

MASTER SUB-RECIPIENT SUB-AWARD AGREEMENT Between
Jewish Vocational and Career Counseling Service (JVS) and

Chabot College

This Master Sub-recipient Sub-award Agreement (hereinafter "Master Agreement") is entered into by and between Jewish Vocational and Career Counseling Service (hereinafter "JVS") and the sub-recipient entity specified in ATTACHMENT A hereto, (hereinafter "SUB-RECIPIENT");

WHEREAS, JVS has received the funding for the "2014 Immigrant Nurse Re-entry Program (INRP)", As specified in ATTACHMENT A (the "Sub-recipient Project Agreement"),

WHEREAS, JVS desires and the GRANTING AUTHORITY approves the subcontracting for the services described in ATTACHMENT A,

NOW THEREFORE, in consideration of the mutual benefits and promises contained herein, the parties agreed as follows:

1. **Scope of Work, Term, and Amount:** The scope of work, term of the Project, and the amount payable under the Project are described in ATTACHMENT A and the Project's line-item budget is described in ATTACHMENT B, both of which are incorporated herein by reference. All information and provisions contained in ATTACHMENTS A and B are a part of this Master Agreement as though fully set forth herein.
2. **Master Agreement.** The parties may enter into multiple Sub-recipient Project Agreements all of which incorporate by reference this Master Sub-recipient Agreement. Once the parties have executed this Master Agreement, this Master Agreement shall remain in full force and effect for all subsequent Project Agreements unless otherwise specifically provided in writing and signed by the parties. Each new Project Agreement subject to this Master Agreement shall have a consecutive Project Agreement number for Its ATTACHMENT A and ATTACHMENT B (e.g., ATTACHMENT A-1, ATTACHMENT A-2, etc.). The presence of a Project Agreement number does not alter the status of the attachment as an ATTACHMENT A or and ATTACHMENT B for purposes of references to such attachments in this Master Agreement.
3. **SUB-RECIPIENT Status:** SUB-RECIPIENT is an Institution of higher education, hospital or other non-profit organization and agrees to conform its performance to the terms and conditions outlined in the guidelines specific to and governing the granting agency, which is incorporated by reference herein, and as those terms and conditions may, from time-to-time, be revised.
4. **Responsible Personnel.** The Principal investigator/Project Director specified in ATTACHMENT A is responsible for overseeing the sub-award as a whole. SUB-RECIPIENT shall immediately notify JVS of any change in the Principal investigator/Project Director or other Senior Personnel.
5. **Guidelines for Financial Management of Sub-award Funds.** SUB-RECIPIENT warrants that it has a financial management system that provides accurate, current and complete disclosure of the financial status of the activities required by this sub-award. SUB-RECIPIENT warrants that this system is capable of generating regular financial status reports which indicate the dollar amount allocated for each activity (including any budget revisions), amount obligated, and the amount for each activity. SUB-RECIPIENT warrants its system permits the comparison of actual expenditures and revenues against budgeted amounts and that it is able to isolate and to trace every sub-award dollar received and prove where it went and for what it was used.

SUB-RECIPIENT'S accounting records will be supported by source documentation, such as invoices, purchase vouchers, payrolls, and the like in order to show for what purpose funds were spent. All employee time paid in whole or in part, by sub-award money must be supported with documents indicating the hours worked on sub-award activities and the hourly costs of such employee activities.

SUB-RECIPIENT shall use such forms as approved by JVS to report the status of sub-award funds.

6. Audits. If SUB-RECIPIENT spends \$500,000 or more in federal funds in a fiscal year, SUB-RECIPIENT may be subject to an audit performed in accordance with the requirements contained in the Single Audit Act Amendment of 1996 (31USC 7501-7507) and revised OMB Circular A-133, "Audits of States, Local Governments, and Non-Profit Organizations," incorporated by reference herein and as those requirements may, from time-to-time, be revised. (This only applies to federally funded grants)
7. Retention of and Access to Records. SUB-RECIPIENT shall retain all financial records, supporting documents, statistical records, and all other records pertinent to its sub-award, including records for property and equipment acquired with federal funds for a period of not less than 5 years from the date of submission of its final expenditure report. Notwithstanding the foregoing, if any litigation, claim, or audit is started before the expiration of the 5-year period, the records shall be retained until all litigation, claims, or audit findings involving the records have been resolved and final action taken. SUB-RECIPIENT shall transfer records that possess long-term retention value to JVS and/or the GRANTING AUTHORITY upon request.

SUB-RECIPIENT agrees that JVS, the GRANTING AUTHORITY, Inspector General, Comptroller General of the United States, California State Auditor or any of their duly authorized representatives, have the right of access to any SUB-RECIPIENT books, documents, papers, or other records pertinent to the sub-award, in order to make audits, examinations, excerpts, transcripts and copies of such documents.
8. Agreement Administration. SUB-RECIPIENT agrees to provide JVS with all SUB-RECIPIENT information, books, documents, papers and records related to the performance by SUB-RECIPIENT of this Master Agreement and its attachments and all information and records deemed appropriate by JVS to allow it to assess SUB-RECIPIENT'S conformance with the terms, conditions, and specifications of this Agreement and its attachments and the services provided hereunder.
9. Performance Reports: SUB-RECIPIENT shall submit performance reports to JVS as provided in Attachment A.
10. Desk Reviews, limited-Scope Audits and Onsite Monitoring Activities. SUB-RECIPIENT shall provide JVS with reports and documentation requested by JVS to enable JVS to verify compliance through desk reviews, limited-scope audits or otherwise. Additionally, SUB-RECIPIENT shall schedule up to two annual fiscal monitoring visits with JVS representatives to evaluate the progress and performance of the sub-award. JVS shall conduct such additional document reviews and onsite monitoring activities as it deems appropriate in connection with this sub-award.
11. Corrective and Remedial Actions. Should any problem exist in the performance of the sub-award, SUB-RECIPIENT shall take appropriate corrective action and institute measures to ensure that similar problems do not recur. SUB-RECIPIENT agrees that it will repay all funds that for any reason are determined not to have been properly expended by SUB-RECIPIENT.

SUB-RECIPIENT shall immediately notify JVS, in writing of developments that have a significant

impact on the award-supported activities and of any problems, delays, or adverse conditions which materially affect the ability to meet the objectives of the sub-award. This notification shall include a statement of the action taken or contemplated, and any assistance needed to resolve the situation.

If any cost attributable to this sub-award is disallowed by the GRANTING AUTHORITY, JVS shall pass that disallowance on to SUB-RECIPIENT and SUB-RECIPIENT shall make JVS whole for any cost disallowance made against JVS by the GRANTING AUTHORITY. JVS may recover such disallowances by any means available, including reducing future payments to SUB-RECIPIENT by the amount of the cost disallowance.

In the event of a dispute by SUB-RECIPIENT, it shall file with JVS a "Notice of Dispute" within ten (10) days of discovery of the problem. The parties will attempt to resolve the dispute but if no resolution is reached within five (5) days, appropriate actions will be taken.

JVS is entitled to all administrative, contractual, and legal remedies available to it against SUB-RECIPIENT should SUB-RECIPIENT breach the terms of this Master Agreement or its attachments. No waiver of any breach of this Agreement or its attachments shall be held to be a waiver of any other or subsequent breach.

12. Enforcement. If the SUB-RECIPIENT materially fails to comply with the terms and conditions of its sub-award, JVS may take one or more of the following actions, as appropriate under the circumstances:
 - a. Temporarily withhold payments pending correction of the deficiency by the SUB-RECIPIENT
 - b. Disallow all or part of the cost of the activity or action not in compliance;
 - c. Wholly or partly suspend or terminate the sub-award;
 - d. Withhold further sub-awards;
 - e. Take any other remedies that may be legally available.

SUB-RECIPIENT costs resulting from obligations incurred by the SUB-RECIPIENT during a suspension or after termination of a sub-award are not allowable unless JVS expressly authorizes them.

13. Termination. This Agreement may be terminated in whole or in part for convenience by mutual consent of both parties or by either party when that party provides 30 calendar days' notice. Notwithstanding the foregoing, should SUB-RECIPIENT seek to terminate a part of the sub-award, JVS may terminate the sub-award in its entirety if it determines that the purposes for which the sub-award was made will not be accomplished by reduced or modified performance of the sub-award by SUB-RECIPIENT.

JVS may terminate this Agreement in whole or in part for cause if the SUB-RECIPIENT materially fails to comply with the terms and conditions of its sub-award. Material failure includes, but is not limited to, failure of SUB-RECIPIENT to provide services called for by this Agreement or its attachments within the times specified herein or any extension thereof. Notice of termination for cause shall be in writing and sent by certified or registered mail, return receipt requested, and shall include the reason(s) for termination and the effective date of the termination. JVS may terminate this Agreement upon the termination of the GRANTING AUTHORITY grant under which this sub-award is made.

Termination of this Agreement shall be without prejudice to any obligations or liabilities of either party already accrued prior to such termination.

14. Insurance. Prior to performance under this sub-award, SUB-RECIPIENT shall file with JVS certificates of insurance or policies of workers' compensation, public liability, automobile liability (including non-ownership and hired vehicles) and property damage insurance satisfactory to JVS in an amount sufficient to protect JVS.

All insurance required by this provision shall be and remain in full force and effect for the entire contract period, and JVS OF SAN FRANCISCO shall be named as an additional insured under such insurance contracts, which shall contain a stipulation that the insurance provided shall not be reduced, terminate, lapse, or otherwise expire, prior to thirty (30) days written notice to that effect, given by the insurance carrier to JVS. The minimum limits of liability coverage shall be as follows:

- a. Comprehensive General Liability, including Premises and Operations; Elevator Liability; Providers Protective Liability; Products Liability including completed Operations Coverage; and Contractual Liability for this sub-award. Limits: \$1,000,000/2,000,000 (per occurrence/annual aggregate)
 - b. Comprehensive Automobile Liability, including all owned Automobiles; Non-Owners Automobiles; Hired Car Coverage. Limits: \$1,000,000 (combined single limit each accident)
 - c. Workers' Compensation, including Employer's Liability. Limits: Statutory; Employer's Liability \$1,000,000
15. Liability and Indemnification: SUB-RECIPIENT shall be responsible for all damage to property, injury to persons, and loss expense, inconvenience and delay which may be caused by or result from the carrying out of the work to be done under this Agreement, or from any act, omission or neglect of SUB-RECIPIENT or its employees.

SUB-RECIPIENT shall save keep and hold harmless JVS, its officers, employees, agents, subcontractors, and representatives from, and if requested shall defend it against any and all loss, damages, costs and expenses, injury, liability and claims thereof for injury to or death of a person, or loss of or damage to property, or violation of statute, ordinance, resolution, or constitutional provisions, resulting directly or indirectly from SUB-RECIPIENT'S negligence or willful misconduct in performing this sub-award. SUB-RECIPIENT specifically acknowledges and agrees that it has an immediate and independent obligation to defend JVS, its officers, employees, agents and representatives from any claim which actually or potentially falls within this indemnity provision even if such allegation is or may be groundless, fraudulent or false, which obligation arises at the time such claim is tendered to SUB-RECIPIENT by JVS and continues at all times thereafter. SUB-RECIPIENT shall be wholly responsible for its acts or omissions, including incidental and consequential damages resulting in whole or in part from SUB-RECIPIENT'S acts or omissions. Nothing in this Agreement constitutes a waiver or limitation of any rights which JVS may have under applicable law.

The obligations of JVS under this Agreement are limited to the payment of compensation specified in paragraph 3 of ATTACHMENT A. Notwithstanding any other provision of this Agreement, in no event shall JVS be liable, regardless of whether any claim is based on contract or tort, or based on violation or any statute, ordinance, resolution, or constitutional provision, for any special, consequential, indirect or incidental damages, including, but not limited to lost profits, arising out of or in connection with this Agreement or the services performed in connection with this

Agreement.

16. **Conflict of Interest.** SUB-RECIPIENT shall establish safeguards to prohibit employees from using their positions for a purpose that is, or that gives the appearance of being, motivated by a desire for private gain for themselves or others, particularly those with whom they have family, business, or other ties. No member of the governing body, or employee of SUB-RECIPIENT or its designees or agents shall have any interest, direct or indirect, in this sub-award.
17. **Lobbying.** SUB-RECIPIENT certifies it shall not pay federal funds, by or on behalf of itself, to any person to influence an officer or employee of any agency, a Member of Congress, or officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, or the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this sub-award, SUB-RECIPIENT shall complete and submit to JVS and to GRANTING AUTHORITY a Standard Form - "Disclosure Form to Report lobbying" in accordance with its instructions. SUB-RECIPIENT shall require that the language of this lobbying certification be included in any subcontracts it enters into and that all subcontractors shall similarly certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was entered into.

18. **Contracting by SUB-RECIPIENT.** No part of this sub-award may be assigned or subcontracted without the prior written approval of JVS. SUB-RECIPIENT shall include in its subcontracts applicable provisions, including any applicable provisions of state and federal guidelines. SUB-RECIPIENT will not subcontract with any party that is debarred, suspended, or otherwise excluded from or ineligible for participation in state and federal programs or activities. SUB-RECIPIENT assumes full responsibility for verifying and documenting the eligibility for participation of any party.

SUB-RECIPIENT shall disclose the intended purpose and amount of the subcontracting, identify the proposed subcontractor, and certify that the proposed subcontractor was selected according to any applicable competitive bidding processes. If there are no applicable competitive bidding processes, SUB-RECIPIENT will certify that the selection process was reasonably calculated to ensure that cost was given substantial weight in the selection process, and that the selected subcontractor is the best qualified party available to provide the required services. All subcontracts or sub-grants shall contain a provision prohibiting any third or subsequent tier subcontracts or sub-grants without additional written approval from JVS.

19. **Nondiscrimination.** SUB-RECIPIENT and its subcontractors shall not discriminate against any employee or applicant for employment, or against any student, or student applicant on the basis of race, color, ethnic group identification, national origin, ancestry, religion, gender age, marital status, physical or mental disability, medical condition (cancer), sexual orientation, or status as a Vietnam-Era veteran.
20. **Intangible Property.** No reports, projects, materials, documents or programs produced in whole or in part under this Agreement shall be the subject of any application for copyright or copyright

registration, patent, or trademark by or on behalf of SUB-RECIPIENT or by any officer, employee, subcontractor or agent of SUB-RECIPIENT.

21. No Authority to Bind JVS. SUB-RECIPIENT has no authority to enter into contracts on behalf of JVS, and this Agreement does not create a partnership between the parties.
22. Compliance with Applicable law. SUB-RECIPIENT agrees to comply with all federal, state, and local laws and regulations applicable to this Agreement, including compliance with the provisions of Titles VI and VII of the Civil Rights Act of 1964 (42 U.S.C. § 2000d, and § 2000e), Title IX of the Education Amendments of 1972 (20 U.S.C. § 1681), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. § 794), the Americans with Disabilities Act of 1990 (42 U.S.C. § 12100 et seq.), the Age Discrimination Act (42 U.S.C. § 6101), Executive Order No. 11246, the Hatch Act, applicable provisions of the Clean Air Act (42 U.S.C. § 7401 et seq.), and the Federal Water Pollution Control Act (33 U.S.C. § 1251 et seq.) and all applicable amendments and/or regulations related thereto. SUB-RECIPIENT shall give preference in their procurement programs funded with federal funds to the purchase of recycled products pursuant to EPA guidelines. SUB-RECIPIENT is subject to any applicable GRANTING AUTHORITY grant conditions and any additional restrictions, limitations, or conditions enacted in the federal budget or laws and/or laws and Executive Orders which may affect the provisions, term, or funding of this contract in any manner.
23. Amendments. JVS and SUB-RECIPIENT may amend this Agreement by mutual consent. No alteration or variation of the terms of this Agreement shall be valid unless made in writing and signed by the parties, and no oral understandings or agreements not incorporated herein and no alterations or variations of the terms hereof unless made in writing between the parties shall be binding on any party. Any alterations to ATTACHMENT A or ATTACHMENT B must be submitted to and approved in writing in advance by JVS.
24. Governing Law and Severability. This sub-award Agreement shall be construed in accordance with and governed by the applicable laws of the State of California. Venue for all litigation relative to the formation, interpretation, and performance of this Agreement and sub-award shall be in San Francisco, CA. If any term or provision of this Agreement is held by a court of competent jurisdiction to be invalid, the remainder of the provisions shall not be affected thereby.
25. Entire Agreement. This Master Agreement, and its ATTACHMENTS constitute the entire Agreement between the parties. No waiver, consent, modification, or change of terms of this Agreement shall bind either party unless in writing and signed by both parties. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this Agreement.

SUB-RECIPIENT, by its signature below, acknowledges that it has read this Master Agreement, ATTACHMENT A, and all other ATTACHMENTS thereto, understands their provisions, and agrees to be bound by their terms and conditions.

IN WITNESS THEREOF, the parties hereto have executed this Master Agreement.

Abby Snay
Executive Director
Jewish Vocational Services

Date

Lorenzo Legaspi
Vice Chancellor of Business Services
Chabot Las Positas Community College District

Date

Attachment A
SUB-RECIPIENT PROJECT AGREEMENT

This ATTACHMENT A ("Project Agreement") is a part of the Master Sub-recipient Sub-award between Jewish Vocational and Career Counseling Service (hereinafter "JVS") and Chabot College, herein after "SUB-RECIPIENT");

WHEREAS, JVS desires and the GRANTING AUTHORITY approves the subcontracting for the services described herein.

NOW THEREFORE, in consideration of the mutual benefits and promises contained herein, the parties agree as follows:

1. Scope of Work: SUB-RECIPIENT shall provide the services described herein: The scope of work for this contract includes delivery of one cycle of the RN Refresher for a cohort of 20 students, including didactic and clinical.
2. Term: The period of performance under this Project Agreement shall be June 1-August 10, 2014.
3. Sub-award Amount: Total maximum payment by JVS for cost reimbursement under this Project Agreement shall not exceed \$42,051 (Forty-two thousand fifty-one dollars) for SUB-RECIPIENT per ATTACHMENT B.
4. This Project Agreement shall have no force and effect unless and until funding is provided for the project by the GRANTING AUTHORITY.
5. JVS and SUB-RECIPIENT have executed Master Sub-recipient Sub-award. SUB-RECIPIENT agrees that it is bound by all terms contained in the Master Agreement as well as any terms provided herein and in any attachments hereto.
6. Authority for Participation: SUB-RECIPIENT'S official or agent who is authorized to request reimbursement is Dale Wagoner.

SUB-RECIPIENT'S official agent will submit to JVS no later than the fifteenth (15th) day of each month an invoice and a required program update.

Both invoices and program updates must be submitted and approved in order for funds to be disbursed. If either report is submitted late or requires clarification, reimbursement will be delayed. If the fifteenth falls on a holiday, all documents shall be submitted the preceding working day.

SUB-RECIPIENT will submit invoices and program updates

To: JVS
Attn: Grants and Contracts Manager
225 Bush Street, Suite 400,
San Francisco, CA 94104

JVS will reimburse SUB-RECIPIENT no later than the last day of the month, for operational costs associated with program not to exceed costs as outlined per budget item in accordance with approved budget.

The mailing address where JVS shall make payments under this sub-award is: Chabot

College
25555 Hesperian Boulevard
Hayward, CA 94545

7. Principal Investigator/Project Director. SUB-RECIPIENT'S Principal Investigator/Project Director for this Project is Dale Wagoner, Dean of Health, Kinesiology and Athletics.
8. Performance Reports. SUB-RECIPIENT shall submit to Deborah Dobin, Senior Manager of Healthcare Programs, or such person as she designates, performance reports as specified by grantors of each year covered by a sub-recipient sub-award agreement. In addition, a comprehensive final performance report is due 90 calendar days after the expiration or termination of the Agreement. Each performance report shall include brief information on the following:
 - a) A comparison of actual accomplishment with the goals and objectives established for the period.
 - b) Reasons why established goals were not met, if appropriate.
 - c) Other pertinent information, including analysis and explanation of cost overruns or high costs.
9. Programmatic performance monitoring shall be scheduled as deemed appropriate by JVS to assess SUB-RECIPIENT progress on and completion of grant objectives and deliverables.
10. Notices. All notices, reports, and filings referenced in the Master Agreement or this Project Agreement are to be given by certified or registered mail, return receipt requested, postage fully prepaid, directed as follows:

For JVS: Deborah
D o b i n
Senior Manager of Healthcare Programs
JVS
225 Bush Street, Suite 400
San Francisco, CA 94104

For SUB-RECIPIENT:
Dale Wagoner
Dean of Health, Kinesiology and Athletics
Chabot College
25555 Hesperian Boulevard
Hayward, CA 94545

Notices, reports, and filings shall be effective when received, as indicated by post office records, or if undeliverable by the post office, such notices, reports, filings shall be postponed 24 hours for each intervening day.

SUB-RECIPIENT, by its signature below, acknowledges that it has read this ATTACHMENT A, and agrees to be bound by its terms and the terms of the Master Agreement specified herein. SUB-RECIPIENT further warrants that its

representative named below is authorized by SUB-RECIPIENT to bind fully SUB- RECIPIENT as provided herein.

IN WITNESS THEREOF, the parties hereto have executed this ATTACHMENT A

Abby Snay
Executive Director
Jewish Vocational Services
Date

Lorenzo Legaspi
Vice Chancellor of Business Services
Chabot Las Positas Community College District
Date

ATTACHMENT A
SCOPE OF WORK

Immigrant Nurse Re-entry Program, RN Refresher:

The Immigrant Nurse Re-entry Program (INRP) works with foreign-trained nurses re-entering the nursing profession to receive training or licensure and employment through an RN Refresher Program.

We will offer one cycle of the RN Refresher Program during the project period, June 2-August 10, 2014, serving one cohort of 20 students.

Jewish Vocational Service:

JVS will provide intensive case management services to individuals in the RN Refresher program. This includes identification of barriers during the interview process, support during training and employment services. JVS will recruit and screen 20 people during this project period and support them through training and employment services.

Chabot College

Chabot College will offer the RN Refresher Course, which combines didactic instruction, skills laboratories, and clinical practice for a cohort of 20 students.

Subcontract period: June 2 - August 10, 2014

Immigrant Nurse Re-entry Program, RN Refresher Goals:

Up to 20 nurses will enter the RN Refresher and will attend didactic, skills labs and clinical rotations. Upon completion of the training, JVS will offer employment services, resume and cover letter writing assistance, assistance with interviewing and job search skills, and referrals to employment hiring events.

JVS Immigrant Nurse Re-entry Program, RN Refresher Services and Activities:

1. Outreach, recruitment and screening.
2. Referrals for pronunciation and ESL, financial assistance/scholarships, housing, and childcare.
3. Academic assistance with study skills, time management and overcoming test anxiety.
4. Access to "survival jobs" during the program.
5. Resume and cover letter writing assistance/critique.
6. Assistance with interviewing skills.
7. Assistance with job search skills.
8. Referrals to employment hiring events.
9. Three months retention services post-employment.
10. Three employment readiness workshops at Chabot College.
11. Weekly check-in meetings with RN Refresher faculty.

Chabot College Services and Activities:

1. 48 hours of didactic instruction.
2. 48 hours of skills laboratory
3. 140 hours of clinical rotations at local medical facilities, partially in preceptor format, serving 2 cohorts of 10 students each.
4. 3 hours of math review followed by a medical math test and 3 hour program orientation prior to the official program start date.
5. 50 hours for program director coordination.
6. 50 hours of administrative assistant support for documentation for to meet hospital requirements.
7. Participation in 1-2 sessions of hospital orientation prior to the official program start date.
8. Faculty office hours weekly.

9. Space for office hours for the JVS Program Coordinator, 2 hours per week.
10. Space to deliver three employment readiness workshop at Chabot College, delivered by JVS staff
11. RN Refresher orientation for all students with JVS involvement.
12. Program Supplies

Initial that scope of Work has been accepted by JVS. _____

I

Initial that Scope of Work has been accepted by SUB_RECIPIENT: _____

ATTACHMEN B
BUDGET

Compensation/Disbursement of Funds

JVS will subcontract with Chabot College for the period of June-August, 2014 at a rate of \$44,099. This rate will cover the following:

	Total Hours	Hourly Rate	Total Cost	Fringe Benefits @ 12%	Total
Didactic Instructor	48	105	5,040	605	5,645
Skills Lab Instructor	48	75	3,600	432	4,032
Clinical #1	140	75	10,500	1,260	11,760
Clinical #2	140	75	10,500	1,260	11,760
Office Hours	30	44	1,320	158	1,478
Director / Coordinator	50	45	2,250	270	2,520
Admin Assistance	50	27	1,350	162	1,512
Clinical Site Orientation	6	75	450	54	504
Math Review and Program Orientation	7	75	525	63	588
Supplies					1,000
Student Fees					1,200
Sub Total				Subtotal	41,999
5% Administrative Cost					2,100
Program Cost					\$44,099