

# **Attachment 9.11**

## **Feasibility Research**

# RN to BSN Bridge

## Evaluation Summary & Recommendation – December 2018

### **Proposal and Recommendation**

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

### **Strategic Evaluation**

Creation of the proposed RN to BSN 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 nursing education. The program, to be offered online, would also extend the College's nursing 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 nursing education in RN to BSN Bridge programs strongly indicates an opportunity for the College to build a successful program with a mature census of roughly 100 students, and between 80 and 100 graduates per year. This would place the SJVC RN to BSN Bridge program as a relatively small, but regionally important provider of continuing nursing education.

The number of Registered Nurses completing BS Bridge programs each year is substantial, and has continued to increase over the last three years (Appendix A). The three-year compounded annual growth rate (CAGR) for national completions in online programs is greater than 10%. In 2016, more than 80,000 nurses completed an online BSN program nationally. Twelve (12) institutions had more than 1,000 graduates, 20 institutions had between 500 and 1,000, 149 institutions had between 100 and 500, and another 155 had fewer than 100 graduates.

SJVC Registered Nursing program graduates are one key stakeholder group that would be well served by the proposed SJVC RN to BSN Bridge program. The College has produced nearly 700 RN graduates in the last ten years (Appendix B), the majority of whom have gone on to work in local California markets near an SJVC campus. Seventy (70%) of the first 87 starts in the College's new Registered Respiratory Therapist to Bachelor of Science in Respiratory Therapy bridge program (RRT to BSRT Bridge) are SJVC RRT graduates.

Analysis of internet search traffic for BSN Bridge programs, both in current SJVC markets and nationally, also support the proposed start budgets. Program and credential specific keywords offer more than 50,000 monthly impressions in California, and more than 500,000 nationally, with expected net inquiries of 70 and 850 respectively (Appendix C). The College would plan to fully leverage the California search demand, but

only selectively pursue the high volume of national traffic. As with its early success in the RRT to BSRT Bridge program, the College would also use direct marketing to Registered Nurses whose highest educational attainment is an AS Degree (95,000 in CA; 660,000 nationally).

#### Achieve Course Success

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

The multitude of Online BSN Bridge programs also presents the opportunity to recruit faculty with substantial, specific experience in course design and instruction with proven best practices.

#### Ensure Career Readiness

As noted, all students in the proposed program will be licensed Registered Nurses, with the overwhelming majority pursuing further education to advance an already established career as a nursing professional.

#### Achieve Academic Success

As noted, 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 Nursing credential.

#### Achieve Professional Success

The majority of students in the proposed program will be currently working in the field of nursing. 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 Registered Nurses who complete a BS Bridge program (<https://www.bls.gov/ooh/healthcare/registered-nurses.htm#tab-1>). The substantial value of continuing education in the field of nursing is also self-evident in the substantial and growing number of nurses who complete BSN Bridge programs every year.

The College reasonably expects low Cohort Default Rates (CDR) for program graduates. Graduates of the current Registered Nursing program had a CDR of less than 2% for both 2014 and 2015.

#### Increase SJVC Presence

Creating the proposed program will likely result in a modest increase of roughly 100 students to the total College census, with approximately \$1.6M in annual revenue (Appendix D).

#### Ensure Financial Stability

The proposed BSN Bridge program is projected to generate a total of \$2.6M 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 six (inclusive of all start-up costs), and is projected to have an ongoing net margin of just over 50% before corporate expenses and taxes.

## **Operational Considerations**

### Administrative Leadership

The College will leverage the substantial expertise of current administrative leadership in its nursing education programs for the proposed BSN 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 BSN Bridge. The Instructional Design team for online courses is currently working closely with content experts drawn from faculty in the Registered Nursing 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, nursing industry expertise, and personal connections of admissions staff on the Visalia and Ontario campuses to serve prospective students in the proposed BSN 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.

# BSN 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 5%	DE 10%
<b>RN</b>	<b>119,734</b>	<b>131,453</b>	<b>138,792</b>	<b>62,113</b>	<b>75,490</b>	<b>82,727</b>		
Chamberlain College of Nursing & Health Scie	4,930	6,168	7,372	4,377	5,164	6,238		
Grand Canyon University	3,845	5,353	5,324	3,845	5,353	5,324		
Western Governors University	2,178	3,455	4,753	2,178	3,455	4,753		
The University of Texas System	4,392	4,660	5,360	3,825	4,139	4,250		
Ohio University-Main Campus	2,192	2,419	2,388	2,192	2,419	2,388		
University of North Carolina	2,106	2,313	2,319	1,854	2,119	2,054		
State University System of Florida	2,357	2,683	2,671	1,366	1,969	1,722		
University of Phoenix	2,156	1,817	1,391	2,156	1,818	1,391		
University System of Georgia	1,910	1,967	2,103	813	785	1,127		
Texas Tech University System	963	1,124	1,086	829	991	991		
Kaplan Higher Education Corporation	602	847	865	602	847	865		
West Coast University Inc	762	753	845	-	372	845		
Laureate Education, Inc.	453	678	836	453	678	836		
University of Wisconsin System	889	949	896	837	897	831		
Indiana Wesleyan University-National and Glo	-	-	785	-	-	785		
The University of Louisiana System	1,020	1,096	1,323	744	1,074	729		
Texas A&M University System	755	780	920	376	350	718		
Purdue University	988	813	877	805	641	712		
Arizona Board of Regents	660	779	811	556	678	709		
Mississippi Institutions of Higher Learning	1,047	874	1,024	461	548	695		
University of Massachusetts	806	805	826	584	611	643		
Indiana University-Purdue University	569	619	612	569	619	612		
Indiana University	489	645	591	489	645	591		
The State University and Community College	956	933	1,016	534	542	584		
The University System of Ohio	538	540	580	538	540	580		
Education Management Corporation	494	980	1,215	182	432	557		
Kansas State University System	563	546	585	530	508	553		
The University of Alabama System	746	809	848	466	520	526		
University of Cincinnati-Main Campus	381	394	501	381	394	501		
Thomas Edison State College	320	440	482	320	440	482		
Southern New Hampshire University	3	220	481	3	220	481		
Pennsylvania State System of Higher Educatio	785	785	899	386	404	451		
American Sentinel University	740	792	450	740	792	450		
Barnes-Jewish Hospital	456	434	449	456	434	449		
University of Colorado	401	424	446	401	424	446		
Jacksonville University	538	523	445	538	523	445		

**BSN Execution Proposal**

**Appendix A**

Texas Woman's University	439	388	444	439	388	444
Nova Southeastern University	407	349	436	407	349	436
Wilmington University	307	413	435	307	413	435
University of Missouri	667	713	630	204	481	432
University of Arkansas System	548	597	700	400	424	423
Oregon Health & Science University	371	345	418	371	345	418
Azusa Pacific University	360	363	416	360	363	416
University of South Carolina	620	650	642	366	411	396
Excelsior College	383	455	394	383	455	394
Oakland University	387	420	387	387	420	387
Regis Corporation	418	425	385	418	425	385
EduK Group	568	745	847	177	292	361
St Petersburg College	288	323	359	288	323	359
South Dakota Board of Regents	422	516	586	422	516	356
King College	317	319	354	317	319	354
Southern Illinois University	245	288	346	245	288	346
Central Methodist University	277	311	392	245	279	343
National University System	263	271	341	-	-	341
The College of Saint Scholastica	293	341	340	293	341	340
University of Nebraska	345	335	332	345	-	332
Miami Dade College	260	339	332	-	-	332
Mount Carmel College of Nursing	314	343	314	314	343	314
Education Affiliates	215	318	318	8	-	314
Idaho State Board of Education	256	299	310	256	299	310
Ohio State University-Main Campus	304	291	307	-	291	307
State University of New York System	1,355	1,526	1,593	623	335	301
Immaculata University	359	333	301	359	333	301
University of Oklahoma Health Sciences Cent	306	283	296	-	283	296
Long Island University	262	259	322	-	-	295
University of Michigan	254	300	293	254	300	293
Texas State University System	335	361	429	-	210	281
Our Lady of the Lake College	89	228	270	89	228	270
Virginia Commonwealth University	254	267	268	254	267	268
Ferris State University	220	227	268	220	227	268
Minnesota State Colleges and Universities	857	918	989	105	163	267
Capella Education Company	58	154	267	58	154	267
University of Akron Main Campus	267	262	263	267	262	263
Marian University	351	342	359	259	259	260
Rutgers University-Camden	70	217	258	-	-	258
Loyola University Chicago	279	261	257	279	-	257
St Catherine University	176	193	254	-	-	254

Duquesne University	159	131	251	-	-	251
Olivet Nazarene University	191	308	247	191	308	247
Montana University System	235	248	246	25	33	246
Eastern Michigan University	240	279	242	240	279	242
Villanova University	218	222	240	218	222	240
Rhode Island Board of Governors for Higher E	222	230	230	-	230	230
Utica College	181	226	229	-	226	229
The University of Tennessee System	337	364	428	200	248	229
James Madison University	141	196	223	-	-	223
University of Hawaii Board of Regents	301	258	285	260	208	222
Saint Luke's College of Health Sciences	173	184	222	-	-	222
Old Dominion University	231	202	215	231	202	215
Medical University of South Carolina	113	122	209	113	122	209
Saint Louis University-Main Campus	208	216	206	-	216	206
George Mason University	204	198	206	204	198	206
University of Central Missouri	130	185	201	130	185	201
Cumberland University	188	193	199	188	193	199
Western Kentucky University	161	168	196	161	168	196
West Virginia Higher Education Policy Commis	415	471	469	382	318	195
University of Southern Indiana	185	191	195	185	191	195
Roseman University of Health Sciences	132	140	195	132	140	195
Michigan State University	185	192	195	185	192	195
University of Delaware	187	207	193	187	207	193
Bethel University	204	201	192	204	201	192
Saint John Fisher College	176	186	190	176	186	190
University of Toledo	208	218	186	208	218	186
Eastern Kentucky University	176	144	186	-	144	186
California State University	2,686	2,962	2,967	-	-	186
Linfield College-Nursing & Health Sciences	192	195	184	-	195	184
University System of Maryland	831	863	1,076	51	597	183
Indiana State University	178	262	183	178	262	183
Brigham Young University	271	294	293	148	170	182
Baptist Memorial Health Care Corporation	151	110	182	-	110	182
Southwestern Oklahoma State University	126	128	181	126	128	181
Viterbo University	126	197	180	126	-	180
Adventist University of Health Sciences	147	155	180	147	155	180
Eastern Mennonite University	134	130	179	-	130	179
OSF Healthcare	279	267	274	188	186	178
Quinnipiac University	118	152	178	118	-	178
Illinois State University	167	187	177	167	187	177
Widener University-Main Campus	141	143	175	141	143	175

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## Appendix A

Loma Linda University	162	152	175	162	152	175
Rivier University	160	196	173	160	196	173
Maryville University of Saint Louis	213	153	169	-	153	169
Brookline College, LLC	38	80	200	-	70	165
Northern Kentucky University	148	142	162	148	142	162
Felician College	212	181	162	-	-	162
University of North Alabama	169	145	161	169	145	161
Barry University	119	157	161	119	157	161
Arkansas Tech University	122	141	160	-	-	160
Bon Secours	75	113	159	75	113	159
Aurora University	114	143	159	114	143	159
Nevada System of Higher Education	361	390	431	141	148	158
State College of Florida-Manatee-Sarasota	59	113	153	59	113	153
Pace University-New York	147	147	153	147	147	153
Creighton University	199	168	153	-	-	153
Ball State University	161	168	151	161	168	151
Midwestern State University	125	134	150	-	134	150
Roberts Wesleyan College	127	141	147	127	141	147
University of Northern Colorado	157	165	145	157	165	145
The Pennsylvania State University	668	697	788	151	139	144
Methodist Health System	164	159	144	164	159	144
Oklahoma Wesleyan University	116	184	143	116	184	143
California Baptist University	104	131	143	-	-	143
Methodist Medical Center of Illinois	125	111	141	125	111	141
Wright State University-Main Campus	224	199	140	224	199	140
Sacred Heart University	135	115	138	135	115	138
Saint Joseph's College of Maine	116	91	138	116	91	138
West Coast University	32	137	137	-	137	137
Allen College	160	162	137	160	-	137
Stephen F Austin State University	129	152	136	129	152	136
Auburn University	221	280	294	112	151	133
Bellarmino University	169	149	133	-	149	133
Sentara Healthcare	105	127	131	105	127	131
University of Saint Francis-Fort Wayne	48	106	130	48	106	130
Metropolitan State University of Denver	109	109	124	109	109	124
Robert Morris University	73	109	124	-	109	124
George Washington University	83	106	122	83	106	122
Davenport University	153	140	122	-	140	122
College of Mount St. Joseph	92	62	120	92	62	120
Gardner-Webb University	99	106	120	99	-	120
New Mexico State University System	145	129	118	145	129	118



Southeast Missouri State University	112	135	116	112	135	116
McKendree University	108	93	116	108	93	116
Providence Health and Services	66	89	116	-	-	116
Shenandoah University	144	90	115	-	90	115
Rasmussen College Inc	34	69	114	34	69	114
State of New Jersey	99	93	113	-	-	113
Kettering Health Network	21	87	113	21	87	113
Lincoln Memorial University	81	111	110	-	111	110
Mount Mercy University	100	122	109	-	122	109
Youngstown State University	101	101	108	101	101	108
Cedar Crest College	100	109	108	100	109	108
Murray State University	98	109	107	-	-	107
Concordia University System	268	285	269	88	124	107
University of St Francis	111	104	105	111	104	105
Radford University	99	96	105	-	96	105
Linfield College-Adult Degree Program	112	133	103	112	133	103
Graceland University	78	96	102	78	-	102
Ashland University	78	109	101	-	-	101
Gwynedd Mercy College	151	157	101	151	-	101
Ursuline College	126	109	97	-	-	97
Broward College	98	98	97	98	98	97
Westminster College	83	96	96	-	96	96
University of Saint Mary	127	103	101	102	80	96
University of Maine System	304	305	326	96	79	95
Southwest Baptist University	64	79	94	-	79	94
Lancaster General College of Nursing & Health	110	91	94	110	91	94
National Education Seminars, Inc.	34	60	93	34	60	93
Francis Marion University	95	94	89	95	94	89
University of Saint Joseph	57	73	88	-	73	88
Dakota Wesleyan University	10	16	88	10	16	88
Edison State College	82	93	86	82	93	86
Wayland Baptist University	113	91	84	113	91	84
Keiser University-Ft Lauderdale	43	48	83	43	48	83
Notre Dame College	28	67	83	28	67	83
University of Sioux Falls	68	55	82	68	55	82
North Dakota University System	300	337	383	195	-	82
Presentation College	118	61	82	118	61	82
Catholic Health Initiatives	54	65	82	54	65	82
Alvernia University	87	79	82	-	-	82
William Carey University	117	103	81	-	-	81
Mount Aloysius College	49	70	81	49	70	81

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**Appendix A**

D'Youville College	176	182	86	174	180	81
Florida National University-Main Campus	27	41	80	27	41	80
Regional University System of Oklahoma	95	79	78	95	79	78
Indian River State College	41	36	78	41	36	78
Bowling Green State University	69	68	78	69	68	78
University of the Incarnate Word	89	91	77	89	-	77
Mississippi College	60	74	77	60	74	77
Gannon University	63	75	77	63	75	77
Mercy College	85	86	75	85	86	75
Mercy	87	99	75	87	99	75
Briar Cliff University	57	70	73	57	70	73
Anna Maria College	29	80	105	29	50	73
Cleveland State University	151	141	138	87	74	72
Carlow University	77	79	71	-	79	71
Endicott College	59	64	71	-	-	71
Xavier University	78	67	67	-	-	67
Morehead State University	84	87	67	84	87	67
Missouri State University	78	69	64	78	69	64
Schreiner University	21	20	63	-	20	63
Tennessee Wesleyan College	66	67	61	66	67	61
Franklin Pierce University	53	39	61	53	39	61
Pacific Union College	49	44	60	-	-	60
Lees-McRae College	48	71	60	-	71	60
Chatham University	52	50	58	52	50	58
New Mexico Highlands University	15	47	57	15	47	57
Vincennes University	22	45	56	-	-	56
Husson University	64	55	55	-	55	55
Bluefield College	13	25	54	13	25	54
Our Lady of Holy Cross College	52	40	53	52	40	53
South Carolina Commission of Higher Educati	69	63	52	69	63	52
St John's Hospital	55	56	52	55	56	52
Saint Peter's University	37	56	52	37	56	52
Miami University-Hamilton	-	54	52	-	54	52
Malone University	68	68	51	-	-	51
Blessing Rieman College of Nursing	55	61	51	-	-	51
Goodwin College	31	30	51	31	-	51
Wheeling Jesuit University	49	64	48	49	64	48
Newman University	45	54	48	45	54	48
DLORAH Inc	74	80	99	23	79	48
Grantham University	36	36	48	36	36	48
Mount Vernon Nazarene University	21	39	47	-	-	47

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## Appendix A

Governors State University	66	58	47	66	58	47
Baptist Health	-	16	47	-	16	47
Muskingum University	29	35	46	-	-	46
Mount Olive College	39	38	46	39	38	46
Tabor College	33	47	45	33	47	45
Midland University	35	47	45	-	-	45
Goshen College	51	54	44	-	-	44
Herzing Inc	92	117	144	16	26	44
Trinity Medical Center-Iowa Health	35	34	43	-	-	43
Western Illinois University	27	28	41	27	28	41
Carson-Newman College	38	42	41	-	42	41
Northwest Florida State College	26	59	40	-	59	40
City University of New York	858	840	821	-	-	40
Touro College and University System	7	15	64	4	9	39
Oklahoma State System of Higher Education	236	254	230	45	59	38
Missouri Southern State University	44	39	37	-	39	37
Eastern New Mexico University	45	51	37	45	51	37
Miami University-Middletown	-	45	34	-	45	34
Colby-Sawyer College	24	28	34	24	-	34
Oklahoma Christian University	27	20	31	27	20	31
Webster University	40	54	30	40	54	30
Trocaire College	8	19	30	8	-	30
Adams State University	18	24	30	-	24	30
Coastal Carolina University	37	45	30	37	45	30
American Institute	3	14	30	3	14	30
Caldwell College	36	21	29	36	-	29
United States University	13	26	28	13	26	28
Davis & Elkins College	-	-	28	-	-	28
St Vincent's College	25	40	27	25	40	27
MacMurray College	28	29	27	-	29	27
Baker College System	14	22	27	14	-	27
Bay State College	-	8	27	-	8	27
American Public Education Inc.	15	23	26	15	23	26
Bellevue University	4	30	25	4	30	25
Career Education Corporation	65	43	25	65	43	25
ECPI Colleges	15	20	25	15	20	25
Ohio Christian University	-	-	24	-	-	24
La Roche College	14	22	24	14	22	24
Alderson Broaddus College	30	32	24	30	32	24
Northwestern College	25	47	58	25	27	23
Campbellsville University	14	17	23	14	17	23

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## Appendix A

Rutgers University-New Brunswick	399	298	233	-	-	22
Lindsey Wilson College	17	16	22	-	-	22
Eastern Illinois University	15	12	22	15	12	22
Franklin University	16	16	22	16	16	22
Aspen University	-	10	22	-	10	22
Saint Mary's University of Minnesota	21	19	21	-	19	21
West Virginia Higher Education System	19	15	21	19	15	21
Western New Mexico University	11	21	20	11	21	20
Kentucky Christian University	23	42	27	15	23	19
Eastern University	56	52	49	-	-	19
University of the Cumberland	9	-	18	9	-	18
University System of New Hampshire	131	143	136	29	40	18
Jefferson College of Health Sciences	89	126	106	18	21	18
Midway College	17	17	18	-	-	18
Saint Mary-of-the-Woods College	-	-	17	-	-	17
Union College	36	49	51	-	-	17
Pfeiffer University	15	18	17	-	18	17
Cabarrus College of Health Sciences	19	12	16	19	12	16
Finlandia University	28	22	16	-	-	16
Pasco-Hernando Community College	-	-	15	-	-	15
Chapman University	23	27	13	23	27	13
Florida Gateway College	8	11	13	8	11	13
Southern Vermont College	11	5	12	-	-	12
Belhaven University	-	-	12	-	-	12
Homestead Schools	-	-	12	-	-	12
Lincoln University	11	8	11	11	8	11
Southwestern College	9	8	10	9	8	10
Beckfield College	4	9	10	4	-	10
Stanbridge College	6	-	9	6	-	9
University of Houston System	130	91	91	-	-	8
Loyola University-New Orleans	9	2	8	9	2	8
Averett University	-	-	16	-	-	8
Southeastern University	-	4	7	-	4	7
Vermont State Colleges	30	24	25	-	3	7
Stevens-Henager College Inc	6	-	7	6	-	7
Educational Management Corporation	-	2	6	-	2	6
Center for Professional Studies, Inc.	-	-	6	-	-	6
Unitek Information Systems	6	7	5	6	7	5
West Virginia University at Parkersburg	-	-	5	-	-	5
Our Lady of the Lake University-San Antonio	11	13	4	11	13	4
Hannibal-LaGrange University	-	8	4	-	8	4

**BSN Execution Proposal****Appendix A**

Gurnick Academy of Medical Arts	-	-	4	-	-	4
Park University	-	4	3	-	4	3
Ohio State University-Newark Campus	-	-	3	-	-	3
University of Antelope Valley	4	4	2	-	4	2
Nightingale College	-	-	2	-	-	2
Ottawa University-Kansas City	-	1	2	-	1	2
Rider University	-	1	2	-	1	2
California Community College System	-	-	2	-	-	2
City College	2	-	2	2	-	2
Daymar Colleges Group	2	-	1	2	-	1

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

<b>Graduates</b>	<b>Column Labels</b>			
<b>Grad Year</b>	<b>HCA</b>	<b>DH</b>	<b>RN</b>	<b>RT</b>
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
<b>Grand Total</b>	<b>5,644</b>	<b>1,384</b>	<b>673</b>	<b>3,420</b>

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
<b>California</b>							
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
<b>BSN</b>							
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
<b>National</b>							
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
<b>BSN</b>							
BS Healthcare Management	534,229	10,709	857	\$ 152,135	\$ 14.21	\$ 178	2.57
BSDH	21,198	402	32	\$ 6,493	\$ 16.16	\$ 202	2.93
	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%

San Joaquin Valley College  
BSN  
Financial Budget Summary

	BSN		Total
	Months 1-12	Months 13-24	
<b>Average Census</b>	<b>54</b>	<b>83</b>	
<b>Revenue</b>	<b>\$ 1,041,700</b>	<b>\$ 1,591,386</b>	<b>\$ 2,633,086</b>
<b>Direct Expense<sup>A</sup></b>			
Salaries	93,150	128,900	<b>222,050</b>
Payroll Taxes	8,384	11,599	<b>19,983</b>
Text & Supplies	43,680	73,440	<b>117,120</b>
Start-Up Cost	54,750	-	<b>54,750</b>
<b>Total Direct</b>	<b>\$ 199,964</b>	<b>\$ 213,939</b>	<b>\$ 413,903</b>
<b>Administrative Expense<sup>B</sup></b>			
Marketing	290,000	240,000	<b>530,000</b>
Administrative Support	104,170	159,139	<b>263,309</b>
<b>Total Administrative</b>	<b>\$ 394,170</b>	<b>\$ 399,139</b>	<b>\$ 793,309</b>
<b>Net Income<sup>C</sup></b>	<b>\$ 447,566</b>	<b>\$ 978,308</b>	<b>\$ 1,425,874</b>

A: Expenses directly related to the student

B: Administrative expenses that support student learning

C: Income before other income/expenses, corporate allocation and taxes



# RDH to BSDH Bridge

## Evaluation Summary & Recommendation – December 2018

### **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, nursing industry 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%
<b>DH</b>	<b>2,085</b>	<b>2,134</b>	<b>2,134</b>	<b>760</b>	<b>818</b>	<b>614</b>		
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
<b>DH</b>	<b>1,052</b>	<b>1,078</b>	<b>1,104</b>	-	-	-		
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	-	-	-	-	-	-		
<b>Grand Total</b>	<b>1,052</b>	<b>1,078</b>	<b>1,104</b>	-	-	-		

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

<b>Graduates</b>	<b>Column Labels</b>			
<b>Grad Year</b>	<b>HCA</b>	<b>DH</b>	<b>RN</b>	<b>RT</b>
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
<b>Grand Total</b>	<b>5,644</b>	<b>1,384</b>	<b>673</b>	<b>3,420</b>

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
<b>California</b>							
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
<b>BSN</b>							
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
<b>National</b>							
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
<b>BSN</b>							
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%

**San Joaquin Valley College  
BSDH  
Financial Budget Summary**

	BSDH		Total
	Months 1-12	Months 13-24	
<b>Average Census</b>	<b>26</b>	<b>40</b>	
<b>Revenue</b>	<b>\$ 504,900</b>	<b>\$ 758,057</b>	<b>\$ 1,262,957</b>
<b>Direct Expense<sup>A</sup></b>			
Salaries	93,150	128,900	<b>222,050</b>
Payroll Taxes	8,384	11,599	<b>19,983</b>
Text & Supplies	21,120	34,960	<b>56,080</b>
Start-Up Cost	54,750	-	<b>54,750</b>
<b>Total Direct</b>	<b>\$ 177,404</b>	<b>\$ 175,459</b>	<b>\$ 352,863</b>
<b>Administrative Expense<sup>B</sup></b>			
Marketing	143,500	120,000	<b>263,500</b>
Administrative Support	50,490	75,806	<b>126,296</b>
<b>Total Administrative</b>	<b>\$ 193,990</b>	<b>\$ 195,806</b>	<b>\$ 389,796</b>
<b>Net Income<sup>C</sup></b>	<b>\$ 133,506</b>	<b>\$ 386,792</b>	<b>\$ 520,298</b>

A: Expenses directly related to the student

B: Administrative expenses that support student learning

C: Income before other income/expenses, corporate allocation and taxes



# BS Health Care Management Degree Completion

## Evaluation Summary & Recommendation – December 2018

### **Proposal and Recommendation**

The Growth and Development team recommends to Senior Management that the College continue development of a Bachelor of Science in Health Care Management degree completion program (BSHCM Program), 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 BSHCM Program as it relates to College strategy.

### **Strategic Evaluation**

Creation of the proposed BSHCM 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 administrative health care education. This program creation would 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 Bachelors level education in health care management indicates an opportunity for the College to build a successful program with a mature census of roughly 60 students, and between 40 and 60 graduates per year. This would place the SJVC BSHCM Program as a mid-sized, and regionally important provider of health care management education.

The number of students completing Bachelors level programs in health care management each year is substantial, and has continued to increase over the last three years (Appendix A). The three-year compounded annual growth rate (CAGR) for national completions in online BSHCM programs is 15%. In 2016, more than 7,000 students completed an online BSHCM program nationally. Two institutions had more than 500 graduates, 15 institutions had between 100 and 500, and another 111 had fewer than 100 graduates.

SJVC graduates from related programs at the AS Degree level (Medical Office Administration, Health Care Administration, Administrative Health Care Management, and Medical Billing and Coding) are one key stakeholder group that would be well served by the proposed BSHCM Program. The College has produced more than 2,000 graduates from these related programs since 2010, and more than 5,600 over the last thirty years (Appendix B). The majority of those AS Degree program graduates have gone on to work in local California markets near an SJVC campus.

Analysis of internet search traffic for BSHCM programs, both in current SJVC markets and nationally, also support the proposed start budgets. Program and credential specific keywords offer more than 2,700 monthly impressions in California, and more than 21,000 nationally, with expected net inquiries of 5 and 30 respectively (Appendix C). The College would plan to fully leverage both the California and national search

demand. The College would also use direct marketing channels to reach past graduates from related programs.

#### Achieve Course Success

The College expects strong outcomes for course success in the proposed BSHCM Program, given the nature and capability of the student population served. All program students will have successfully completed an AS Degree level program in health care administration or other allied health care field.

The multitude of Online BSHCM Programs also presents the opportunity to recruit faculty with substantial, specific experience in course design and instruction with proven best practices.

#### Ensure Career Readiness

The College expects most students, given the nature of the proposed degree completion program, will be pursuing further education to advance an existing career in the field.

#### Achieve Academic Success

As noted, 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 directly to any specific professional licensure exams.

#### 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 and advancement opportunities for Medical and Health Services Managers who have earned a Bachelors degree (<https://www.bls.gov/ooh/Management/Medical-and-health-services-managers.htm>). The substantial value of continuing education in the field of health care management is also self-evident in the substantial and growing number of students who complete such programs each year.

The College expects low Cohort Default Rates (CDR) for program graduates, given the higher level academic credential and established career history for the majority of graduates.

#### Increase SJVC Presence

Creating the proposed program will likely result in a modest increase of roughly 60 students to the total College census, with approximately \$1M in annual revenue (Appendix D).

#### Ensure Financial Stability

The proposed BSHCM Program is projected to generate a total of \$1.8M 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 six (inclusive of all start-up costs), and is projected to have an ongoing net margin of just over 50% before corporate expenses and taxes.

## **Operational Considerations**

### Administrative Leadership

The College will leverage the substantial expertise of current administrative leadership in its health care administration programs for the proposed BSHCM 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 BSHCM Program. The Instructional Design team for online courses is currently working closely with content experts drawn from faculty in the Medical Office Administration and Medical Billing and Coding programs.

### Accreditation and Approvals

The College would need to achieve Initial Accreditation status from WASC Senior in order to offer the proposed BSHCM 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.

### Centralized Enrollment Services

The College would plan to leverage the operational experience of the centralized admissions team serving students in its online programs. Staff would receive professional development and industry specific training for the new Bachelors level program.

# BSHCM 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	DE
<b>HCM</b>	<b>9,415</b>	<b>10,320</b>	<b>11,602</b>	<b>4,706</b>	<b>5,884</b>	<b>7,126</b>	<b>7%</b>	<b>15%</b>
Bridgepoint Education	981	900	763	981	900	763		
State University System of Florida	847	997	1,031	-	400	666		
Kaplan Higher Education Corporation	250	298	481	206	241	481		
Career Education Corporation	343	307	414	301	223	409		
Baker College System	303	355	279	303	355	279		
Columbia Southern Education Group, Inc.	153	192	229	153	192	229		
University of Southern Indiana	156	144	162	156	144	162		
Berkeley College / BES (Berkeley Education S	140	110	155	140	111	155		
Saint Leo University	123	148	148	123	148	148		
Colorado State University System	36	97	137	36	97	137		
Rasmussen College Inc	95	106	123	95	106	123		
Pima Medical Institute	22	84	123	22	84	123		
Capella Education Company	58	74	121	58	74	121		
The University of Alabama System	58	97	120	58	-	120		
Concordia University System	93	120	147	46	78	113		
Brigham Young University	48	70	110	48	70	110		
Southern Illinois University	145	141	110	-	141	110		
University System of Maryland	51	99	212	-	-	97		
Franklin University	106	99	96	106	99	96		
Park University	91	76	91	-	76	91		
ECPI Colleges	55	63	85	55	63	85		
DeVry University, Inc.	12	39	87	9	36	85		
Southern New Hampshire University	1	27	84	1	27	84		
Education Management Corporation	154	170	171	49	88	84		
Herzing Inc	54	74	82	54	74	82		
Ottawa University-Online	80	69	80	80	69	80		
South Texas College	-	94	79	-	94	79		
Utah System of Higher Education	45	39	75	45	39	75		
University of North Carolina	183	200	221	58	65	63		
Metropolitan State University of Denver	48	47	63	48	47	63		
University of St Francis	48	60	58	48	60	58		
Laureate Education, Inc.	54	44	53	54	44	53		
Mississippi Institutions of Higher Learning	48	40	55	-	40	52		
DLORAH Inc	49	46	51	49	46	51		
Delta Career Education Corporation	27	46	49	27	46	49		
King College	-	33	47	-	33	47		

**BSHCM Execution Proposal**

**Appendix A**

Davenport University	42	50	46	42	50	46
National University System	12	23	45	12	23	45
Norfolk State University	20	30	44	-	-	44
University of Minnesota	73	90	81	20	32	43
Belhaven University	48	37	42	48	37	42
Connecticut State Colleges and Universities	19	30	40	19	30	40
Texas Tech University System	28	43	36	28	43	36
State College of Florida-Manatee-Sarasota	24	24	33	24	24	33
New England College	8	11	33	8	11	33
Educational Management Corporation	55	39	32	55	38	31
Stratford University	20	24	31	-	24	31
Barry University	57	51	31	-	51	31
The College of Westchester	-	3	29	-	3	29
Colorado Christian University	-	17	28	-	17	28
Ohio Christian University	29	35	28	29	35	28
Warner Pacific College Adult Degree Program	42	32	27	-	32	27
Florida Institute of Technology	21	37	26	21	37	26
Midway College	28	32	26	28	32	26
Education Corporation of America	51	38	25	51	38	25
Dallas Baptist University	27	29	25	27	29	25
Northwood University	20	12	25	20	12	25
Ottawa University-Kansas City	13	23	24	13	23	24
Mid-America Christian University	6	24	24	6	24	24
Roberts Wesleyan College	20	27	24	-	27	24
Limestone College	17	20	24	17	20	24
Minnesota School of Business	23	14	25	20	11	23
Saint Joseph's College of Maine	33	12	22	33	12	22
Prospect Education	45	12	22	45	11	22
Mercy	24	29	22	24	29	22
University System of New Hampshire	59	55	64	6	17	21
Campbell University	-	21	20	-	-	20
Columbia College	4	15	19	4	15	19
Concorde Career Colleges, Inc.	-	5	18	-	5	18
State University of New York System	19	20	20	4	20	18
Immaculata University	37	25	17	37	25	17
University of Management and Technology (Tl	9	14	17	9	14	17
Malone University	19	14	16	19	14	16
Southwestern College	10	25	16	10	25	16
Central Christian College	1	18	16	1	18	16

Reinhardt University	4	14	16	4	14	16
Platt College Los Angeles LLC	27	46	32	-	-	16
Montana University System	12	8	16	12	8	16
Jefferson College of Health Sciences	7	7	15	7	7	15
Peirce College	5	12	15	5	12	15
Gardner-Webb University	10	12	15	10	12	15
Cleary University	11	10	14	11	10	14
Fisher College	14	15	14	14	-	14
SFC Acquisition	12	14	14	12	14	14
Bryan University	-	9	13	-	9	13
Brookline College, LLC	7	11	13	7	11	13
The University of Louisiana System	-	11	13	-	11	13
Loma Linda University	7	3	13	7	3	13
Daymar Colleges Group	34	37	13	10	37	13
Campbellsville University	3	6	12	3	6	12
Lakeland College	6	10	12	-	-	12
Pfeiffer University	13	16	11	13	16	11
Ottawa University-Milwaukee	20	10	11	20	10	11
Corinthian Colleges Inc	10	13	11	-	-	11
Ottawa University-Phoenix	12	11	11	12	11	11
Minnesota State Colleges and Universities	14	22	31	-	-	9
University of Northwestern Ohio	14	12	9	14	12	9
Tiffin University	3	6	9	3	6	9
Lancaster General College of Nursing & Healthl	11	6	9	11	-	9
Viterbo University	8	9	9	8	9	9
Mary Baldwin College	10	10	9	-	10	9
Regis Corporation	9	8	9	9	8	9
Warner University	6	7	8	6	7	8
Coastal Carolina University	1	2	8	1	2	8
Roger Williams University	2	9	8	2	9	8
Indiana Wesleyan University-National and Glo	-	-	8	-	-	8
Midstate College	11	11	8	11	11	8
National College of Virginia, Inc.	4	3	8	4	3	8
Charleston Southern University	2	6	7	-	-	7
Saint Mary-of-the-Woods College	-	-	6	-	-	6
Ottawa University-Jeffersonville	7	9	6	7	9	6
Globe Education Network	38	24	24	14	14	6
Center for Professional Studies, Inc.	-	-	6	-	-	6
George Washington University	3	7	5	3	7	5
Saint Peter's University	5	5	4	-	-	4
Warner Pacific College	-	3	4	-	3	4

**BSHCM Execution Proposal****Appendix A**

Methodist Health System	6	-	4	6	-	4
St. Thomas University	5	7	4	5	7	4
Dlorah Inc.	-	-	3	-	-	3
Rasmussen College Inc.	-	-	2	-	-	2
Trine University-Regional/Non-Traditional Carr	4	1	2	4	1	2
Western Governors University	-	-	2	-	-	2
City University of Seattle	-	1	1	-	1	1
Franklin Pierce University	-	1	1	-	1	1
Broadview Institute Inc	-	1	1	-	-	1
Duluth Business University	-	-	1	-	-	1
Wilberforce University	12	17	1	-	17	1
Bullen and Wilson LLC	-	-	1	-	-	1

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

<b>Graduates</b>	<b>Column Labels</b>			
<b>Grad Year</b>	<b>HCA</b>	<b>DH</b>	<b>RN</b>	<b>RT</b>
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
<b>Grand Total</b>	<b>5,644</b>	<b>1,384</b>	<b>673</b>	<b>3,420</b>



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
<b>California</b>							
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
<b>BSN</b>							
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
<b>National</b>							
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
<b>BSN</b>							
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%

San Joaquin Valley College  
 BSHCM  
 Financial Budget Summary

	BSCHM		Total
	Months 1-12	Months 13-24	
<b>Average Census</b>	<b>40</b>	<b>57</b>	
<b>Revenue</b>	<b>\$ 758,529</b>	<b>\$ 1,083,395</b>	<b>\$ 1,841,924</b>
<b>Direct Expense<sup>A</sup></b>			
Salaries	93,150	128,900	<b>222,050</b>
Payroll Taxes	8,384	11,599	<b>19,983</b>
Text & Supplies	31,760	49,920	<b>81,680</b>
Start-Up Cost	54,750	-	<b>54,750</b>
<b>Total Direct</b>	<b>\$ 188,044</b>	<b>\$ 190,419</b>	<b>\$ 378,463</b>
<b>Administrative Expense<sup>B</sup></b>			
Marketing	179,500	144,000	<b>323,500</b>
Administrative Support	75,853	108,340	<b>184,192</b>
<b>Total Administrative</b>	<b>\$ 255,353</b>	<b>\$ 252,340</b>	<b>\$ 507,692</b>
<b>Net Income<sup>C</sup></b>	<b>\$ 315,132</b>	<b>\$ 640,637</b>	<b>\$ 955,768</b>

A: Expenses directly related to the student

B: Administrative expenses that support student learning

C: Income before other income/expenses, corporate allocation and taxes