

RDH to BSDH Bridge

Evaluation Summary & Recommendation – December 2017

Proposal and Recommendation

The Growth and Development team recommends to Senior Management that the College continue development of a Registered Dental Hygiene to Bachelor of Science in Dental Hygiene bridge program (RDH to BSDH Bridge, or BSDH Bridge), to be offered to students following initial accreditation by WASC Senior. This recommendation follows related course and program development work, and is the result of a detailed evaluation of the proposed RDH to BSDH Bridge as it relates to College strategy.

Strategic Evaluation

Creation of the proposed BSDH Bridge program was considered and evaluated through the lens of SJVC's strategic objectives:

Increase Campus & Program Offerings

The proposed program would expand the programs offered by the College, while substantially leveraging its developed core competencies in dental hygiene education. The program, to be offered online, would also extend the College's dental hygiene education beyond the Central Valley and Southern California markets currently served. This program creation would also add a new source of revenue, contributing to financial stability and supporting improvement in College operations across all campuses and programs.

Enroll Capable Applicants

Detailed analysis of current supply and demand for dental hygiene education at the Bachelors degree level indicates an opportunity for the College to build a successful program with a mature census of roughly 50 students, and between 40 and 50 graduates per year. This would place the SJVC RDH to BSDH Bridge program in the top third of all such programs offered nationally.

Relatively few Dental Hygienists go on to complete a Bachelors degree in the field. From 2014 through 2016, there were nearly 6,000 graduates per year from AS Degree programs nationally, and about 2,000 per year from BS Degree programs (Appendix A). Of the 2,000 BS Degree graduates, an average of 730 were designated as distance education (mostly bridge or related degree completion programs).

Those general proportions hold for the geographic regions served by all campuses of SJVC. In those markets, there were about 1,000 AS Degree graduates per year, and 270 BS Degree graduates, with an average of 70 of those in online bridge programs. There has been no significant growth for any credential level or modality in dental hygiene education over that three-year period.

The College would leverage its history and demonstrated performance in dental hygiene education to launch the proposed program. SJVC has produced more than 1,300 graduates since the program was first introduced on the Visalia campus more than 20 years ago, including more than 560 graduates from three campuses since 2010 (Appendix B).

Considering the period 2014 through 2016, SJVC produced roughly 15% of all Dental Hygiene graduates at the AS Degree level in California. The California Community College System in total produced about 1,400 graduates over that period, while SJVC and two other peer institutions had about 500 graduates each.

This substantial graduate pool for the College will be fundamental to the proposed program's early success, mirroring recent experience with the new Registered Respiratory Therapist to Bachelor of Science in Respiratory Therapy bridge program (RRT to BSRT Bridge). Seventy (70%) of the first 87 starts in the College's RRT to BSRT Bridge are SJVC RRT graduates.

Analysis of internet search traffic for BSDH Bridge programs, both in current SJVC markets and nationally, demonstrates substantial interest in continuing education for Registered Dental Hygienists. Program and credential specific keywords offer more than 6,000 monthly impressions in California, and more than 10,000 nationally, with expected net inquiries of 25 and 50 respectively (Appendix C). The relative strength of interest in BSDH programs in California compared to the national totals is further indication of the College's strong competitive position for the proposed program. As with its early success in the RRT to BSRT Bridge program, the College would also use direct marketing to currently Registered Dental Hygienists whose highest educational attainment is an AS Degree (4,000 in CA; 18,000 nationally).

Achieve Course Success

The College reasonably expects strong outcomes for course success in the proposed BSDH Bridge program, given the nature and capability of the student population served. All program students will have successfully completed a rigorous Dental Hygiene program at the AS Degree level, and successfully passed relevant licensure exams to work as a Registered Dental Hygienist. The exceptional course success rates (94% to date) for similarly situated students in the RRT to BSRT Bridge program support this expectation.

Ensure Career Readiness

As noted, all students in the proposed program will be licensed Registered Dental Hygienists, with the overwhelming majority pursuing further education to advance an already established career working in the field.

Achieve Academic Success

The College reasonably expects strong graduation rates based on the student population served. The College will also leverage its array of services provided for online students. The program will not lead to any additional professional licensure beyond the pre-requisite Registered Dental Hygienist credential.

Achieve Professional Success

The majority of students in the proposed program will be currently working in the field. The current standards and definitions for graduate placement under the College's California state approval agency require that graduates gain either a positional promotion or an increase in pay, or that completion of the program was required for continued employment in a current position.

The Bureau of Labor and Statistics (BLS) reports a variety of career advancement opportunities for Dental Hygienists who complete a BS Bridge program (<https://www.bls.gov/ooh/healthcare/dental-hygienists.htm#tab-1>). Examples include transitioning from work in a typical dental office to positions in "research, teaching, or clinical practice in public or health school programs."

The College reasonably expects low Cohort Default Rates (CDR) for program graduates. Graduates of the current Dental Hygiene program had a CDR of less than 1% for both 2014 and 2015.

Increase SJVC Presence

Creating the proposed program will likely result in a modest increase of roughly 50 students to the total College census, with approximately \$750K in annual revenue (Appendix D).

Ensure Financial Stability

The proposed BSDH Bridge program is projected to generate a total of \$1.2M in revenue within the first 24 months. The program will have positive cash flow by month three, will first achieve return on investment in month nine (inclusive of all start-up costs), and is projected to have an ongoing net margin of just over 40% before corporate expenses and taxes.

Operational Considerations

Administrative Leadership

The College will leverage the substantial expertise of current administrative leadership in its Dental Hygiene education programs for the proposed BSDH Bridge program. The organizational structure of leadership (e.g. new lead faculty positions), division of labor, and number of staff may change as the program grows to scale and in response to continuing improvement for existing programs.

Curriculum Development

The College has worked on curriculum for the proposed program for a number of years, and has devoted substantial resources in recent months to complete the structure and content of the BSDH Bridge. The Instructional Design team for online courses is currently working closely with content experts drawn from faculty in the Dental Hygiene program.

Accreditation and Approvals

The College would need to achieve Initial Accreditation status from WASC Senior in order to offer the proposed BSN Bridge program, as it is limited to a single Bachelor level offering under current accreditation by WASC Junior. The College would also require approvals from the California BPPE and USDE, which would follow as a matter of course from approval by WASC Senior.

Distributed Enrollment Services

The College would plan to leverage the experience, dental hygiene expertise, and personal connections of admissions staff on the Visalia and Ontario campuses to serve prospective students in the proposed BSDH Bridge program. This distributed service model would mirror the effective practice in place for the BSRT Bridge program. The volume of inquiries and enrollments may require scaling of admissions staff in the designated campuses.

BSDH Execution Proposal

Appendix A

Award Level: Bachelors

Market: National

DE = Distance Education

| Row Labels | Program Graduates | | | | | | 3-Year CAGR | |
|---|-------------------|--------------|--------------|------------|------------|------------|-------------|-----------|
| | 2014 Total | 2015 Total | 2016 Total | 2014 DE | 2015 DE | 2016 DE | Total 1% | DE -7% |
| DH | 2,085 | 2,134 | 2,134 | 760 | 818 | 614 | | |
| University System of Georgia | 58 | 66 | 74 | 58 | 66 | 74 | | |
| University of Oklahoma Health Sciences Center | 42 | 44 | 47 | - | 44 | 47 | | |
| Old Dominion University | 65 | 46 | 47 | 65 | 46 | 47 | | |
| Texas Woman's University | 35 | 46 | 46 | 35 | 46 | 46 | | |
| The State University and Community College System | 50 | 46 | 52 | 37 | 38 | 43 | | |
| The University of Texas System | 71 | 68 | 76 | - | 35 | 42 | | |
| Arizona Board of Regents | 65 | 56 | 41 | 65 | 56 | 41 | | |
| St Petersburg College | 52 | 42 | 37 | 52 | 42 | 37 | | |
| Kansas State University System | 36 | 40 | 36 | 36 | 40 | 36 | | |
| University of Bridgeport | 50 | 51 | 34 | 50 | 51 | 34 | | |
| The University of Louisiana System | 27 | 31 | 30 | 27 | 31 | 30 | | |
| Loma Linda University | 34 | 47 | 29 | 34 | 47 | 29 | | |
| University of Michigan-Ann Arbor | 37 | 29 | 29 | 37 | 29 | 29 | | |
| Mississippi Institutions of Higher Learning | 52 | 18 | 25 | 52 | 18 | 25 | | |
| Ferris State University | 15 | 13 | 16 | 15 | 13 | 16 | | |
| Vermont State Colleges | 6 | 5 | 11 | - | 5 | 11 | | |
| Nevada System of Higher Education | 13 | 23 | 11 | 13 | 23 | 11 | | |
| State University of New York System | 29 | 19 | 27 | 9 | 7 | 7 | | |
| Siena Heights University | 20 | 10 | 6 | 20 | 10 | 6 | | |
| Career Education Corporation | - | 3 | 3 | - | - | 3 | | |

Award Level: Associates

Market: SJVC Geo

DE = Distance Education

| Row Labels | Program Graduates | | | | | | 3-Year CAGR | |
|--|-------------------|--------------|--------------|---------|---------|---------|-------------|----------|
| | 2014 Total | 2015 Total | 2016 Total | 2014 DE | 2015 DE | 2016 DE | Total 2% | DE na |
| DH | 1,052 | 1,078 | 1,104 | - | - | - | | |
| Southwestern College | 54 | 58 | 40 | - | - | - | | |
| Los Angeles Community College District | 18 | 17 | 24 | - | - | - | | |
| Loma Linda University | - | 12 | 20 | - | - | - | | |
| Carrington Colleges Group, Inc. | 174 | 162 | 174 | - | - | - | | |
| San Joaquin Valley College, Inc. | 117 | 243 | 141 | - | - | - | | |
| Concorde Career Colleges, Inc. | 209 | 112 | 220 | - | - | - | | |
| California Community College System | 480 | 474 | 485 | - | - | - | | |
| Dodge City Community College | - | - | - | - | - | - | | |
| Grand Total | 1,052 | 1,078 | 1,104 | - | - | - | | |

SJVC AS Degree Graduates: HCA (combined programs), DH, RN, and RT

| Graduates | Column Labels | | | |
|--------------------|----------------------|--------------|------------|--------------|
| Grad Year | HCA | DH | RN | RT |
| 2017 | 250 | 78 | 66 | 204 |
| 2016 | 305 | 54 | 122 | 187 |
| 2015 | 244 | 78 | 82 | 211 |
| 2014 | 262 | 63 | 44 | 280 |
| 2013 | 257 | 59 | 58 | 212 |
| 2012 | 323 | 61 | 104 | 216 |
| 2011 | 402 | 84 | 73 | 255 |
| 2010 | 295 | 84 | 66 | 253 |
| 2000-09 | 1,525 | 765 | 58 | 992 |
| 1990-99 | 1,326 | 58 | | 478 |
| 1980-89 | 455 | | | 132 |
| Grand Total | 5,644 | 1,384 | 673 | 3,420 |

Keyword Search Research (Google Analytics)

| Row Labels | Est. Impressions | Est. Clicks | Est. Leads | Est. Cost | Est. Avg. Cost Per | Est. Cost per Leac | Est. Avg Position |
|--------------------------|------------------|-------------|------------|------------|--------------------|--------------------|-------------------|
| California | | | | | | | |
| BSRT (Actual) | 8,399 | 195 | 16 | \$ 1,506 | \$ 7.72 | \$ 97 | 2.90 |
| BSRT (Estimate) | 2,682 | 100 | 8 | \$ 1,372 | \$ 13.76 | \$ 172 | 1.50 |
| BSN | | | | | | | |
| BSN | 50,971 | 865 | 69 | \$ 13,205 | \$ 15.26 | \$ 191 | 2.64 |
| BS Healthcare Management | 2,725 | 54 | 4 | \$ 943 | \$ 17.43 | \$ 218 | 2.50 |
| BSDH | 6,707 | 317 | 25 | \$ 4,113 | \$ 12.98 | \$ 162 | 1.51 |
| National | | | | | | | |
| BSRT (Actual) | 14,488 | 384 | 31 | \$ 2,947 | \$ 7.67 | \$ 96 | 2.40 |
| BSRT (Estimate) | 17,379 | 620 | 50 | \$ 7,483 | \$ 12.07 | \$ 151 | 1.27 |
| BSN | | | | | | | |
| BSN | 534,229 | 10,709 | 857 | \$ 152,135 | \$ 14.21 | \$ 178 | 2.57 |
| BS Healthcare Management | 21,198 | 402 | 32 | \$ 6,493 | \$ 16.16 | \$ 202 | 2.93 |
| BSDH | 10,954 | 591 | 47 | \$ 6,272 | \$ 10.60 | \$ 133 | 1.33 |

MMS List Data

| Program | Educational Attainment | CA Count | % | Natl Count | % |
|---------|------------------------|----------|-----|------------|-----|
| PA | Associate | - | 0% | - | 0% |
| | Bachelor | 16,786 | 25% | 74,562 | 25% |
| | Master + | 50,357 | 75% | 223,685 | 75% |
| RN | Associate | 95,187 | 34% | 661,756 | 42% |
| | Bachelor | 72,588 | 26% | 606,225 | 39% |
| | Master + | 116,157 | 41% | 290,296 | 19% |
| DH | Associate | 4,157 | 52% | 18,058 | 59% |
| | Bachelor | 2,856 | 36% | 9,914 | 32% |
| | Master + | 943 | 12% | 2,728 | 9% |