Agendum
Oakland University
Board of Trustees Formal Session
June 4, 2018

BSN COMPLETION SEQUENCE (RN-BSN)
SPECIAL PROGRAM RATE
A Recommendation

1.   Division and Department: Academic Affairs, School of Nursing.

2.   Introduction: The School of Nursing (SON) at Oakland University (OU) currently offers three tracks to obtain a Bachelor of Science in Nursing (BSN): the traditional BSN, the Accelerated Second Degree BSN, and the 100% on-line BSN Completion Sequence (RN-BSN). While enrollment for the traditional program remains competitive, with more students applying than can be accommodated, and enrollment for the Advanced Second Degree program remains steady, RN-BSN enrollment has continuously declined from 291 students in Fall 2012 to 95 students in Fall of 2017.

In response to declining enrollment, the SON has spent the last two years examining the RN-BSN to remove barriers and streamline the program, while also ensuring that OU's offerings are both competitive and robust. The SON has worked extensively with community college and hospital partners to ensure that the program meets both students' and employers' needs. These efforts are outlined in Attachment A.

In spite of the progress made, cost still remains a significant barrier. As the demand for Baccalaureate prepared RNs has expanded due to the industry trends requiring most hospital employed Associate Degree Prepared RN's to complete their BSN's, the market for RN-BSN degrees has changed dramatically, responding to consumer pressures for faster completion times and lower costs.

The current cost for an RN-BSN at OU is about $16,000, or 40% above the market rate. The SON proposes that the 32 credit BSN Completion Track (RN-BSN) be charged at a special program rate of $9,995 beginning Fall 2018.

3.   Previous Board Action: The Board of Trustees authorized the University to grant the degree of Bachelor of Science in Nursing on May 22, 1974.

4.   Budget Implications: The declining enrollment of the RN-BSN at the current cost creates increasing inefficiencies and declining revenues. At a reduced cost but growing enrollment, the program will cover costs, create efficiencies of scale in offering the program, and contribute at a higher rate to the general fund than if the cost remains unchanged. See Attachment B.

If enrollments do not increase appropriately, the SON would discontinue the program.

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The special program rate applies to the 32 nursing credits required to complete the RN-BSN as outlined in Attachment A. Students must matriculate at a minimum of six credits per semester to obtain the special rate.

Any other required courses, repeats of RN-BSN courses, or students taking less than six credits per semester will be charged at the standard OU Nursing tuition rate.

5. **Educational Implications:** Students must satisfy all of the OU general education requirements to obtain the BSN degree. Students who have satisfied the Michigan Transfer Agreement (MACRAO/MTA) requirements (including knowledge applications) during their Associate Degree in Nursing educations will usually enter with all of the OU general education requirements satisfied. Students who have passed the NCLEX-RN will usually receive prior learning credits. These two strategies create a pathway to RN-BSN completion in three semesters full-time, or five semesters part-time. See Attachment A.

6. **Personnel Implications:** Current staffing will be utilized, with SON full-time faculty being supported by SON part-time instructors as necessary. Heavy enrollments would require additional full-time faculty and clerical support. See Attachment B.

7. **University Reviews/Approvals:** The RN-BSN special program rate proposal has been reviewed and approved by the SON, Student Business Services, Financial Aid Office, Budget Office, Office of the Registrar, Undergraduate Admissions, Academic Affairs, Vice President for Finance and Administration, Senior Vice President for Academic Affairs and Provost, and President.

8. **Recommendation:**

WHEREAS, the BSN Completion Sequence (RN-BSN) is consistent with objectives contained in Oakland University's Institutional Priorities; and

WHEREAS, the BSN Completion Sequence (RN-BSN) will produce competent graduates capable of providing valued contributions and service to their communities; and

WHEREAS, the market for on-line BSN Completion Sequence (RN-BSN) programs requires a special program rate for the OU program to remain viable; now, therefore, be it

RESOLVED, that the Board of Trustees authorizes the School of Nursing to offer a special program rate of up to $9,995 for the BSN Completion Sequence (RN-BSN); and, be it further

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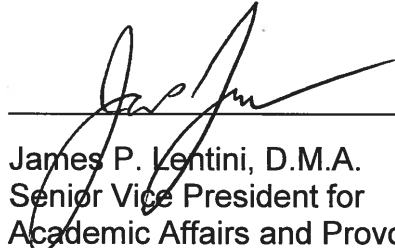**June 4, 2018**
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RESOLVED, that the Senior Vice President for Academic Affairs and Provost will complete annual reviews of the BSN Completion Sequence (RN-BSN) program to evaluate academic quality and fiscal viability to determine whether the program should be continued.

9. **Attachments:**

A. Proposal for a Special Program Rate – BSN Completion Sequence (RN-BSN).
B. Pro Forma Budget for the SON BSN Completion Sequence (RN-BSN) Special Program Rate.

Submitted to the President

On _____5/29/18_____, 2018 by

James P. Lentini, D.M.A.
Senior Vice President for
Academic Affairs and Provost

Recommended on _____5/30_____, 2018

to the Board for approval by

Ora Hirsch Pescovitz, M.D.
President

Oakland University

Proposal for a Special Program Rate

BSN Completion Sequence (RN- BSN)

A Recommendation

Oakland University School of Nursing

Judy Didion, Dean

Dawn Aubry, Director Undergraduate Admissions

Kim Holka, RN to BSN Completion Sequence Program Coordinator

Jason Pennington, Director of Advising

Michele St. Denis, Assistant Dean

Tricia Westergaard, Registrar

Abstract

Oakland University's (OU) BSN Completion Sequence (RN-BSN), a CCNE accredited Bachelor of Science in Nursing degree, moves Associate prepared Registered Nurses to Bachelor prepared nurses, in concordance with a 2010 Institute of Medicine (IOM), *The Future of Nursing: Leading Change, Advancing Health* publication calling for more BSN attainment. OU School of Nursing has offered the RN-BSN since 2002. Formerly unfriendly university policies for transfer credit articulation, the added costs of a number of unnecessary competency credits, and a noncompetitive tuition rate for the RN-BSN has made the program less attractive compared to other universities. Enrollments in the sequence have declined significantly over the years.

Since Fall 2017, OU improved the transfer friendliness for incoming students and arguably offers the most competitive articulation of credits in the state. Additionally, all ancillary competency credits and non-essential coursework has been eliminated, while the quality of the program has maintained a high standard. The cost of the program, at more than $16K, is still considerably high, as university and colleges around the nation have started to offer RN-BSN for under $10K, regardless of their institutional per-credit rates.

This proposal requests that OU offer the RN-BSN at a $9,995 special program rate for 32 nursing specific course credits. This special program rate, combined with the money and time savings associated with the transfer credit articulation, the 100-percent online offering, and the novel quality of the degree, would adequately make Oakland's RN-BSN competitive with other programs within the state and nationally.

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Curriculum History

On May 14, 1973, the President of Oakland University (OU) officially informed the Michigan State Board of Nursing of the intent of OU to institute a four-year Bachelor of Science in Nursing (BSN) program. The program was approved by the Faculty Senate on April 17, 1974 and the OU Board of Trustees on May 22, 1974. The School of Nursing (SON) became an academic unit within the university in the Fall of 1974. In September 1975, the first class of students began the sophomore year of the BSN program and graduated in 1978. After the required graduation of two classes, the BSN program applied for and received full approval by the Michigan State Board of Nursing. In December 1980, the SON was granted initial accreditation by the National League for Nursing, and received continuing accreditation in 1987 and 1995. In 2002, the SON received initial accreditation through the Commission on Collegiate Nursing Education (CCNE) and received continuing accreditation in 2012 for ten years.

In Fall 2002, the SON received approval to offer the BSN Completion Sequence (RN-BSN) for students with an Associate of Nursing (ADN) and RN licensure. The RN-BSN took students two-years of full-time study. This included the requirement for students having to meet all university general education requirements, paying tuition on 19 competency credits, which were required for all RN-BSN students. The completion of science courses, such as Microbiology and Intro to Chemistry, were also required. In Fall 2017, the faculty analyzed the requirements and determined these students were taking courses that were integrated in the ADN curriculum and paying for course credit that were paid by tuition in their ADN curriculum. Therefore, all ancillary course requirements were removed and the faculty worked with the registrar's office to remove the competency credits. The RN-BSN is offered 100 percent online to meet the needs of the working RN and with the changes, full-time students can now complete the degree requirements in as few as 12 months. Currently (2018), the SON is proposing to have a special program rate for the RN-BSN to align the tuition with the current market rates for RN-BSN education statewide.

Barriers and Improvements

The following provides context to the traditional barriers that have existed for RN-BSN students at OU and the respective (if applicable) improvements made to overcome the barrier.

Barrier 1 - 19 Competency Credits:
Prior to Fall 2017, students were required to register and pay for 19 competency credits at OU. Students were paying $55 per competency credit, which totaled $1045. The credits applied toward the BSN degree credits for successfully passing the NCLEX-RN (the state board required for RN licensure). Students were not required to complete any coursework or test to receive the 19 credits. They simply registered and paid the "competency" rate based on their NCLEX-RN passage.

In Fall 2016, the SON brought forth a proposal to have the 19 Competency Credits removed as a degree requirement and replaced it with the policy that RN-BSN students automatically receiving 30 "Prior Learning" credits as part of their successful passing of NCLEX-RN. The proposal passed UCUI academic governance and went into effect immediately during the spring/summer 2017 semester.

Barrier 2 – Lack of Cohort Model:
Students who currently enter the RN-BSN track have the flexibility to progress through the degree at their own pace. While this seems like a positive aspect of the RN-BSN, the lack of programmatic structure for those who enter this fully online program, consisting of only 32 total nursing credits, makes it difficult to track these students and provide the support they need for retention and completion. Ultimately, the lack of a cohort model has led to a high stop-out rate. Between 2008 and 2014, 307 students stopped-out of the RN-BSN. Students who stopped out transferred to schools with fewer requirements, lower costs and often times a cohort model which provided more support.

Since 2016, the SON has increased its tracking mechanisms, instituted online advising and open houses, and personalized its outreach to students who have stopped out. It has also investigated other programs with successful models and found that providing incentives for students to enter a full time or part time cohort was a motivation for them to stay on their plan of study. Offering a special program rate for full-time or half-time students would incentivize them to continue on that path. With the approval of this proposal, students would enter the university in either Fall, Winter, or Summer in either a full-time or part-time cohort structure. Situations would allow students to move from full time to part time, or vice-versa, but this could ultimately influence time to degree and overall cost of attendance. Having a prescribed cohort model for student progress would provide an easier mechanism for the SON to track progress, predict enrollment and report retention data. The SON has already set forecasting, reporting, and plan of study parameters in the SON operated Empower database system and the university operated degree progress application, DegreeWorks.

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<u>Barrier 3 – Additional/Ancillary Course Requirements:</u>
Through the 2015-2016 academic year, RN-BSN students were required to complete additional Chemistry and Microbiology requirements, regardless of what courses were completed during their Associate's degree program. These courses were taken in addition to the 19 competency credits students were required to pay for. This increased both time-to-degree and cost of attendance. Additionally, it had a negative impact on student success and decreased the graduation rate to 61% (2014-2016 average).

The SON's Fall 2016 proposal outlining elimination of "competency credits" was also approved for the elimination of any additional coursework outside of 32 nursing specific credits and university general education.

<u>Barrier 4 – Transfer Credit Convenience:</u>
Prior to the Fall 2017, all students entering the RN-BSN were required to take additional liberal arts credits that did not count for credits attained at the Associate degree level or OU's General Education requirements. At that time, OU required that all RN-BSN students have a total of 93 credits at Oakland, not including the 30 credits given for "prior learning" when the student passed NCLEX-RN, regardless of Michigan Transfer Agreement attainment. This requirement gave students and community colleges the impression that OU's 63 transfer credit plus 30 "prior learning" credits "transfer articulation" for registered nurses was misleading and made it seem to incoming students that there were hidden requirements in the program beyond nursing courses.

Effective Fall 2017, all RN-BSN students were required to complete an Associate of Nursing degree, for which they received 63 transfer credits. If students met the requirements for Michigan Transfer Agreement at their respective home community college plus a course that would meet OU's Knowledge Application general education requirement, they would have met all university general education requirements. With the 30 prior learning credits, students would only need to complete 32 nursing specific credits. In addition to cutting the time the additional requirements added, this improvement provided significant cost savings for incoming students. If students complete the minimum number of credits to satisfy the Associate degree and Michigan Transfer Agreement requirements, they may save up to a year's worth of tuition. This articulation of credits is arguably among the most transfer friendly and convenient in the state.

<u>Barrier 5 – Student Service Complaints:</u>
A 2015, the SON report indicated that student perceptions of the services received through faculty and advising was not meeting expectations. Students indicated that they did not feel supported through their degree and there were inconsistencies in terms of faculty assignments. Some faculty had never taught online sections nor received training for delivering online content. Because of these findings, the SON provides preference for assignment of online courses to faculty who have completed online teaching training and expertise. RN-BSN faculty have completed the OU E-Lis Quality Online Teaching Certification Course to support online Moodle course design and pedagogy development, best teaching practices, and course quality. Additionally, the

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RN-BSN academic adviser in the SON Office of Academic Advising and Student Services, serves only RN-BSN students and has incorporated online meeting technology into interactions with students.

Barrier 6 – Program Length:
Prior to 2016, the average RN-BSN time-to-degree was 2.5 years. The degree could not be attained in a year. In a 2015 SON report, 56 percent of RN-BSN students indicated that time-to-degree strongly influenced their decision to attend Oakland. With the removal of all ancillary requirements, students are now able to complete the full-time program in as few as 12 months. Additionally, courses are now in seven week format instead of 14 week format, with the exception of NRS 4585 Nursing Capstone Experience, which is 14 weeks.

Barrier 7 – Competitor Degree Requirements and Quality:
In a 2015 SON report, students who transferred out of the RN-BSN moved into competitor programs that were perceived as less strenuous and required fewer credits.

The SON and its university partners have promoted this program as one providing novel, quality content that will give graduates the edge in specific nursing specialty areas upon BSN completion. OU's RN-BSN will not take on the degree mill model that many year-long completion programs are perceived to fall into. OU SON has eliminated the credit and transfer hour barriers and has improved its quality online offerings with faculty development opportunities. As illustrated above, the SON has worked to remove a significant amount of coursework that is overlapping content, allowing students to flow easier through the program. The SON now offers specialty courses, such as critical care and perioperative experiences, for RNs to meet their long-term career goals. We believe these opportunities provide an "added value" to the program, will give graduates an edge in competition for specific nurse specialty areas and provide relevancy for prospective and current RN students to advance their education and attain their baccalaureate degree.

Barrier 8 – Program Cost:
The final barrier that influences enrollment in the RN-BSN is the tuition rate. In a 2015 SON report, students who transferred out of the RN-BSN moved into competitor programs that had lower tuition rates. OU tuition rises per inflationary rates annually and RN-BSN students indicated that cost of attendance created financial stress. Hospitals often reimburse their employees for advancing their education, but are now placing caps on the amount and promoting less expensive programs to their employees through their human resources offices. This has affected the SON's ability to stay competitive in the marketplace. In Fall 2015, OU implemented a differential tuition rate for all SON courses, which significantly increased the cost of the RN-BSN Completion Sequence. New student enrollment declined more than 100 percent in the 2015-2016 academic year. In the Fall 2017, the cost of the degree increased to $16,359.50, at a time when other institutions around the state and country were decreasing RN-BSN completion rates to $10,000 or lower. As a result, the SON has developed this proposal to provide a special program rate.

Market Conditions

In today's market, the ADN registered nurses have myriad online choices to complete their BSN degree. Costs of these programs can be as little as $5,500 for the nursing component of the BSN completion. Many private and public institutions not attuned to the market conditions risk decreased enrollments. Some institutions have gone as far as eliminating RN-BSN completion tracks altogether (i.e. the University of Detroit Mercy eliminated their RN-BSN completion track in 2017 due to the heightened competitive environment).

Seven (7) state-funded institutions in the lower-peninsula of Michigan have RN-BSN programs (Oakland University, Michigan State University, Western Michigan University, Wayne State University, Grand Valley State University, Eastern Michigan University, and University of Michigan – Flint). Aside from Oakland University, the following local competitor institutions offer the program exclusively online:

- Chamberlain University
- Eastern Michigan University
- Western Michigan University

The following local competitor institutions offer the program for less than $10,000

- Eastern Michigan University
- Rochester College

Competitors outside of the state of Michigan like Ohio University and Indiana Wesleyan University have RN-BSN programs with large enrollments and flat-rate tuition.

It is important to note that all RN-BSN programmatic administrative facets, enrollment management, marketing, and admissions cycles are governed at Eastern Michigan University and Indiana Wesleyan University by an outside, for-profit vendor.

The following table offers a more detailed view of competitor institutions:

BSN Completion Sequence (RN-BSN)
Cost Comparison for Nursing Course Credits [1]
Local Competitors

	Program type	FT Program Length	PT Program Length	Course Length	Nursing Course Credit Hours	Advertised Cost	Notes
Oakland University	100% on-line	12 Months	20 Months	7 weeks	32	$16,360	2
Chamberlain University	100% on-line	12 Months	Varies	8 weeks/16 weeks	24	$14,160 plus fees	3
Eastern Michigan University	100% on-line	12 Months	24 Months	7.5 weeks	30	$9,840	4
Rochester College	On-line/In-person	12 Months	24 Months	8 weeks/15 weeks	32	$8,500	5
Wayne State University	In-person	N/A	21 Months	15 weeks	30	$13,311 plus fees	
Western Michigan University	100% on-line	N/A	24 Months	7 weeks/15 weeks	28	$10,541	6

1. Comparison based on required nursing courses. Michigan Transfer Agreement (MTA) qualifying students will only take the 32 nursing courses at OU. Additional courses vary by institution.
2. MTA students take only 32 nursing credits.
3. Advertise 20% discount, or $11,328.
4. Must take 90 credits at CC.
5. Theology courses required.
6. Additional charges above the $10, 541 tuition: $300 one-time records initiation fee, $50 new student transfer fee, $60 per credit open learning support fee for 28 credits=$1,680 for total $12,571.44.

BSN Completion Sequence (RN-BSN)

Cost Comparison for Nursing Course Credits

National 100% On-Line Competitors used by Area Students

	FT Program Length	PT Program Length	Course Length	Nursing Course Credit Hours	Advertised Cost
Oakland University	12 Months	20 Months	7 Weeks	32	$16,360
Aspen University, CO	13 Months	20 Months	8 Weeks	60	$9,750
Capella University, MN	9 Months	Varies	12 Weeks - flex	45	$8,500
Grand Canyon University, AZ	16 Months	30 Months	5 Weeks	21	$9,840
Indiana Wesleyan	15 Months	N/A	8 Weeks	31	$13,733
Ohio University	12 Months	Varies	5 Weeks	31	$7,533
University of Louisiana at Lafayette	12 Months	Varies	8 Weeks	30	$9,500
University of Texas Arlington	9 Months	Varies	5-10 Weeks	35	$8,995

Proposed Special Program Rate

Upon the review of the OU RN-BSN's cost and quality, the SON is recommending a special program rate of $9,995 effective Fall 2018. This would keep the program competitive in the marketplace while maintaining program quality. Using strategies to engage full-time faculty in teaching and leading courses while utilizing part time faculty to assist with additional section needs will maintain affordability for the student as well as promote revenue generation for the University.

As shown in the Pro Forma (Attachment B), the SON would expect RN-BSN enrollment to increase from 95 total students enrolled in Fall 2017 to 140 total students enrolled in Fall 2018. The SON expects an increase in total enrolled students to approximately 350 students by 2023.

See Attachment B.

Recruitment, Marketing, and Communications Strategies

The OU RN-BSN is a fully online program targeted to meet the learning needs of the practicing registered nurse. Healthcare, in general, is characterized by rapid change and innovation that demands a highly skilled and well-educated nurse workforce.

In 2010, the Institute of Medicine (IOM) published the *The Future of Nursing: Leading Change, Advancing Health* report recommending an increase of RN's with a BSN from 40 percent to 80 percent by the year 2020 (IOM, 2010). Since this time, many health systems throughout the country have required RNs with an Associate degree to move toward BSN attainment within specified timeframes. Additionally, some states have passed legislation requiring BSN attainment within a specified period. For example, in New York non-BSN RNs are required to have a BSN completed within 10 years of ADN completion. Failure to meet this requirement places the RN's license in jeopardy. Other states are currently in the process of putting together similar legislation.

RN-BSN recruitment will involve coordinated marketing and outreach initiatives from the following stakeholders within the OU community: School of Nursing, Office of Undergraduate Admissions, University Communications and Marketing, and the Office of the Registrar.

The general marketing strategy will involve print and web materials, including utilizing university social media channels, targeting RNs in hospitals and students currently enrolled in ADN programs at 2-year institutions. Utilizing Google Display, Google Search, and Google Remarketing, the messaging will focus on (1) the reduced cost of the program; (2) the articulation of transfer credits and seamless progression model; and (3) the quality of the program.

The Office of Undergraduate Admissions takes the lead on all direct undergraduate recruitment, and the School of Nursing will assist with Admissions to recruit this very

critical adult learner population. Through in-person and virtual channels, recruitment and outreach efforts will target: (1) Health System Administration, (2) Hospital Nursing Staff and Human Resource Offices; (3) Regional Nursing Conferences; and (4) Community Colleges.

(1) <u>Health System Administration</u>: OU's School of Nursing will outreach with Health System Administrations to establish cohort agreements with Health Systems to support their nursing staff to complete the BSN with their peers at OU in virtual classrooms. Since January, OU has established cohorts with Ascension Crittenton (with funding attached) and Beaumont Health System. Combined, these cohorts can account for up to 15 students per admittance cycle. OU will continue to pursue cohort agreements with additional health systems throughout the region.

(2) <u>Hospitals and Human Resource Departments</u>: The School of Nursing will continue in-person outreach at specific hospitals around the state of Michigan and will increase participation at a number of specific recruitment programs offered by the hospitals. In the past six months, the School of Nursing has made more than 30 visits to hospitals around the metro-Detroit area. OU will also market the program to RNs in the hospital setting through a Google Mobile marketing display. The SON will also collaborate with hospital human resource departments to share information about the program and encourage financial support opportunities for RN employees to attend OU.

(3) <u>Regional Nursing Conferences</u>: The School of Nursing will continue sending representatives to Regional Nursing Conferences for RN-BSN promotion and recruitment.

(4) <u>Community Colleges</u>: Michigan Community Colleges account for approximately 1,000 ADN graduates annually. The Office of Undergraduate Admissions, in partnership with the School of Nursing, will aggressively pursue these students during their academic program and upon graduation so they are informed of the seamless progression model OU created for BSN completion. OU RN-BSN policy changes made for students starting Fall 2017, allow for the most transfer friendly conditions of any program in Michigan. As it currently stands, students receive 63 credits for completion of the ADN, they receive 30 credits for successfully passing the NCLEX-RN, and students who have the Michigan Transfer Agreement (MTA) stamp on their community college transcript will have the vast majority of their general education at OU. This can account for thousands of dollars saved depending on what community college the student attended. When students enter OU, they should only have 32 credits to complete if they attended a Michigan state-funded community college and met all requirements for MTA.

OU's School of Nursing is working with The Office of Undergraduate Admissions and University Communications and Marketing to design and implement a strategic

communication plan that targets prospective students in all four groups. As it currently stands, the BSN Completion Sequence has a marketing budget of $20,000. The School of Nursing has a dedicated academic adviser recruiting this population. This adviser will work very closely with admission advisers in the Office of Undergraduate Admissions to aggressively recruit licensed prospective students.

Accreditation

The baccalaureate nursing program at Oakland University is accredited by the Commission on Collegiate Nursing Education and is approved by the Michigan State Board of Nursing. The BSN Completion Sequence is fully accredited as an online program by the Higher Learning Commission of the North Central Association.

The Essentials of Baccalaureate Education for Professional Nursing Practice (Essentials) (American Colleges of Nursing [AACN], 2008) are the guiding framework for the SON undergraduate program. The nine Essentials are:

I.   Liberal Education for Baccalaureate Generalist Nursing Practice
II.   Basic Organizational and Systems Leadership for Quality Care and Patient Safety
III.   Scholarship for Evidence-based Practice
IV.   Information Management and Application of Patient Care Technology
V.   Healthcare Policy, Finance, and Regulatory Environments
VI.   Inter-professional Communication and Collaboration for Improving Patient Health Outcomes
VII.   Clinical Prevention and Population Health
VIII.   Professionalism and Professional Values
IX.   Baccalaureate Generalist Nursing Practice

The School of Nursing had its last BSN accreditation site visit in 2012 and received the maximum accreditation timeframe of 10-years. The baccalaureate degree in nursing at OU is accredited by the Commission on Collegiate Nursing Education, One Dupont Circle, NW, Suite 530, Washington, DC 20036, 202-887-6791.

Admission Requirements

Prospective RN-BSN students must have attained an ADN (Associate Degree in Nursing) from a regionally accredited two-year nursing program, and they must have successfully passed the NCLEX-RN board licensing exam at a minimum to be admissible to the program.

Students seeking full admission to the RN-BSN program must have completed all ADN requirements with an overall grade point average of 2.5 or higher. They must also possess a valid, unrestricted RN license.

Students may be conditionally admitted with a grade point average ranging between 2.1 and 2.4. These students would be required to complete the part-time RN-BSN option, as their admission to the BSN Completion Sequence is contingent on academic performance standards defined by the School of Nursing.

Additionally, students with who have completed the ADN and are awaiting taking the board NCLEX-RN may be conditionally admitted until they have successfully passed the NCLEX-RN. However, they cannot take a course requiring clinical experiences until they receive their RN license.

Prospective BSN Completion Sequence students are required to submit transcripts from all institutions attended, in accordance with Oakland University (OU) policy. OU's School of Nursing will access and verify licensure and ADN completion and will provide the Office of Undergraduate Admissions an indication of admissibility.

Plans of Study

Students on the full-time RN-BSN Plan of Study will have a prescribed plan of study, covering one full academic year. Students on the full-time plan will take no more or less than four (4) classes over two consecutive semesters. The third semester in the plan will consist of the 14-week NRS 4585 Capstone class only. The template RN-BSN Plan of Study is as follows:

Full Time Plan

Semester 1

Course	Part of Term
NRS 3022: Informatics for Nursing	First
NRS 3511: Transition to Baccalaureate Education	First
NRS 3531: Health Promotion in the Community	Second
NRS 3071: Research Basics of Nursing Practice	Second

Semester 2

Course	Part of Term
NRS 3541: Nursing Leadership and Health Care Issues	First
NRS 4551: Nursing Care of Populations with Health Disparities	First
NRS 4561: Community Nursing	Second
NRS 4571: Nursing Synthesis	Second

Semester 3

Course	Part of Term
NRS 4585: Nursing Capstone Experience	Full

Students on the part-time RN-BSN Plan of Study will have a prescribed plan of study, covering five semesters over 20 months. Students on the part-time plan will take no more or less than two (2) classes over four (4) consecutive semesters. The fifth semester in the plan will consist of the 14-week NRS 4585 Capstone class only.

Part Time Plan: 20 months

Semester 1

Course	Part of Term
NRS 3511: Transition to Baccalaureate Education	First
NRS 3071: Research Basics of Nursing Practice	Second

Semester 2

Course	Part of Term
NRS 3022: Informatics for Nursing	First
NRS 3531: Health Promotion in the Community	Second

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Semester 3

Course	Part of Term
NRS 4551: Nursing Care of Populations with Health Disparities	First
NRS 4561: Community Nursing	Second

Semester 4

Course	Part of Term
NRS 3541: Nursing Leadership and Health Care Issues	First
NRS 4571: Nursing Synthesis	Second

Semester 5

Course	Part of Term
NRS 4585: Nursing Capstone Experience	Full

Under this proposal, students may not take fewer than two classes per semester to maintain the flat-rate tuition. Students wishing to take the completion sequence outside of these two plans of study will pay OU's full tuition price per course. Of note, students taking one class per semester are 85% less likely to complete degree requirements than students who are taking a full-time course load. BSN Completion Sequence graduation rates are extremely low for students taking less than a part time course load.

Curriculum

The BSN Completion Sequence requires students to complete 32 credits of upper-level, nursing specific coursework. All coursework is offered online through the virtual Moodle classroom. This coursework provides sufficient and novel disparity between clinical and practice concepts covered in a student's respective ADN program.

The program consists of the following classes:

NRS 3022: Informatics for Nursing (2)
This course focuses on information technology, quality care and outcomes, and professional nursing practice. Emphasis is placed on the nurse's role in managing information for the delivery of safe, quality, patient-centered care. Automation, existing and emerging computer technologies, and data/data management are discussed.

NRS 3071: Research Basis of Nursing (3)
This course focuses on the research process and evidence-based practice as they relate to professional nursing. Required of all BSN students.

NRS 3511: Transition to Baccalaureate Nursing Education (4)
This course focuses on the transition to baccalaureate nursing education for the registered nurse. Offered only to RN-BSN students.

NRS 3531: Health Promotion in the Community (4)
This course focuses on the development of nursing interventions for health promotion with diverse client populations across the lifespan. Offered only to RN-BSN students.

NRS 3541: Nursing Leadership and Health Care Issues (3)
This course presents the principles of nursing leadership and management, health policy, and legal and ethical issues in professional nursing practice. Offered only to RN-BSN students.

NRS 4561: Community Nursing (4)
This course focuses on the professional nurse's role in the community. Required of all BSN students.

NRS 4571: Nursing Synthesis (4)
This course analyzes issues impacting health care delivery and professional nursing practice. Designed for RN licensed students and offered only to RN-BSN students.

NRS 4585: Nursing Capstone Experience (4)
This course must be taken in the final semester of coursework. This is a course that requires students to apply the culmination of concepts covered in the RN-BSN Completion Sequence.

Transfer Scholarships

RN-BSN students, like all undergraduate nursing students, may be eligible for applicable university transfer and SON scholarships (based on Financial Aid Office and Admissions requirements).

Awards are academic merit based and offered to domestic residents. Available general fund, university transfer scholarships currently include:

(1) Presidential Transfer Award: $5,000 for one year
   This award goes to new transfer students from a Michigan community college with a GPA of 3.80 or higher and 56 or more transferrable credits. This can offset half of the cost of attendance of the RN-BSN program. All RN-BSN students who have not already attained a baccalaureate degree meeting these criteria will be eligible for this award.

(2) Phi Theta Kappa Award: $2,500 for one year
   This award goes to new community college transfer students with a GPA of 3.50-3.79 and 24 or more transferrable credits. All RN-BSN students who have not already attained a baccalaureate degree meeting these criteria will be eligible for this award.

(3) Talented Transfer Award: $1,000 for one year
   This award is for new transfer students with a college GPA of 3.00-3.49 and 24 or more transferrable credits. All RN-BSN students who have not already attained a baccalaureate degree meeting these criteria will be eligible for this award.

Transfer Articulation and Programmatic Structure

All students entering the BSN Completion Sequence (RN-BSN) have successfully completed all requirements of an Associate Degree in Nursing program from a generally accredited two-year college and they must have an active RN license through any state licensing board.

Effective Fall 2017, students received 30 prior-learning credits for the successful passing of the National Council Licensure Examination (NCLEX-RN). Additionally, the university awards 63 transfer credits taken from the Associate degree program, giving all incoming RN-BSN students 93 total credits for transfer and prior-learning.

The BSN Completion Sequence is 32 credits of novel, quality, nursing-specific content delivered online. The program requires students to learn in the online classroom and have practicum experience in a variety of external healthcare settings, including community health organizations, health-care facilities, and specialty clinical experiences. The 32 credit total for BSN education is on par with other universities, is a competitive range and meets the American Association of Colleges of Nursing BSN Essentials which are standards for accreditation.

All students coming into the RN-BSN will have to successfully complete Oakland University's (OU) General Education requirement. Students transferring into OU having met the Michigan Transfer Agreement (MTA) at their home 2-year institution are deemed as having all general education requirements met at OU. According to Oakland Community College, the MTA "was designed to facilitate the transfer of general education requirements from one institution to another."

OU's articulation of transfer credits is unique, since students at a community college might only take the number of credits to attain an Associate of Nursing degree and to complete Michigan Transfer Agreement at their respective home 2-year college (these credits range from 10-25). As a result, this can account for up to one year of tuition savings for some ADN students depending on the institution from which they transfer.

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Retention Plan

The SON Advising and Student Services office has a designated adviser to handle the RN-BSN caseload. The RN-BSN adviser is responsible for vetting prospective applicant credentials and gives indication of admissibility to the Office of Undergraduate Admissions. Advising starts at the time of official admission of an RN-BSN student to Oakland University (OU) once the Office of the Registrar completes an official Transfer Evaluation Worksheet.

Retention will be driven by the cost of the program. Students will have 32, non-repeatable, credits covered under the $9,995 special program rate. Students who do not successfully complete a class will be required to repeat the course, by itself, at OU's full tuition rate for an upper division nursing course, which will slow progress to completion. Additionally, students receiving general fund merit-based scholarships must maintain full-time coursework at the two full-time semesters to maintain scholarship eligibility.

The retention plan for RN-BSN will consist of the following:

1. Virtual and on-site orientation

   Currently all students are required to attend orientation on campus. Shifting this to a virtual environment will allow students to (a) interact with an adviser on an application required for RN-BSN coursework and (b) not make a special trip to OU for orientation. Orientation will involve an overview of the electronic resources students will be required to engage in a 100-percent online environment, and it will cover what virtual academic resources and assists will exist for students in the program.

2. Acceptance Agreement Form for Admission

   All students entering the RN-BSN Completion Sequence will be required to sign an Acceptance Form, which will outline expectations of the program. Attached to this form will be a Plan of Study for either full-time or part-time coursework. The RN-BSN Acceptance form will outline parameters for success in the program and will describe the implications of course failure or program stop-out. It will also include a clause that will require them to complete an assessment if they stop-out of the program.

3. Predefined/Template-based Plan of Study

   RN-BSN full-time and part-time plans of study are prescribed to the point where Plan of Study templates will be created and maintained in the university's DegreeWorks system. Additionally, students will be forecasted for classes through the School of Nursing's internal enrollment management database system. This will allow for easy conveyance of student flow through the program from an advising standpoint. Additionally, students will be able to easily track their progress through the program

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and they will have a clear understanding, from the moment of admission, what their degree plan will look like from semester-to-semester. Students who fall off track will have their templates altered to reflect a new plan.

4. <u>Virtual Advising Sessions</u>

Students will have the option of meeting with the RN-BSN adviser in person. However, most appointments will take place virtually, through the WebEx application. This allows for personalized, adviser-to-student contact, while the student navigates tools expressly utilized in the completion sequence.

5. <u>Data Driven Semester Outreach/Check-In</u>

The Academic Advising and Student services unit will take an invasive approach to tracking student progress. The RN-BSN Completion Sequence adviser will run a weekly report from week 1 indicating any withdrawals from any RN-BSN Completion Sequence course.

The School of Nursing has devised a reporting mechanism to track student enrollments and stop outs longitudinally, semester-to-semester. Students who fail to register for any semester after completion of their first semester will be contacted at the beginning of the following two consecutive semesters. They will be given an assessment that will indicate reasons for stopped attendance.

Student Academic Supports

SON Academic Advising and Student Services: Academic advising is an ongoing partnership between the student and adviser, empowering students to plan for their academic success. BSN Completion Sequence (RN-BSN) are assigned to a program specific SON Academic Adviser upon being admitted to Oakland University (OU). This adviser is an expert in the RN-BSN completion sequence and will be tasked with executing a key component of the retention strategy for RN-BSN. Professional Academic Advising has been a staple at OU since 2000. All advisers are master's prepared and have ample experience advising students. In the SON, advisers account for more than 30 years of combined advising experience. All undergraduate advisers in the SON have been working with their respective assigned caseloads, which is based on major, for at least five or more years.

E-Learning and Instructional Support (eLIS): E-Learning and Instructional Support offers support to faculty, staff, and students in teaching and learning online and the development of custom web solution for academic needs. They offer the primary support for the Moodle online classroom. They also offer software support and provide a variety of workshops, an online best practices course and instructional design assistance.

Kresge Library Support: Kresge Library offers both faculty and undergraduate students support for research and accessing library materials. The School of Nursing has a dedicated research librarian in the Kresge Library who is available for research consultation. Additionally, the library offers online tutorials for research help and direct course links.
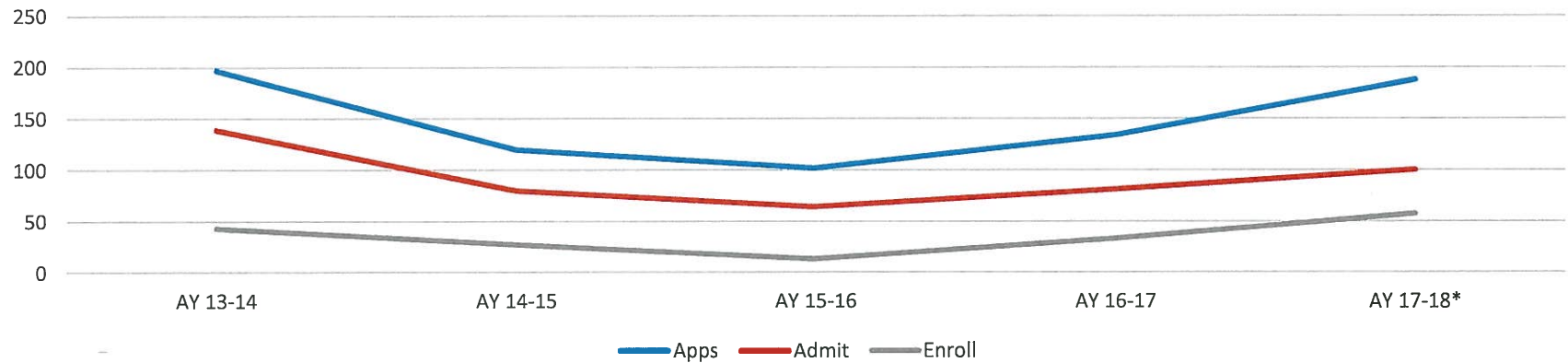
OU Writing Center: The Writing Center at OU is open to OU students, faculty, and staff in all disciplines at any stage of the writing process. The center provides writers with an interested and supportive audience of well-trained consultants who help both novice and expert writers explore ideas, revise drafts, and develop the skills to craft polished works. In-person and on-line are offered.

OU Career Services: Career Services works to develop OU students and alumni into prepared job seekers and to be employers' favorite place to recruit. This unit helps students build marketable skills, gain professional work experience, and explore passions. Career Services offers the software *Handshake* for all students and alumni and they are responsible for planning events throughout the calendar year. The SON has a dedicated liaison in Career Services.
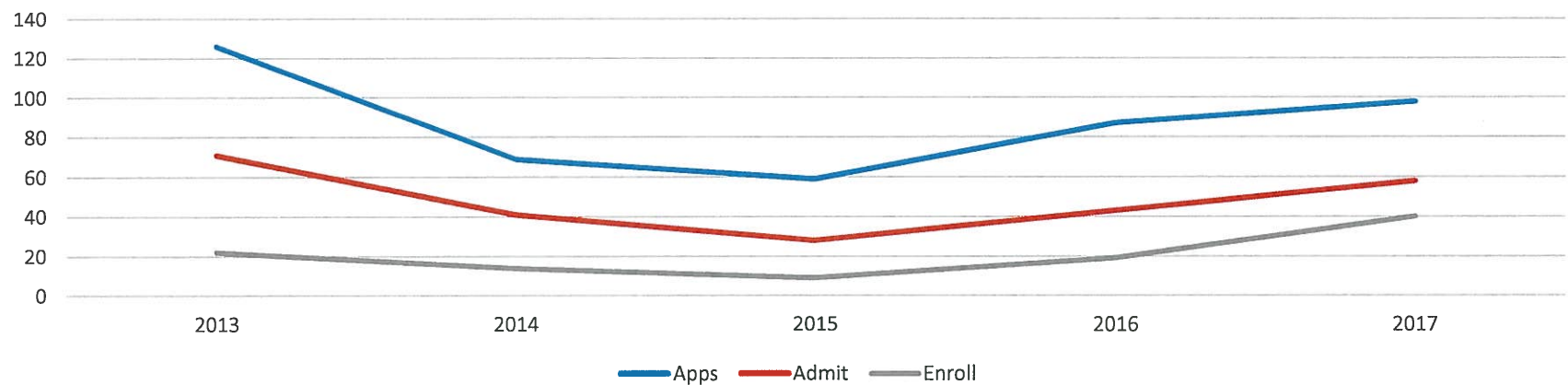
	Applications, Admissions and Enrollment								
	For Major 7040 - Nursing (Completion Sequence)								
	5/14/2018								

| | Winter | | | Summer | | | Fall | | |
	Apps	Admit	Enroll	Apps	Admit	Enroll	Apps	Admit	Enroll
2013	64	57	22	27	27	9	126	71	22
2014	47	45	14	24	23	7	69	41	14
2015	36	27	12	15	12	1	59	28	9
2016	23	22	2	20	14	2	87	43	19
2017	36	29	13	11	9	1	98	58	40
2018*	73	36	16	39	25	7	74	23	5
2019*	8	1							

			Apps	Admit	Enroll
AY 13-14	F13+W14+S14		197	139	43
AY 14-15	F14+W15+S15		120	80	27
AY 15-16	F15+W16+S16		102	64	13
AY 16-17	F16+W17+S17		134	81	33
AY 17-18*	F17+W18+S18		210	119	63
AY 18-19*	F18+W19+S19		82	24	5

* Incomplete - Summer 2018, Fall 2018 and Winter 2019 data as of 5/14/2018

Applications, Admissions and Enrollment
For Major 7040 - Nursing (Completion Sequence)
Academic Years 2013 - 2017*

Applications, Admissions and Enrollment
For Major 7040 - Nursing (Completion Sequence)
Fall Terms 2013-2017

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School of Nursing
BSN Completion Sequence (RN-BSN)
Special Program Rate

ATTACHMENT B

Pro Forma

	ACCT	Year 1 2018-19	Year 2 2019-20	Year 3 2020-21	Year 4 2021-22	Year 5 2022-23
Revenue Variables:						
1Total Headcount		190	240	295	340	350
Full Time (1 Year Program)		90	100	120	135	145
Part Time (2 Year Program)		100	140	175	205	205
Total Semesters		380	535	650	680	730
Full Time (1 Year Program)		185	210	255	230	280
Part Time (2 Year Program)		195	325	395	450	450
Total FYES		140	170	208	238	248
Total FTE		140	170	208	238	248
Special Program Rate Per Semester						
Full Time (1 Year Program)		$ 4,995	$ 4,995	$ 4,995	$ 4,995	$ 4,995
Part Time (2 Year Program)		$ 2,498	$ 2,498	$ 2,498	$ 2,498	$ 2,498
Income						
Special Program Rate Revenue		$ 1,061,438	$ 1,373,625	$ 1,710,788	$ 1,798,200	$ 1,873,125
Total Income		$ 1,061,438	$ 1,373,625	$ 1,710,788	$ 1,798,200	$ 1,873,125
Expenses	**ACCT**					
Salaries/Wages						
Faculty Salaries	6101	$ 283,050	$ 288,711	$ 374,485	$ 381,975	$ 389,614
Clerical	6211	$ -	$ -	$ 43,000	$ 44,290	$ 45,619
Program Coordinator	6201	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Faculty Inload (Replacement Costs)	6301	$ -	$ -	$ -	$ -	$ -
Faculty Summer Pay	6301	$ 89,600	$ 91,392	$ 93,220	$ 95,084	$ 96,986
Part-time Faculty	6301	$ 74,200	$ 82,824	$ 100,503	$ 136,684	$ 154,571
Graduate Assistant	6311	$ -	$ -	$ -	$ -	$ -
Wages	6401	$ 23,750	$ 24,225	$ 24,710	$ 25,204	$ 25,708
Student	6501	$ -	$ -	$ -	$ -	$ -
Total Salary Expenses		$ 485,600	$ 502,152	$ 650,917	$ 698,236	$ 727,498
8Fringe Benefits	6701	$ 140,180	$ 143,531	$ 205,360	$ 212,404	$ 218,073
Total Compensation Expenses		$ 625,780	$ 645,683	$ 856,277	$ 910,640	$ 945,571
Operating Expenses						
Graduate Assistant Tuition	7101	$ -	$ -	$ -	$ -	$ -
Supplies and Services	7101	$ 35,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000
Contract Services	7101	$ -	$ -	$ -	$ -	$ -
Repairs and Maintenance	7111	$ -	$ -	$ -	$ -	$ -
Travel	7201	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Library	7401	$ -	$ -	$ -	$ -	$ -
Equipment	7501	$ 7,500	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Total Operating Expenses		$ 52,500	$ 60,000	$ 60,000	$ 60,000	$ 60,000
Total Expenses		$ 678,280	$ 705,683	$ 916,277	$ 970,640	$ 1,005,571
Net Income/Loss		$ 383,158	$ 667,942	$ 794,510	$ 827,560	$ 867,554

OAKLAND UNIVERSITY™

Proposal for a Special Program Rate
BSN Completion Sequence (RN- BSN)

History and Current Trends

- OU School of Nursing has offered the RN-BSN since 2002
- CCNE accredited
- Michigan Board of Nursing Approved
- Enrollment declined from 291 students in Fall 2012 to 95 students in Fall 2017
- Barriers have been addressed to increase enrollment
- Final barrier challenge is to create a competitive cost structure

- Competency Credits
- Lack of Cohort Model
- Additional/Ancillary Course Requirements
- Transfer Credit Convenience
- Student Service Complaints
- Program Length
- Competitor Degree Requirements and Quality
- Program Cost

- 2010: IOM recommended increases of BSN prepared RN's from 40 percent to 80 percent by the year 2020

- Many health systems require RNs with an ADN to move toward BSN attainment within specified timeframes

- Some states have passed legislation requiring BSN attainment within a specified period. Example: New York non-BSN RNs required to obtain BSN within 10 years

Market Conditions

The following local competitor institutions offer the program exclusively online:

- Chamberlain University
- Eastern Michigan University
- Western Michigan University

The following local competitor institutions offer the program for less than $10,000:

- Eastern Michigan University
- Rochester College

BSN Completion Sequence (RN-BSN)
Cost Comparison for Nursing Course Credits
Local Competitors

	Program type	FT Program Length	PT Program Length	Course Length	Nursing Course Credit Hours	Advertised Cost
Oakland University	100% on-line	12 Months	20 Months	7 weeks	32	$16,360
Chamberlain University	100% on-line	12 Months	Varies	8 weeks/16 weeks	24	$11,328
Eastern Michigan University	100% on-line	12 Months	24 Months	7.5 weeks	30	$9,840
Rochester College	On-line/In-person	12 Months	24 Months	8 weeks/15 weeks	32	$8,500
Wayne State University	In-person	N/A	21 Months	15 weeks	30	$13,311 plus fees
Western Michigan University	100% on-line	N/A	24 Months	7 weeks/15 weeks	28	$10,541

Note: Chamberlain advertises at $14,160 but discounts at 20%

National Competitors

BSN Completion Sequence (RN-BSN)
Cost Comparison for Nursing Course Credits
National 100% On-Line Competitors used by Area Students

	FT Program Length	PT Program Length	Course Length	Nursing Course Credit Hours	Advertised Cost
Oakland University	12 Months	20 Months	7 Weeks	32	$16,360
Aspen University, CO	13 Months	20 Months	8 Weeks	60	$9,750
Capella University, MN	9 Months	Varies	12 Weeks - flex	45	$8,500
Grand Canyon University, AZ	16 Months	30 Months	5 Weeks	21	$9,840
Indiana Wesleyan	15 Months	N/A	8 Weeks	31	$13,733
Ohio University	12 Months	Varies	5 Weeks	31	$7,533
University of Louisiana at Lafayette	12 Months	Varies	8 Weeks	30	$9,500
University of Texas Arlington	9 Months	Varies	5-10 Weeks	35	$8,995

Proposed Special Program Rate

- SON recommends special program rate of $9,995, effective Fall 2018.
- The special program rate applies to the 32 nursing credits required to complete the RN-BSN only.
- Students must matriculate at a minimum of 6 credits per semester to obtain the special rate.
- Strategies to involve full-time faculty in teaching while utilizing part-time faculty for additional section needs will maintain affordability for the student and generate revenue to OU.
- The SON would expect RN-BSN enrollment to increase from 95 total students enrolled in Fall 2017 to 140 total students enrolled in Fall 2018.
- The SON expects an increase in total enrolled students to approximately 350 students by 2023.

- RN-BSN's unique articulation of transfer credits saves students money
- Effective Fall 2017, students received 30 prior-learning credits for successfully passing NCLEX-RN
- Additionally, the university awards 63 transfer credits from ADN
- General Education:
  - All students coming into the RN-BSN will have to successfully complete Oakland University's (OU) General Education requirement.
  - Transfer students meeting Michigan Transfer Agreement (MTA) - including knowledge applications - during ADN automatically have all general education satisfied at OU

Marketing

- General marketing strategy
  - Print and web materials
  - Targets RNs in hospitals and students currently enrolled in ADN programs at 2-year institutions
  - Utilizing Google Display, Google Search, and Google Remarketing

- Messaging Focus
  - Reduced cost of the program
  - Articulation of transfer credits and seamless progression model
  - Quality of the program

Recruitment

- Face-to-face and virtual open houses
- Outreach efforts
  - Health System Administration
  - Hospital Nursing Staff
  - Human Resource Offices
  - Regional Nursing Conferences
  - Community Colleges