs in all but two regions of Tennessee. The outlook projects 4,150 annual job openings for Registered Nurses across the state:²

Region	Demand Level	Projected Average Annual Job Openings	Projected Ratio of Graduates to Jobs	Projected Annual Job Growth Rate
Greater Memphis	Highest	720	1.16	1.2%
Northern Middle	Highest	1,350	1.03	1.5%
Upper Cumberland	Highest	160	0.98	2.1%
East	Highest	635	1.49	1.4%

Northeast	High	355	2.61	1.0%
Southwest	Highest	210	1.41	1.8%
Northwest	High	80	2.10	1.8%
Southern Middle	Highest	155	1.23	1.7%
Southeast	Highest	485	1.53	1.8%

U.S. Bureau of Labor Statistics

According to the Bureau of Labor Statistics Occupational Employment and Wages, May 2023, Tennessee and the South-Central Tennessee region both show healthy employment for registered nurses.³

Occupation	Employment		Employment per 1,000	
	TN	SCTN	TN	SCTN
Registered Nurses	63,460	1,450	19.714	12.993

According to the MIT Living Wages Calculator, the annual income to constitute a livable wage for one adult in Maury County is \$21.36 per hour or \$44,429 annually. Wages for Paramedics and Registered Nurses are sufficient to support economic independence. Earnings potential increases for paramedics advancing to registered nursing careers. The table below demonstrates the progression in income possible in TN and South-Central TN by earning a Paramedic or Registered Nurse credential via the R³ Pathway.⁴

Occupation	Mean Hourly Wage		Mean Annual Wage	
	TN	SCTN	TN	SCTN
EMTs	\$18.43	\$16.27	\$38,340	\$33,830
Paramedics	\$25.54	\$20.67	\$53,120	\$42,990
Registered Nurses	\$37.61	\$34.17	\$78,240	\$71,080

Jobs4TN.gov

According to data from Jobs4TN.gov, as of December 12, 2024, there were **1,071** registered nurse job openings in Tennessee requiring an associate degree and **358** EMT and Paramedics job openings.

Projections Central

Projections Central, a website sponsored by the US Department of Labor's Employment & Training Administration, includes healthy long-term labor projections and short-term labor projections for participating states. The below table are Tennessee projections.⁵

	Long-Term Projections 2022-2032		Short-Term Projections 2023-2025	
	% Change	Average Annual Openings	% Change	Average Annual Openings
Registered Nurses	12.8%	4,200	4.8%	5,200
Emergency Medical Technicians and Paramedics	8.9%	280	4.9%	100

TN2030

Rural RNs Rise (R³): Growing Caregivers aligns perfectly with TN2030 by addressing critical workforce and educational pathway needs in Tennessee through the creation of clear, effective pathways from education to high-demand careers: EMT to Paramedic to Registered Nurse.⁶ The project directly supports TN2030's objective of connecting credentials to workforce opportunities. The project enhances access to impact credentials which lead to stable, well-paying jobs by offering Paramedics a streamlined route to RN licensure and simultaneously addresses regional healthcare shortages.

The inclusion of an expanding Columbia State's dual enrollment Emergency Medical Technician (EMT) program further supports TN2030's goal of strengthening high school pathways which prepare students for careers. This type of dual enrollment program accelerates student progress by providing early exposure to career-aligned credentials, inclusion of work-based learning opportunities, and preparation to transition into postsecondary education and the workforce. The initiative creates a robust pipeline for healthcare professionals and addresses TN2030's broader mission to improve economic mobility and align education with regional labor market demands.

Additional Supporting Information

A 2021 Workforce Alignment Study completed by the Maury County Chamber and Economic Alliance and Boyette Strategic Advisors assessed the workforce in a nine-county labor market area inclusive of the counties to be served under this grant and provided an alignment process to ensure efficient and effective use of workforce resources. Data analysis and stakeholder input for this project identified several skills and/or training gaps exist in the Maury County workforce, including registered nurses.

Linkages Between Grant Activities and Local/Regional Needs

The data clearly highlights the significant and growing demand for registered nurses (RNs) in Southern Middle Tennessee and across the state. The proposed grant activities directly address these critical workforce needs by expanding access to Columbia State's Nursing program with the Paramedic to RN Pathway initiative. By enhancing the Nursing program's capacity to produce more graduates, the college maintains regional "aligned program provider" status, as noted in the Academic Supply Dashboard. The expansion will help meet the 87-completer baseline from 2022 and address the increasing job openings. Furthermore, the program supports regional growth by preparing registered nurses who can fulfill the "highest" demand occupational designation in Southern Middle Tennessee, ensuring a steady pipeline of qualified professionals to address the healthcare sector's needs.

Proposed Expansion of Academic Programs, Work-Based Learning Opportunities, and Needed Equipment

Columbia State's proposed project will expand the nursing program (31.51.3801.00) by creating a Paramedic to RN pathway. Students in the DE EMT and Paramedic-to-RN Pathway will complete hands-on, clinical work-based learning in multiple rural counties. EMT students complete at least 96 hours of clinical and Paramedic-to-RN students will complete nearly 300 hours of clinical. These experiences expose learners to unique aspects of healthcare provision in

rural settings. Completers are historically drawn to employment at familiar, clinical partner facilities. Significant hours are also devoted to hands-on learning in on-campus labs for skills demonstration and competency development. Lab experiences require supplies and equipment which simulate the clinical environment. Increasing the number and size of cohorts necessitates additional supplies and equipment to maintain educationally valid experiences.

CIP2020Code	CIP2020Title	SOC2018Code	SOC2018Title
51.3801	Registered Nursing/Registered Nurse	29-1141	Registered Nurses

SECTION 3: PROGRAM PLAN

Detailed Summary of Proposed Program

The Columbia State Emergency Medical Services (EMS) Academy currently offers Basic Emergency Medical Technician (EMT-B), Advanced EMT (AEMT), and Paramedic certificate programs. Paramedic certificate holders have mechanisms available for completion of a General Technology associate's degree and a Professional Studies bachelor's degree. Transitioning from Paramedic to Nursing or other healthcare professions is incredibly challenging. Paramedics would typically need to enroll in a traditional program without advanced placement for prior medical knowledge or experience, a time-consuming, costly, and partially redundant endeavor. The absence of a conveniently located, streamlined pathway discourages paramedics from pursuing career advancement in healthcare, limiting earnings potential and skill diversification. Consequently, these paramedics may remain in roles with fewer long-term growth prospects or encounter difficulty moving into other areas of healthcare (management, education, specialized patient care.) This further limits the ability to supply registered nurses, a high demand occupation, for Southern Middle Tennessee.

Columbia State is proposing an EMT to Paramedic to RN educational pathway as a solution to demands for early postsecondary opportunities (EPSOs), incumbent worker career

advancement, increased earnings potential, and more registered nurses. Licensed Practical Nurses (LPNs) will also have the opportunity to participate in the Paramedic to RN Pathway, allowing them to advance their careers by meeting program requirements and transitioning into the registered nursing profession. The proposed pathway is efficient and acknowledges the value of progressive learning/experiences.

A key component of the Paramedic to RN Pathway will be a summer transition course designed to resolve any skills/knowledge gaps and prepare participants to complete core Nursing courses in just two subsequent semesters. Prior credentials and transition course completion will allow the college to award credit for the first two semesters of the traditional nursing program. The transition experience will include intensive preparation for success in upper-level Nursing courses. Students will receive immediate and ongoing support from a designated Success Navigator tasked with providing or locating necessary resources and helping remove barriers to completion.

Columbia State currently offers a pathway allowing LPNs to complete the RN program in three semesters. TCAT Hohenwald and TCAT Pulaski partners both feed LPNs into the pipeline. The college plans to allow LPNs to choose the summer transition experience and reduce time to RN completion by a full semester. Another efficient way to provide career advancement, increase earnings potential, and respond to the shortage of RNs.

A dedicated dual enrollment offering on the Columbia State campus will attract seniors from all Maury County Public Schools. Expanding the college's DE EMT footprint addresses the regional demand for EPSOs and EMTs and grows the pipeline of potential Paramedic to RN students.

Detailed Project Timeline and Overview

Quarter / Semester	Activities
Q3/4 2025	Hire Paramedic/RN Pathway Coordinators Develop promotional materials Begin requisition of supplies/equipment Recruit students Students complete outstanding Gen Ed
Q1/2 2026	Hire Success Navigator Recruit Students Students continue completion outstanding Gen Ed
Q2/3 2026	Summer 2026 transition course conducted Hire EMT/DE Coordinator Recruit/register DE EMT students
Q3/4 2026 (Fall 2026)	1st cohorts begin: Paramedic/RN and DE-EMT
Q1/2 2027 (Spring 2027)	1st cohorts complete: Paramedic/RN and DE EMT
Q2/3 2027 (Summer 2027)	Summer 2027 transition course conducted
Q3/4 2027 (Fall 2027)	2 nd cohorts begin: Paramedic/RN and DE-EMT
Q1/2 2028 (Spring 2028)	2 nd cohorts complete: Paramedic/RN and DE-EMT
Q2/3 2028 (Summer 2028)	Summer 2028 transition course
Q3/4 2028 (Fall 2028)	3 rd cohorts begin: Paramedic/RN and DE-EMT
Q1/2 2029 (Spring 2029)	3 rd cohorts complete: Paramedic/RN and DE-EMT
Q2/3 2029	Final grant reporting/close out

Key Objectives for Each Phase of the Project and How They Will Be Measured

The objectives of the program are designed to ensure its effectiveness in recruitment, enrollment, student success, and stakeholder engagement while evaluating the overall impact of the initiative. **Recruitment efforts** will be measured by tracking promotional activities and the number of inquiries received, providing insight into the program's visibility and outreach success. **Enrollment metrics** will compare the number of students completing prerequisite coursework and indicating program “intent” against actual program enrollment to assess conversion rates.

To enhance student outcomes, the **Success Navigator** will track the availability and attendance of support offerings, evaluating their influence on academic achievement. **Student success** will be monitored through statistics on course and program completion, first-attempt

credentialing exam success rates, and the timing and location of in-field employment, reflecting both academic and professional outcomes.

The broader impact of the initiative, termed **R³ Project Success**, will be evaluated by trending data on the annual number of EMT and RN completers, demonstrating the program's contribution to addressing regional workforce needs. **Stakeholder feedback** will be gathered through participant and partner surveys, periodic Steering Committee meetings, and employer satisfaction surveys focused on the preparedness of program graduates.

Project Governance and Accountability Plan

Governance and accountability for the grant will be primarily the responsibility of Columbia State and specifically, Dr. Kae Fleming, Dean of Health Sciences. Dr. Fleming will oversee the budget and approve all purchases. Dr. Fleming will lead a project steering committee which will meet at least quarterly during the grant contract period. Steering committee members from Columbia State will include, at a minimum:

Dr. Denise Carr, Vice President of Academic Affairs	Patrick McElhiney, Director of Grants
Dr. Kae Fleming, Dean of Health Sciences, Project Director	Matt Lewis, Director of Financial Aid
Dr. Amy Huff, Nursing Program Director	Keith Isbell, Associate Vice President of Business Services
Greg Johnson, EMS Program Director	Dr. Christa S. Martin, Executive Director of Belonging and Student Resources

Additional committee members will be identified from Maury Regional Health, National Healthcare Corporation (NHC), Maury County Public Schools, TCAT Hohenwald, and TCAT Pulaski. Additional members may be invited to join the committee as the project progresses.

Counties Served

This project will serve Giles, Hickman, Lawrence, Lewis, Maury, Marshall, Perry, and Wayne counties, providing targeted benefits that address local workforce and healthcare needs. The initiative will support these rural communities by scheduling clinical experiences for

Nursing and EMT students within each county, ensuring that students gain valuable hands-on training while directly engaging with local healthcare facilities. These clinical placements not only enhance educational outcomes but also strengthen connections between students and potential employers in their home regions.

Recruitment efforts will focus on engaging Licensed Practical Nurses (LPNs) and paramedics from all eight counties to participate in the program, expanding access to career advancement opportunities and addressing critical healthcare shortages. Additionally, Maury County will benefit from the expansion of the EMT dual enrollment program, offering high school students a pathway into healthcare careers at an earlier stage and creating a sustainable pipeline for the local workforce.

To assess long-term impact, employment tracking for program completers will be conducted across all eight counties, focusing on the retention of healthcare professionals in these rural areas. By addressing local needs through education, training, and employment monitoring, the project aims to enhance healthcare access and economic development throughout the region.

SECTION 4: STRENGTH OF PARTNERSHIPS

Students will benefit from partner support of *Rural RNs Rise (R³): Growing Caregivers*. MOUs (Appendix C) outline the depth and breadth of each party's roles and responsibilities.

Columbia State broke ground in August 2025 for the new Southern Regional Technology Center (SRTC). This new 88K square foot building will be a regional hub for education and training, addressing the needs of both citizens and employers. The SRTC will be cornerstone of economic and workforce development with the latest in industry and healthcare training. Columbia State's Nursing program and TCAT Hohenwald's LPN program are two of the programs with designated, state-of-the-art space in the new SRTC, scheduled to open Fall 2027.

Employers

Long-term, committed relationships with employers are one of the greatest strengths of Columbia State's health sciences programs. Maury Regional Health and NHC are key partners for Nursing and EMS and 100% support this program. Prospective employers will offer clinical placements. Clinical partners collaborate with college officials on supervision of direct patient care and student instruction, evaluation, and continuous feedback.

K-12

Columbia State has a synergistic relationship with K-12 school districts across the service area. A centrally located DE EMT offering on the Columbia campus allows students from all seven Maury County Public Schools high schools to benefit. EMS & Nursing personnel are welcomed into schools to provide guest lectures and recruit DE students. Area schools, including several from MCPS, regularly schedule hands on field trips to campus so students visit the different healthcare discipline areas and learn about careers. MCPS offers Certified Nursing Assistant (CNA) and EKG Technician training, and as part of this grant project, Columbia State will cover the cost of certification exams for students completing these programs. Additionally, Columbia State will collaborate with K-12 school districts to expand access to dual enrollment courses such as General Psychology, Introductory Statistics, and Human Anatomy & Physiology I and II, targeted at juniors and seniors. These courses are strategically selected because they contribute points for Nursing program admission and are applicable to the Nursing AAS degree, as well as other Health Sciences programs. Completing these courses in high school not only accelerates students' progress toward college degrees but also fulfills general education prerequisites for future Pathway program participants for LPNs or Paramedics.

Higher Education Institution

TCAT Hohenwald and TCAT Pulaski are primary sources of LPNs seeking to advance to RN. Program officials visit TCATs on a regular basis to offer information sessions for current

LPN students. The proximity of the college's RN program and TCAT Hohenwald's LPN program in the new SRTC should make continued formal education and career advancement natural and seamless. Being on the college campus may also increase interest in concurrent completion of general education coursework by LPN students. Program officials from Columbia State and the TCATs serve on each other's advisory committees and support each other's continuous improvement efforts.

SECTION 5: BUDGET PLAN

The requested funding is strategically aligned with the project's goals and activities to ensure comprehensive support for students and program implementation. See Appendix A for details.

Personnel Costs: Key salaries, including the Success Navigator, EMT and RN Pathway Coordinators, Dual Enrollment Coordinator, three part-time faculty members for rural clinical experiences, and a part-time Childcare Coordinator, account for the majority of the funding. These roles are essential for overseeing program operations, advising students, and facilitating program-specific initiatives.

Professional Fees and Materials: The allocation for professional fees and materials is a vital component of the grant, aligning directly with the project's overarching goals of reducing barriers to program participation, ensuring student preparedness, and maintaining high-quality instruction. Clinical experiences are an essential component of both the Nursing and EMT programs, providing students with hands-on, real-world training in healthcare settings. Stipends covering clinical access clearance fees ensure that all students can participate in these crucial learning opportunities without financial constraints. Stipends covering the costs associated with licensure exams ensure that students are not hindered by financial challenges when transitioning from program completion to entering the workforce. Providing stipends for exam preparation

courses and software further equips students for success on certification exams. This proactive support enhances their readiness, reduces test anxiety, and increases the likelihood of passing on the first attempt. By providing stipends for essential course materials, the project ensures that all students, regardless of their financial situation, have access to the resources needed to fully participate in the program. Nursing books, uniforms, and EMT-specific supplies such as software and diagnostic kits are critical tools that directly support both classroom instruction and clinical practice, helping students build the skills necessary for professional success. The project allocates funds to provide professional development opportunities for newly hired faculty and staff. This ensures that instructors are well-prepared to deliver high-quality education and support to students, maintaining the program's standards of excellence.

Supplies: Investments include classroom textbooks, promotional materials to boost engagement, and critical supplies for a dual enrollment EMT classroom and nursing labs, fostering an optimal learning environment.

Specific Assistance to Individuals: To address financial barriers and reduce financial stress, funding includes completion grants for childcare subsidies through the Charger Childcare Program and transportation support in the form of gas cards.

Travel and Insurance: Allocations for the Pathway Coordinators' travel to clinical sites and malpractice insurance for students ensure compliance and facilitate hands-on learning opportunities.

Capital Purchases: Advanced equipment will provide state-of-the-art tools for skill development for both an EMT classroom and Nursing labs.

Other Non-Personnel: Funding for advertising will support recruitment efforts and program awareness, especially in rural communities.

SECTION 6: SUSTAINABILITY

A plan for long-term viability for Columbia State Community College's Paramedic to RN Pathway program and the expanded dual enrollment Emergency Medical Technician certificate will involve diverse funding sources, institutional commitment, and community engagement.

A key sustainability funding element is tuition and fee revenue generated by consistent enrollment in both the Paramedic to RN Pathway and the Dual Enrollment EMT certificate. Project initiatives are based on continually growing demand for healthcare professionals which is indicative of program interest, a steady revenue stream, and fiscal sustainability. Additionally, dual enrollment students, who begin earning career-aligned credentials while in high school, create a natural pipeline into advanced healthcare education programs at Columbia State.

Program officials submit Technology Access Fee (TAF) requests annually for additional and replacement items which cannot be funded via routine operational allocations. TAF fees assessments are included in tuition/fees for all students each semester and distribution of funds is based on cabinet approval of requests. All programs, including Nursing and EMT, regularly receive approval for purchases of larger(r) expenditures via TAF.

Partnerships with regional healthcare providers add further long-term support for programs financially and operationally. Community partners have a history of demonstrated support for Columbia State students and programs through scholarships, externships, designated student positions, monetary/equipment donations, and clinical supervisor incentives. Dual enrollment completers can use credentials earned as pathways to employment and educational assistance.

Institutional integration is essential for long-term stability. Columbia State will prioritize funding for increased enrollment in these programs in operational budgets, continuing to demonstrate alignment with workforce development and community impact goals.

GRANT BUDGET				
Rural Health Care Pathways Expansion Grant				
The grant budget line-item amounts below shall be applicable only to expenses incurred during the following				
Applicable Period: BEGIN: 8/1/25 END: 7/31/29				
POLICY 03 Object Line-item Reference	EXPENSE OBJECT LINE-ITEM CATEGORY ¹	GRANT CONTRACT	GRANTEE PARTICIPATION	TOTAL PROJECT
1, 2	Salaries, Benefits & Taxes	\$1,124,500	0.00	\$1,124,500
4, 15	Professional Fee, Grant & Award ²	\$355,320	0.00	\$355,320
5, 6, 7, 8, 9, 10	Supplies, Telephone, Postage & Shipping, Occupancy, Equipment Rental & Maintenance, Printing & Publications	\$89,532	0.00	\$89,532
11, 12	Travel, Conferences & Meetings	\$2,000	0.00	\$2,000
13	Interest ²	0.00	0.00	0.00
14	Insurance	\$1,500	0.00	\$1,500
16	Specific Assistance to Individuals	\$61,500	0.00	\$61,500
17	Depreciation ²	0.00	0.00	0.00
18	Other Non-Personnel ²	\$2,500	0.00	\$2,500
20	Capital Purchase ²	\$215,000	0.00	\$215,000
22	Indirect Cost	\$148,148	0.00	\$148,148
24	In-Kind Expense	0.00	0.00	0.00
25	GRAND TOTAL	\$2,000,000	0.00	\$2,000,000

Salaries, Benefits & Taxes

Salary/benefits for four FTE are included in the R³ proposal. The Success Navigator (\$262,500) will support all grant students. Examples of navigator activities include assistance with program application, study sessions, career planning, resume preparation. The Paramedic RN Pathway Coordinator (\$343,000) and EMT Pathway Coordinator (\$147,000) will be expected to recruit students, provide academic guidance, develop materials, plan transition clinical experiences, deliver instruction, and track outcomes.

The Dual Enrollment EMT Coordinator (\$252,000) will recruit students, deliver instructions, plan/evaluate WBL, maintain records required by state EMS, and track outcomes for DE EMT students. The DE EMT Coordinator will also serve as liaison between Columbia State and the LEAs.

Three part-time faculty (\$120,000) will be necessary each fall and spring semester to supervise the additional rural clinical groups required due to increasing cohort size to accommodate Paramedic to RN Pathway enrollment.

Total estimated Salary, Benefits, and Taxes for the grant duration is \$1,124,500

Professional Fee, Grant & Award

All students entering a Health Sciences Program at Columbia State must complete clinical access clearance documentation in accordance with affiliation agreements, including but not limited to, criminal background checks, drug screens, vaccinations, and a physician physical form. Stipends will be provided to all students to cover these costs at an estimated cost of \$300 per student (\$21,600). Stipends will also be provided to cover the cost of credentialing exams, including NCLEX-RN \$200 at per student (\$7,200), and EMT National Registry Exam at \$230 per student (\$8,280). Stipends will also be provided for exam preparation courses and software at \$250 per student (\$18,000). Finally, stipends will be provided for required course materials

including uniforms (\$21,600), nursing textbooks (\$129,600), as well as EMT software, textbooks, and diagnostic kits (\$14,040).

To further enhance the pathway pipeline and increase the health care workforce in southern middle Tennessee, grant funds will be used to support students in partner programs including Certified Nursing Assistant certification exams at \$200 per MCPS student (\$40,000), and EKG Technician certification exams at \$150 per MCPS student (\$30,000). Funds will also support CNA students at NHC at approximately \$350 per student to cover textbooks, uniforms, CNA credentialing exam fees (\$50,000).

This category also includes professional development for new educators, with \$15,000 allocated.

Total estimated Professional Fee, Grant and Award for the grant duration is \$355,320

Supplies

The Supplies category includes classroom textbook sets (\$2,500), promotional materials (\$10,000), food for info/study sessions (\$10,000), and supplies for the DE EMT Classroom/Skills Lab and Nursing labs (\$67,032). Total estimated Supplies for the grant duration is \$89,532.

Travel, Conferences, and Meetings

Funds are allocated for the EMT and Paramedic RN Pathway Coordinators to visits to clinical sites in the amount of \$2,000.

Insurance

Students pay a fee to cover group malpractice insurance at cost of approximately \$15/year. Estimated total for RN & EMT grant students is \$1,500.

Special Assistance to Individuals

Completion grants will be provided in childcare subsidies (max \$750/semester) and transportation (max \$100/semester) for an estimated \$61,500.

Other Non-Personnel

Funds in the amount of \$2,500 will be allocated for printing, advertising, and promotional of grant offerings.

Capital Purchase

Capital Purchase includes the following itemized equipment:

- LifePak 35 Cardiac Monitor/Defibrillator - \$40,000
- Styker Power Cot - \$15,000
- Stryker Stair Chair - \$10,000
- Advanced Adult (Critical Care) Simulator - \$118,000
- Infant Simulator - \$32,000

Indirect Cost

Indirect cost in the amount of 8% of the total direct costs will be applied to cover administrative expenses associated with managing the grant, including staff salaries for oversight and reporting, office supplies, utilities, and other operational costs necessary to support the program's implementation and compliance with grant requirements. Total indirect costs are \$148,148.

Appendix B – Completion Grants

To support students in overcoming financial barriers and achieving program completion, Columbia State will offer completion grants tailored to address critical needs including childcare and transportation. For student parents, the grants will subsidize childcare costs through the existing Charger Childcare program, where funding is provided directly to childcare facilities to cover students' out-of-pocket expenses. Additionally, transportation grants in the form of \$100 gas cards will be available to assist students with commuting costs, reducing obstacles to attending clinical rotations, classes, or other program activities.

Charger Childcare

Program participants with children needing child care services will have the opportunity to enroll in our Charger Childcare program. Charger Childcare pays a percentage of the out-of-pocket tuition for student parents' childcare cost after all other state aid is applied. Charger Childcare works with the facility and payments are made directly to that facility. Student eligibility requirements for Charger Childcare:

- Infant through 12 years old dependent child/children
- Child/Children must be enrolled or get enrolled at a daycare/childcare facility
- Completed Free Application for Federal Student Aid (FAFSA)
- Pell Grant eligible (preferred)
- Enrolled in degree or certificate program
- Enrolled in at least 6 credit hours per semester
- Attend the Charger Childcare video meeting with the Coordinator (after application has been completed)

Monitoring and recordkeeping is a regular function of the Charger Childcare program. The THEC provided standard application for completion grants will be integrated into the Charger Childcare enrollment process. Per RHCPE grant guidelines, childcare subsidies will be capped at \$750 per semester for program participants enrolled in Charger Childcare.

Transportation

Eligibility for completion grants, designed to assist with transportation costs via \$100 gas cards, will be determined based on specific criteria that ensure equitable distribution and alignment with program goals. To qualify, students must be actively enrolled in the program, maintaining good academic standing, and demonstrate financial need through documentation, such as a FAFSA submission or proof of limited income. The grants will prioritize students who are nearing program completion, such as those in their final semester, participating in clinical rotations, or preparing for credentialing exams, where travel requirements typically increase.

Additional criteria will include the verification of travel needs, such as assignments to clinical sites or program-related events that necessitate commuting. Students must meet attendance requirements, such as maintaining a set percentage of participation in classes or clinicals, and may be asked to submit a brief statement of intent explaining how the grant will support their program completion. Priority may also be given to students with geographic challenges, such as those who live farther from campuses or training sites, or who face unexpected transportation expenses that could impede their progress.

Each student may access the grant a limited number of times, with a cap on total assistance to ensure funds are available to a broader group of participants. Requests must be submitted in advance, within a defined timeframe, to facilitate efficient fund allocation. Students may also be required to submit receipts or sign a statement affirming that the funds will be used for program-related transportation needs.

To ensure effective recordkeeping and monitoring of transportation grants, Columbia State will implement a structured process that prioritizes transparency and accountability. Students will submit formal applications detailing their transportation needs, supported by documentation such as clinical schedules and proof of enrollment. All requests will be logged in a centralized spreadsheet, capturing information such as student details, purpose of the grant, and amount disbursed. If the request is denied, the reason for the denial will be logged. Periodic audits will be conducted to ensure compliance and

prevent misuse of funds. Regular reports summarizing disbursements, usage trends, and program outcomes will be generated to monitor effectiveness and maintain financial oversight.

Appendix C – Memoranda of Understanding

Education Partners:

- TCAT Hohenwald
- TCAT Pulaski
- Maury County Public Schools

Employer Partners:

- Maury Regional Health
- National Healthcare Corporation (NHC)

AGREEMENT
BETWEEN
COLUMBIA STATE COMMUNITY COLLEGE
AND
TCAT-HOHENWALD

This Agreement entered into this 15th day of January, 2025 by and between Columbia State Community College (hereinafter referred to as the “College”) and TCAT-Hohenwald (hereinafter referred to as the “Education Participant”), is for the purpose of implementing the Rural Health Care Pathways Expansion Grant (RHCPE) Proposal, as further defined below.

PURPOSE

The purpose of this Agreement is to clearly identify the roles and responsibilities of each party as they relate to the Tennessee Higher Education Commission’s (THEC) Rural Health Care Pathways Expansion Grant (RHCPE) proposal to implement the RHCPE program in the College’s rural service areas. In particular, the Agreement is intended to establish expectations for the designated employer participant to provide youth the opportunity to gain valuable vocational skills to address the labor shortage and skill deficits in the rural health care sector.

I. ROLES

1. COLLEGE ROLE:

The College agrees to the following responsibilities:

- Serve as the fiscal agent of the grant
- Deliver health career educational opportunities to employees and students of the Educational Participants
- Coordinate work-based learning opportunities required by employers for students to work for Employer Participants upon completion of the respective program
- Create a LPN-2-RN Pathway
- Increase support efforts to reduce student success barriers.

2. EDUCATION PARTICIPANTS:

The Education Participants are responsible for supporting the mission of the RHCPE. Education participants agree to the following responsibilities:



- Recruiting students to enroll in Health Career Pathways
- Offer information sessions to enrolled Practical Nursing (LPN) students to promote Columbia State’s RN Pathway.
- Encourage current LPN students to develop individual plans to qualify for RN program matriculation.
- Collaborate with Columbia State representatives to reduce barriers to RN program enrollment.

- Serve on grant steering committee and attend requested meetings.
- Serve on program advisory boards, upon request, and attend requested meetings

The Education Participants agree there is a need for these programs in rural communities because of a lack of qualified candidates in health careers in the local geographic area. The benefits include an increased skilled pipeline to the employer and an overall benefit to the rural communities served by providing increased access to quality health care.

II. MISCELLANEOUS:

1. Modification of roles/responsibilities and the sustainability of the program are collectively decided by the parties.
2. Education Participant may terminate its relationship with the program at the end of an academic term with a 30-day written notice to the College.
3. Education Participants and may be added through written Amendment to this Agreement.
4. Term. The term of this Agreement shall be 15 January 2025 through 31 July 2029.
5. Counterparts. This Agreement may be executed in any number of counterparts, each of which together shall be deemed to be original, but all of which together shall constitute one and the same instrument. In the event that any signature is delivered by facsimile transmission or by e-mail delivery of a ".pdf" format data file, such signature shall create a valid and binding obligation of the party executing (or on whose behalf such signature is executed) with the same force and effect as if such a facsimile or ".pdf" signature page was an original thereof.

COLLEGE: Columbia State Community College  <small>Janet Smith (Jan 24, 2025 08:56 CST)</small> _____ Signature Janet F, Smith, President _____ Name and Title Jan 24, 2025 _____ Date	EDUCATOR PARTICIPANT: TCAT-Hohenwald  _____ Signature Kelli Kea-Carroll, President _____ Name and Title 01-15-2025 _____ Date
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AGREEMENT
BETWEEN
COLUMBIA STATE COMMUNITY COLLEGE
AND
TCAT-PULASKI

This Agreement entered into this 15th day of January, 2025 by and between Columbia State Community College (hereinafter referred to as the “College”) and TCAT-Pulaski (hereinafter referred to as the “Education Participant”), is for the purpose of implementing the Rural Health Care Pathways Expansion Grant (RHCPE) Proposal, as further defined below.

PURPOSE

The purpose of this Agreement is to clearly identify the roles and responsibilities of each party as they relate to the Tennessee Higher Education Commission’s (THEC) Rural Health Care Pathways Expansion Grant (RHCPE) proposal to implement the RHCPE program in the College’s rural service areas. In particular, the Agreement is intended to establish expectations for the designated education participant to provide youth the opportunity to gain valuable vocational skills to address the labor shortage and skill deficits in the rural health care sector.

I. ROLES

1. COLLEGE ROLE:

The College agrees to the following responsibilities:

- Serve as the fiscal agent of the grant
- Deliver health career educational opportunities to employees and students of the Educational Participants
- Coordinate work-based learning opportunities required by employers for students to work for Employer Participants upon completion of the respective program
- Create a LPN-2-RN Pathway
- Increase support efforts to reduce student success barriers.

2. EDUCATION PARTICIPANTS:

The Education Participants are responsible for supporting the mission of the RHCPE. Education participants agree to the following responsibilities:

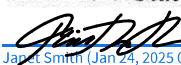

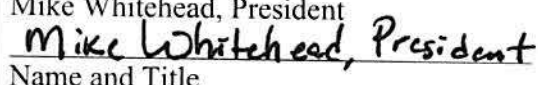
- Recruiting students to enroll in Health Career Pathways
- Offer information sessions to enrolled Practical Nursing (LPN) students to promote Columbia State’s RN Pathway.
- Encourage current LPN students to develop individual plans to qualify for RN program matriculation.
- Collaborate with Columbia State representatives to reduce barriers to RN program enrollment.

- Serve on grant steering committee and attend requested meetings.
- Serve on program advisory boards, upon request, and attend requested meetings

The Education Participants agree there is a need for these programs in rural communities because of a lack of qualified candidates in health careers in the local geographic area. The benefits include an increased skilled pipeline to the employer and an overall benefit to the rural communities served by providing increased access to quality health care.

II. MISCELLANEOUS:

1. Modification of roles/responsibilities and the sustainability of the program are collectively decided by the parties.
2. Education Participant may terminate its relationship with the program at the end of an academic term with a 30-day written notice to the College.
3. Education Participants and may be added through written Amendment to this Agreement.
4. Term. The term of this Agreement shall be 15 January 2025 through 31 July 2029.
5. Counterparts. This Agreement may be executed in any number of counterparts, each of which together shall be deemed to be original, but all of which together shall constitute one and the same instrument. In the event that any signature is delivered by facsimile transmission or by e-mail delivery of a ".pdf" format data file, such signature shall create a valid and binding obligation of the party executing (or on whose behalf such signature is executed) with the same force and effect as if such a facsimile or ".pdf" signature page was an original thereof.

COLLEGE: Columbia State Community College  <small>Janet Smith (Jan 24, 2025 08:56 CST)</small> _____ Signature Janet F, Smith, President _____ Name and Title Jan 24, 2025 _____ Date	EDUCATOR PARTICIPANT: TCAT-Pulaski  _____ Signature Mike Whitehead, President  _____ Name and Title 1/15/25 _____ Date
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AGREEMENT
BETWEEN
COLUMBIA STATE COMMUNITY COLLEGE
AND
MAURY COUNTY PUBLIC SCHOOLS

This Agreement entered into this 15th day of January, 2025 by and between Columbia State Community College (hereinafter referred to as the “College”) and Maury County Public Schools (hereinafter referred to as the “Education Participant”), is for the purpose of implementing the Rural Health Care Pathways Expansion Grant (RHCPE) Proposal, as further defined below.

PURPOSE

The purpose of this Agreement is to clearly identify the roles and responsibilities of each party as they relate to the Tennessee Higher Education Commission’s (THEC) Rural Health Care Pathways Expansion Grant (RHCPE) proposal to implement the RHCPE program in the College’s rural service areas. In particular, the Agreement is intended to establish expectations for the designated education participant to provide youth the opportunity to gain valuable vocational skills to address the labor shortage and skill deficits in the rural health care sector.

I. ROLES

1. COLLEGE ROLE:

The College agrees to the following responsibilities:

- Serve as the fiscal agent of the grant
- Deliver health career educational opportunities to employees and students of the Educational Participants
- Coordinate work-based learning opportunities required by employers for students to work for Employer Participants upon completion of the respective program
- Create a Paramedic/LPN-2-RN Pathway
- Expand dual enrollment EMT program at a central location
- Increase support efforts to reduce student success barriers.

2. EDUCATION PARTICIPANTS:

The Education Participants are responsible for supporting the mission of the RHCPE. Employer participants agree to the following responsibilities:

- Recruiting students to enroll in Health Career Pathways
- Providing students with WBL (Work-Based Learning) opportunities by engaging students and employers in meaningful activities
- Managing dual enrollment/dual credit with the College
- Providing students the opportunity to obtain industry credentials, including underrepresented groups of students (economically disadvantaged, students with disabilities, students in foster care; and students with parents that are in


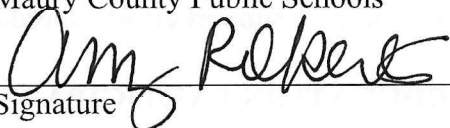
the armed forces or on active duty) as well as non-traditional

- Monitor Employer Participant engagement

The Education Participants agree there is a need for these programs in rural communities because of a lack of qualified candidates in health careers in the local geographic area. The benefits include an increased skilled pipeline to the employer and an overall benefit to the rural communities served by providing increased access to quality health care.

II. MISCELLANEOUS:

1. Modification of roles/responsibilities and the sustainability of the program are collectively decided by the parties.
2. Education Participant may terminate its relationship with the program at the end of an academic term with a 30-day written notice to the College.
3. Education Participants and may be added through written Amendment to this Agreement.
4. Term. The term of this Agreement shall be 15 January 2025 through 31 July 2029.
5. Counterparts. This Agreement may be executed in any number of counterparts, each of which together shall be deemed to be original, but all of which together shall constitute one and the same instrument. In the event that any signature is delivered by facsimile transmission or by e-mail delivery of a ".pdf" format data file, such signature shall create a valid and binding obligation of the party executing (or on whose behalf such signature is executed) with the same force and effect as if such a facsimile or ".pdf" signature page was an original thereof.

COLLEGE: Columbia State Community College  <small>Janet Smith (Jan 24, 2025 08:56 CST)</small> _____ Signature Janet F. Smith, President _____ Name and Title Jan 24, 2025 _____ Date	EDUCATOR PARTICIPANT: Maury County Public Schools  _____ Signature Amy Roberts, MCPS CTE _____ Name and Title Supervisor 01/23/25 _____ Date
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MEMORANDUM OF UNDERSTANDING
BETWEEN
COLUMBIA STATE COMMUNITY COLLEGE
AND
MAURY REGIONAL HOSPITAL and AFFILIATES

This Memorandum of Understanding (“MOU”) is entered into the 15th day of January, 2025 by and between Columbia State Community College (hereinafter referred to as the “College”) and Maury Regional Hospital and Affiliates (hereinafter referred to as the “Employer Participant”), is for the purpose of implementing the Rural Health Care Pathways Expansion Grant (RHCPE) Proposal, as further defined below.

PURPOSE

The purpose of this MOU is to clearly identify the roles and responsibilities of each party as they relate to the Tennessee Higher Education Commission’s (THEC) Rural Health Care Pathways Expansion Grant (RHCPE) proposal to implement the RHCPE program in the College’s rural service areas. In particular, the MOU is intended to establish expectations for the designated employer participant to provide youth the opportunity to gain valuable vocational skills to address the labor shortage and skill deficits in the rural health care sector.

I. ROLES

1. COLLEGE ROLE:

The College agrees to the following responsibilities:

- Serve as the fiscal agent of the RHCPE Grant
- Coordinate dual enrollment and/or dual credit with identified Educational Participants
- Deliver health career educational opportunities to employees and students of the Educational Participants
- Coordinate work-based learning opportunities required by employers for students to work for Employer Participants upon completion of the respective program
- Create a Paramedic-2-RN Pathway
- Expand EMT Dual Enrollment offerings
- Increase support efforts to reduce student success barriers.

2. EMPLOYER PARTICIPANTS:

The Employer Participants shall make reasonable efforts to support the mission of the RHCPE. Employer participant agrees to the following responsibilities:




- Alerting the College of job openings
- Development of youth interest in health careers
- Host tours for youth and adult program participants (no more than one per year per participant)
- Participate in school career exploration events (no more than one per year per participant)
- Consider Columbia State Community College graduates for employment
- Serve on the RHCPE grant steering committee and attend requested meetings.
- Serve on Nursing and EMS program advisory boards, upon request, and attend requested meetings, as reasonably practicable.

The Employer Participants agree there is a need for these programs in rural communities because of a lack of qualified candidates in health careers in the local geographic area. The benefits include an increased skilled pipeline to the employer and an overall benefit to the rural communities served by providing increased access to quality health care.

II. MISCELLANEOUS:

1. Modification of roles/responsibilities and the sustainability of the Paramedic/LPN Pathway and expanded EMT Dual Enrollment programs are collectively decided by the parties.
2. An Employer Participant or Educational Participant may terminate its relationship with the Paramedic/LPN Pathway and/or EMT Dual Enrollment programs at the end of an academic semester (Fall/December, Spring/May, Summer/August) with a 30-day written notice to the College.
3. Employer Participants and Educational Participants and may be added through written Amendment to this MOU.
4. Term. The term of this MOU shall commence on the 15th day of January 2025, and continue through 31st day of July, 2029, unless terminated by Employer Participant in accordance with Paragraph II.2. herein.
5. Counterparts. This MOU may be executed in any number of counterparts, each of which together shall be deemed to be original, but all of which together shall constitute one and the same instrument. In the event that any signature is delivered by facsimile transmission or by e-mail delivery of a ".pdf" format data file, such signature shall create a valid and binding obligation of the party executing (or on whose behalf such signature is executed) with the same force and effect as if such a facsimile or ".pdf"

signature page was an original thereof.

<p>COLLEGE: Columbia State Community College</p> <p> <small>Janet Smith (Jan 24, 2025 08:56 CST)</small></p> <hr/> <p>Signature</p> <p>Janet F, Smith, President</p> <hr/> <p>Name and Title</p> <p>Jan 24, 2025</p> <hr/> <p>Date</p>	<p>EMPLOYER PARTICIPANT: Maury Regional Hospital and Affiliates</p> <p><i>Cathy Malone</i> </p> <hr/> <p>Signature</p> <p>Cathy Malone, Chief Nursing Officer</p> <hr/> <p>Name and Title</p> <p>01/22/2025 09:23 PM EST</p> <hr/> <p>Date</p> <p><i>Dennis Fisher</i> </p> <hr/> <p>Signature</p> <p>Dennis Fisher, Chief Human Resources Officer</p> <hr/> <p>Name and Title</p> <p>01/23/2025 09:36 AM EST</p> <hr/> <p>Date</p>
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AGREEMENT
BETWEEN
COLUMBIA STATE COMMUNITY COLLEGE
AND
NATIONAL HEALTHCARE CORPORATION

This Agreement entered into this 15th day of January, 2025 by and between Columbia State Community College (hereinafter referred to as the “College”) and National Healthcare Corporation (hereinafter referred to as the “Employer Participant”), is for the purpose of implementing the Rural Health Care Pathways Expansion Grant (RHCPE) Proposal, as further defined below.

PURPOSE

The purpose of this Agreement is to clearly identify the roles and responsibilities of each party as they relate to the Tennessee Higher Education Commission’s (THEC) Rural Health Care Pathways Expansion Grant (RHCPE) proposal to implement the RHCPE program in the College’s rural service areas. In particular, the Agreement is intended to establish expectations for the designated employer participant to provide youth the opportunity to gain valuable vocational skills to address the labor shortage and skill deficits in the rural health care sector.

I. ROLES

1. COLLEGE ROLE:

The College agrees to the following responsibilities:

- Serve as the fiscal agent of the grant
- Coordinate dual enrollment and/or dual credit with identified Educational Participants
- Deliver health career educational opportunities to employees and students of the Educational Participants
- Coordinate work-based learning opportunities required by employers for students to work for Employer Participants upon completion of the respective program
- Create a Paramedic-2-RN Pathway
- Expand EMT Dual Enrollment offerings
- Increase support efforts to reduce student success barriers.

2. EMPLOYER PARTICIPANTS:

The Employer Participants are responsible for supporting the mission of the RHCPE. Employer participants agree to the following responsibilities:

- Alerting the College of job openings

- Development of youth interest in health careers
- Host tours for youth and adult program participants (no more than one per year per participant)
- Participate in school career exploration events (no more than one per year per participant)
- Consider graduates for employment
- Serve on grant steering committee and attend requested meetings.
- Serve on program advisory boards, upon request, and attend requested meetings


The Employer Participants agree there is a need for these programs in rural communities because of a lack of qualified candidates in health careers in the local geographic area. The benefits include an increased skilled pipeline to the employer and an overall benefit to the rural communities served by providing increased access to quality health care.

II. MISCELLANEOUS:

1. Modification of roles/responsibilities and the sustainability of the program are collectively decided by the parties.
2. An Employer Participant may terminate its relationship with the program at the end of an academic term with a 30-day written notice to the College.
3. Employer Participants and may be added through written Amendment to this Agreement.
4. Term. The term of this Agreement shall be 15 January 2025 through 31 July 2029.
5. Counterparts. This Agreement may be executed in any number of counterparts, each of which together shall be deemed to be original, but all of which together shall constitute one and the same instrument. In the event that any signature is delivered by facsimile transmission or by e-mail delivery of a ".pdf" format data file, such signature shall create a valid and binding obligation of the party executing (or on whose behalf such signature is executed) with the same force and effect as if such a facsimile or ".pdf" signature page was an original thereof.

COLLEGE:

Columbia State Community College


Janet Smith (Jan 24, 2025 08:56 CST)

Signature

Janet F. Smith, President

Name and Title

Jan 24, 2025

Date

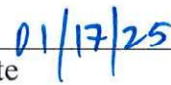
EMPLOYER PARTICIPANT:

National Healthcare Corporation



Signature


Name and Title



Date

APPENDIX D – END NOTES

¹ <https://www.tn.gov/content/tn/thec/research/supply-and-demand.html>

² <https://www.tbr.edu/policy-strategy/tn-education-and-workforce-maps>

³ <https://www.bls.gov/oes/current/oessrcma.htm>

⁴ <https://www.bls.gov/oes/2023/may/oessrcst.htm>

⁵ <https://projectionscentral.org/home>

⁶ <https://www.tn2030.org/>