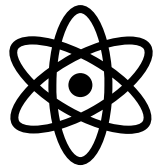# Environmental Scan:

Online Registered Nurse to Bachelor of Science in Nursing

Kugel University

Submission by:

UPCEA

Center for Research and Strategy

April 2019

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I.   Program Overview

Kugel University is interested in offering a bachelor of science in registered nursing program to current nurses in the field with associate degrees. The program would be offered in a primarily online delivery format with a short-term residency component due to certain requirements of the degree.

II.   Objective

Kugel University has requested the University Professional and Continuing Education Association (UPCEA) and its Center for Research and Strategy to provide information concerning the current market for an online RN to BSN program. The University would like greater information on the potential market and its size and on the competitive environment. It would also like insight on whether to develop the online program.

The goal of this environmental scanning effort is to answer the following questions:

- What is the condition of the market for an RN to BSN program?
- What would employer demand be for this degree?
- Is there information available that could impact content development or course offerings?
- What is the size and magnitude of the competition?

Environmental scanning is a cost-efficient and insightful exploratory research method regarding program assessment, design, and delivery—an internal stakeholder engagement and planning adaptation enabler. It rarely provides a conclusive Go/No-Go decision.

III.   Methodology

UPCEA and its Center for Research and Strategy conducted an environmental scan that included a review of nursing studies trends, occupational demographics, and Internet and library scans. This report presents occupational and demographic information for three levels: the primary region defined as the following metropolitan statistical areas (MSAs): Atlanta, Baltimore, Charlotte, Chicago, Dallas Fort-Worth, Houston, Los Angeles, Miami, Milwaukee, Pittsburgh, Phoenix, San Diego, and Washington D.C.; the secondary region defined as the following states: Texas, California, Florida, Virginia, Ohio, Michigan, Illinois, Pennsylvania, New York, and Missouri; and the tertiary region defined as the United States.

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IV.   Key Findings

Overall Findings

- The current occupational **outlook for the nurses in the selected regions is favorable**. Occupational growth within the primary region is forecasted to be very accelerated at 19%, slightly higher than the national average which sits at a solid 16%.

- **Nationwide, 49.6% of all registered nurses hold a bachelor's degree**, while a remaining 33% hold an associate degree, 5% have completed some college with no degree, and 9% have a master's degree.

- In terms of top hard skills in demand for registered nurses nationwide, by frequency in job postings and workforce profiles, general nursing was the top skill in demand in job postings as well as in workforce profiles. Basic life support and intensive care unit were both common in job postings as well, while Advanced Cardiovascular Life Support (ACLS) was more common in workforce profiles.

- The top soft skill or common skill in job postings nationwide was management, while communications was more common in job postings than in workforce profiles. Leadership as a skill was more common in workforce profiles than in job postings.

Primary Region Findings

- Within the primary region, **640,000 individuals are employed as registered nurses**, with 19% growth change predicted over the next 10 years, and 47,000 annual openings. Median salaries are almost $75K. The Los Angeles MSA had the highest concentration of registered nurses predicted, with 127,957, followed by the Chicago MSA at 107,529 and Dallas MSA at 79,505.

- **There were 3.13M total job postings** from January 2018 to February 2019, of which 487,087 were unique, for a Posting Intensity of 6-to-1 (6:1), meaning that for every 6 postings there is 1 unique job posting. This is higher than the Posting Intensity for all other occupations and companies in the region (4:1), indicating that they may be trying harder to hire for this position. The median posting duration was 29 days.

- There were 34,583 completions for registered nurses in 2017 in the primary region, from 150 different institutions. It is important to note that this is only for bachelor's degree completions. Among these completions, 74% of them were completed online, while 26% were not. Only 37% of the 150 institutions offered distance programs.

Secondary Region Findings

- Within the secondary region, **1.5 million individuals are employed as registered nurses**, with 17% growth change predicted over the next 10 years, and 111,000 annual openings. Median salaries are almost $72K. California had the highest number of 2028 predicted individuals employed as registered nurses, 356,347 in total, followed by Texas (278,114) and New York (228,818).

- **There were 7.95M total job postings** from January 2018 to February 2019, of which 1.3M were unique. These numbers give us a Posting Intensity of 6-to-1 (6:1), meaning that for every 6 postings there is 1 unique job posting. This is higher than the Posting Intensity for all other occupations and companies in the region (4:1), indicating that they may be trying harder to hire for this position. The median posting duration was 28 days.

- There were 64,138 completions for registered nurses in 2017 in the secondary region, from 452 different institutions. It is important to note that this is only for bachelor's degree completions. Among these completions, 63% of them were completed online, while 37% were not. Only 40% of the 452 institutions offered distance programs.

Tertiary Region Findings

- Within the tertiary region, **3 million individuals are employed as registered nurses**, with 16% growth change predicted over the next 10 years, and 215,000 annual openings. Median salaries are around $69K. Similar to the secondary region, California had the highest number of individuals employed as registered nurses (356,347 in total), followed by Texas (278,114) and New York (228,818).

- There were **16.66M total job postings from January 2018 to February 2019**, of which 2.9M were unique. These numbers give us a Posting Intensity of 6-to-1, meaning that for every 6 postings there is 1 unique job posting. This is higher than the Posting Intensity for all other occupations and companies in the region (4:1), indicating that they may be trying harder to hire for this position. The median posting duration was 25 days.

- In 2017, there were 134,670 completions for registered nurses, of which 87,017 or **65% were completed through a distance education program**. A total of 1,028 institutions offered registered nursing programs, of which 42% had online offerings.

- Top industries employing registered nurses include **general medical and surgical hospitals (48%); home health care services (7%);** offices of physicians, except mental health specialists (7%); and local government hospitals (6%).

Enrollment Trends and Estimated Market Size

- According to the Integrated Postsecondary Education Data System (IPEDS), **completions of registered nursing bachelor's programs have steadily increased since 2007**, although slightly more so for the tertiary region than the primary or secondary region.

- Also, the percentage of bachelor's degree completions of all credential completions has increased significantly over the last decade, more so in the primary region than in the secondary or tertiary region. Within the primary region, around 66% of all registered nursing completions were for bachelor's degrees, compared with 58% in the primary and secondary regions.

- While distance learning completions have risen over the last five years, this increase has been most abrupt in the tertiary region, or nationwide. Within the primary region, a higher proportion of individuals studying a bachelor's in nursing program complete their degree online as compared with other regions.

- For the primary region, Chamberlain University-Illinois had the highest number of completions for 2017, with more than 7,000, and 28% of the market share. Grand Canyon University had the second highest number of completions (4,855) followed by The University of Texas at Arlington (3,563).

- For secondary region 2017 completions for distance-only bachelor's completions in registered nursing, Chamberlain University-Illinois again had the highest number of completions (7,080). This was followed by The University of Texas at Arlington (3,563) and Ohio University-Main Campus (2,563).

- Figure 29 shows the top institutions by 2017 completions for the tertiary region for distance-only bachelor's completions in registered nursing. Western Governors University had the highest number of completions nationwide (7,179), followed by Chamberlain University-Illinois (7,080), Grand Canyon University (4,855), and The University of Texas at Arlington (3,563).

- Based on the demographic features of the regions of interest, UPCEA extrapolated the estimated market size of the degree completion program. Of the entire job market of the registered nurses, an average of 38% nationwide had an associate degree or some college but no degree. **The high estimate**, 40%, represents the likely upper bound of this group of nurses who might be interested in earning a BSN. **The low estimate**, 10%, represents the likely lower bound of this group of nurses who might be interested in earning a BSN. **The best guess**, 25%, best represents the predicted percentage of this group of nurses who might be interested in earning a BSN. Therefore, the best guesses for enrollment numbers were: **a low estimate of 25, a best guess of 61, and a high estimate of 94.**

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Competitive Analysis Findings

Competitive analysis revealed **many competitors offering similar programs in similar delivery formats** in all three of the defined regions.

- Competitive programs in the primary region range from **30 to 45 credits** and have an average tuition of **$365 per credit hour** for in-state students.

- For the secondary region, competitor programs range from **22 to 45 credits** required for completion and have an average tuition of **$304 per credit hour** for in-state students.

- For the tertiary region, these programs range from **24 courses to 51 credits** and have an average tuition for in-state students of **$359 per credit**.

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V.   Recommendations

The following recommendations were shaped by the data generated by a review of the occupational and competitive marketplaces and an understanding of the current and projected trends within the nursing industry. Recommendations are included to help aid program development and add value to the program and should not be considered definitive or absolute.

- **Proceed with the RN to BSN program with caution.** Due to price sensitivity and several low-cost providers, Kugel University needs to differentiate from other RN to BSN programs based on value or a lower tuition price. When looking at the competitor programs, it appears that many online RN to BSN programs are being developed, as the number of distance education enrollments is on the rise. Registered nurses are predicted to be in need across the United States and in all of the three regions analyzed. Also, it seems that while an associate degree in the past was the most common RN credential, many individuals now are looking to increase their pay and job opportunities by finishing their BSN. Allowing students to earn credits for the associate of science in nursing (ASN) degrees that they have already earned makes the potential program much more appealing.

- **Consider leveraging the moral and ethical leadership traits of an education centered around social responsibility.** While no value proposition will be "perfect" in this challenging market, oftentimes strong moral and ethical character is essential for a nursing professional. As a university that leads in social responsibility, these qualities are inherent to Kugel's mission and a Kugel education. Leveraging these traits in its messaging may be a way to add value for potential students that a Kugel nursing degree can separate them from other candidates in the workforce after graduation.

- **Marketing imagery can still focus on women, but the diversity of their roles is an important aspect.** Over 90% of nurses are female, and materials could reflect that ongoing trend. However, creative can be aspirational and relate to active senior care and other settings that take place outside the traditional hospital settings.

- **Consider a survey of potential students or opinion leaders.** Potential next steps in determining the marketability of an online RN to BSN program could be to interview potential leaders in the field and conduct a survey of potential students. Potential students could be asked about their interest in the program and whether or not this increase would change if the program were offered fully online. Additionally, it would help measure the brand strength of Kugel University outside the state and could help identify geographic regions of opportunity. Questions related to price and travel could also provide a clearer picture related to the program's viability.

VI.   Trends in Nursing

- **Increased Autonomy and Widening Scope of Practice**. Due to an estimated shortfall of between 46,100 and 90,400 physicians by 2025, and an aging U.S. population, the role of the nurse practitioner is widely expanding.[1] To meet the growing needs of patients, 23 states allow fully independent practice of nurse practitioners, 16 states allow reduced practice, and only 12 states have restricted practice legislation in place.[2] Since the adoption of the Affordable Health Care Act, more and more states have drafted legislation in efforts to remove the limitations placed on nurse practitioners and their practices. Consequently, an increasing number of nurse practitioners will be able to practice independently with full autonomy in the coming years. With this said, the number of nurse practitioners is expected to double by 2025, and it is vital that higher education institutions train their nurse practitioners to take on more responsibility and to provide a wider range of healthcare services.[3]

- **Telehealth.** While technology continues to change the way people interact in all aspects of daily life, this trend remains particularly true within the realm of healthcare. Telehealth, the use of digital information and communication technologies to access healthcare services remotely, is revolutionizing the way healthcare providers can care for their patients.[4] Since it does not require an in-person visit, telehealth makes healthcare more accessible to patients in rural or isolated communities. Because of this implementation of remote technology, nurse practitioners and other healthcare providers will have more flexibility in their preferred geographic location. Additionally, the telemedicine technology market is expected to grow at a rate of 18.4% through the year 2020.[5] In future years, telehealth is expected to replace most in-person primary care visits for minor illnesses, injuries, and monitoring of pre-existing conditions such as diabetes, depression, and asthma. The only barrier that is slowing the adoption of telehealth is payment security.[6] Specifically, the largest concern is regarding Medicare's limitations on telemedicine reimbursement. Next, this trend is important to consider as an educational institution not only because of its growing popularity but because of the different skills it demands of nursing professionals as well. Providing healthcare digitally has physical limitations that may require the healthcare provider to use different methodologies than when face-to-face with a patient. For that reason, it is important that nurse practitioners are explicitly taught, specifically during their training, how to administer healthcare via a mobile app or an online website.

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[1] https://www.npnow.com/nurse-practitioner-autonomy-shift-independent-practice/
[2] https://www.graduatenursingedu.org/nurse-practitioner-scope-of-practice/
[3] https://online.nursing.georgetown.edu/blog/ACA-and-NPs/
[4] https://www.mayoclinic.org/healthy-lifestyle/consumer-health/in-depth/telehealth/art-20044878
[5] https://online.nursing.georgetown.edu/blog/future-of-telemedicine/
[6] https://www.nwrpca.org/news/415047/The-Future-of-Telehealth-Providers-Should-Be-Watching-the-Trends.htm

- **Retail Clinics.** Retail clinics are typically located inside of retail stores such as a Rite Aid, CVS, or Walgreens. These clinics vary from location to location, but they are capable of treating a majority of minor illnesses and injuries that a traditional primary care facility can treat. Retail clinics do not handle emergencies; instead, they focus on providing care on a convenience basis for their customers. They are open late on weeknights in addition to remaining open on weekends, unlike most traditional primary care facilities. Most of these clinics are staffed exclusively by nurses and nurse practitioners. With approximately 81% of all consumers dissatisfied with their current healthcare experience, there is massive opportunity for growth of retail clinics.[7] Retail clinics take advantage of the scale of the retail giants that support them, increasing the accessibility to not only their patients but to their employees as well. In 2007, only 351 retail clinics existed. At the end of 2018, more than 3,000 retail clinics were operating across all retail companies in the United States.[8] Even the largest retail giant in the United States, Walmart, has yet to proportionally scale their line of retail clinics. Specifically, Walmart currently has 19 clinics in only three states across approximately 4,000 of their locations.[9] Therefore, Walmart's retail clinic operation is in its infancy, so there are huge expectations for growth. With the expectations that the largest private retailer in the United States will only continue to add clinics to a majority of their current retail locations, the demand for nurses and nurse practitioners will continue to explode.[10] In consideration of the multitude of geographic locations and their rapid growth, retail clinics will continue to employ nurses and nurse practitioners at extremely high rates for years to come.

- **Expected Increase in Outpatient Care.** Since 2009, there has been an ongoing decline in hospital stays and inpatient care despite an aging population in the United States.[11] Over the past decade, hospital inpatient stays have decreased 6.6% where, in contrast, stays at outpatient facilities have increased 14%.[12] This change is primarily due to advancing technologies that allow more minimally invasive procedures and new medical techniques that allow patients to return home sooner. While overall healthcare employment is expected to increase by 29.4% over the next decade, hospital employment will decline as outpatient care employment rapidly grows to compensate for the waning hospital jobs.[13] Because of this shift toward outpatient care, there will be a higher demand for nurse practitioners at these facilities than in the traditional hospital setting.

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[7] https://www.rwjf.org/en/library/articles-and-news/2015/02/growing-retail-clinic-industry-employs--empowers-nurse-practitio.html

[8] https://info.healthspacesevent.com/blog/the-future-of-healthcare-is-retail

[9] https://www.walmart.com/cp/care-clinics/1224932

[10] https://medium.com/@nxpatel/walmart-health-e4e73eebb06c

[11] https://online.norwich.edu/academic-programs/masters/nursing/resources/infographics/from-inpatient-to-outpatient-the-evolution-of-health-care-delivery

[12] https://www2.deloitte.com/insights/us/en/industry/health-care/outpatient-hospital-services-medicare-incentives-value-quality.html

[13] https://www.modernhealthcare.com/article/20150117/MAGAZINE/301179987

VII.   Occupational Analysis

Overview

For this research, registered nurses were selected to illustrate the current occupational marketplace for individuals who could benefit from or have interest in the RN to BSN program. This report presents occupational and demographic information for three levels:

- The primary region, defined as the following metropolitan statistical areas (MSAs): Atlanta, Baltimore, Charlotte, Chicago, Dallas Fort-Worth, Houston, Los Angeles, Miami, Milwaukee, Pittsburgh, Phoenix, San Diego, and Washington D.C.

- The secondary region, defined as the following states: Texas, California, Florida, Virginia, Ohio, Michigan, Illinois, Pennsylvania, New York, and Missouri.

- Tertiary region, defined as the United States.

Figure 1 highlights the educational attainment of registered nurses nationwide in 2018. Within the United States, 39.3% of registered nurses had an education below that of a bachelor's degree, while half of the individuals had obtained a bachelor's degree.

Figure 1: Educational Attainment of Registered Nurses in the United States

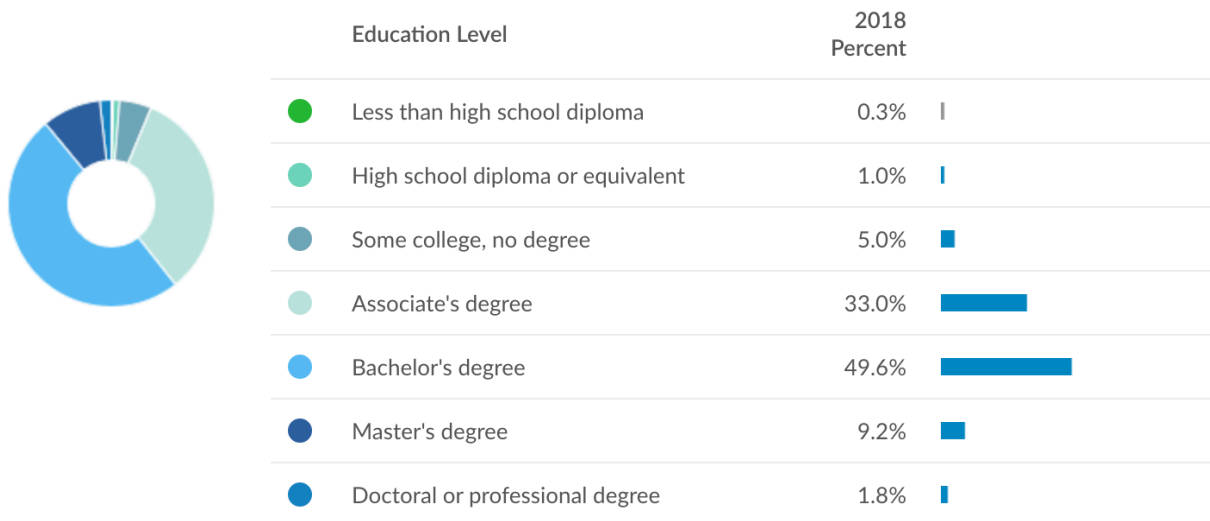|	Education Level	2018 Percent	
🟢	Less than high school diploma	0.3%	
🟢	High school diploma or equivalent	1.0%	
⚫	Some college, no degree	5.0%	
⚪	Associate's degree	33.0%	
🔵	Bachelor's degree	49.6%	
🔵	Master's degree	9.2%	
🔵	Doctoral or professional degree	1.8%	

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Table 1 details the current and forecasted occupational data for registered nurses, comparing all three of the regions. Between 2018 and 2028, registered nurses are expected to see strong growth predictions for all three of the defined regions, with growths ranging from 16% to 19%. Median annual salaries are between $69K and $74K.

Table 1: Current and Forecasted Occupational Data for Registered Nurses in Three Regions

Occupation	Region	Total Jobs		2018–2028 Change		Annual Openings	Median Annual Salary	Typical Entry–Level Education
		2018	2028	#	%			
Registered Nurses	Primary	640,286	760,688	120,402	19%	47,144	$74,812	Bachelor's degree
	Secondary	1,549,272	1,812,468	263,196	17%	110,844	$71,853	Bachelor's degree
	Tertiary	3,039,827	3,529,414	489,587	16%	214,836	$69,312	Bachelor's degree

Figure 2 shows the predicted growth percentages for registered nurses for each of the three defined regions with national data labeled simply as *Region*. Growth within the Kugel primary region is the highest, at nearly 19%, followed by the secondary region, 17%, and lastly nationwide at 16%.

Figure 2: Occupational Growth for Registered Nurses in the Three Defined Regions
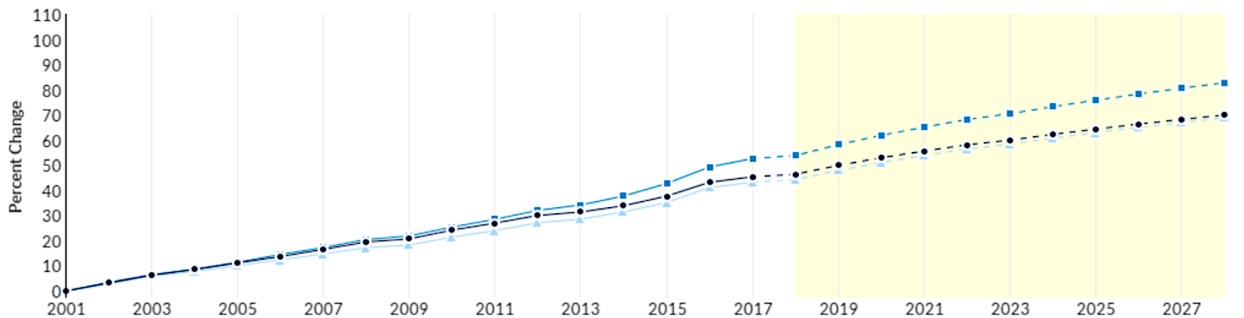
	Region			2018 Jobs	2028 Jobs	Change	% Change
●	Region			3,039,827	3,529,414	489,587	16.1%
■	Kugel	Primary		640,286	760,688	120,402	18.8%
▲	Kugel	Secondary		1,549,272	1,812,468	263,196	17.0%

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Figure 3 displays the top *hard skills* in demand for registered nurses nationwide, by frequency in job postings and frequency in workforce profiles. Nursing was the top skill in demand in job postings, as well as in workforce profiles, followed by basic life support and intensive care unit.
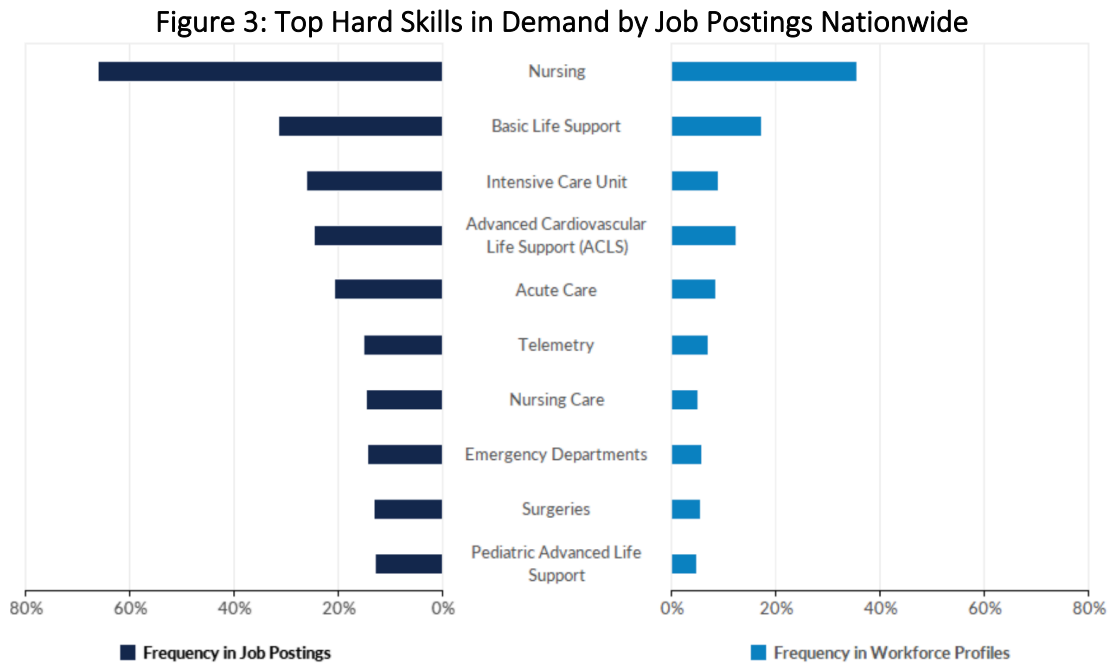
Figure 3: Top Hard Skills in Demand by Job Postings Nationwide

Figure 4 shows top *soft skills* or *common skills* in job postings nationwide by frequency in postings and frequency in workforce profiles. Management was the top skill appearing in both job postings and workforce profiles, while communications was more common in job postings than in workforce profiles.

Figure 4: Top Common Skills in Demand by Job Postings Nationwide
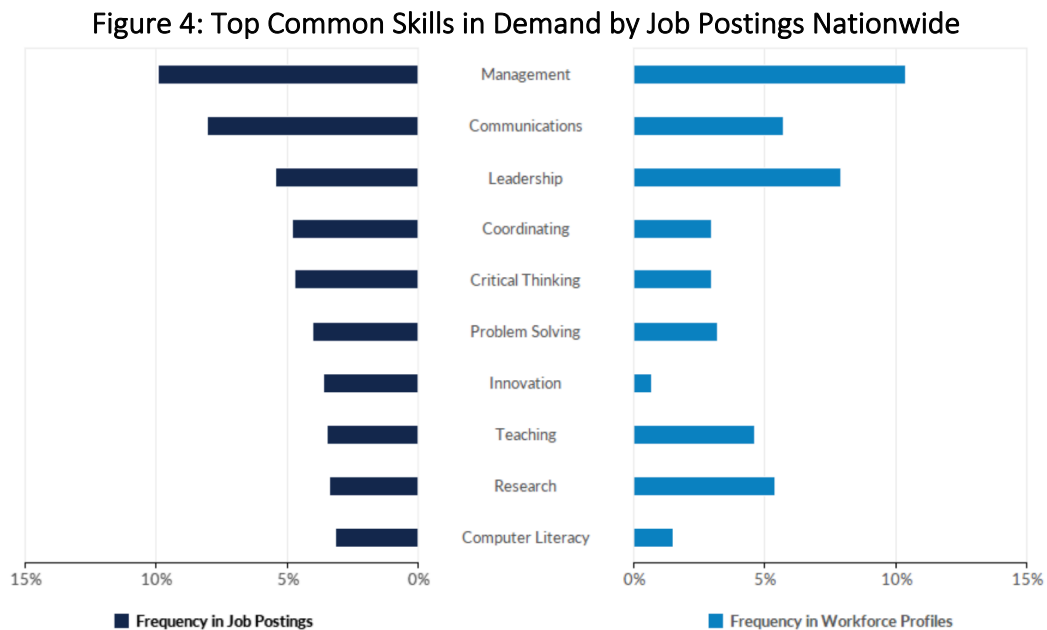
Primary Region

Figure 5 shows the occupational overview for registered nurses in the primary region, with 640,286 total jobs and a 10-year predicted growth of 18.8%. Median annual salaries are around $75K for the region.

Figure 5: Occupational Overview for Registered Nurses in Primary Region

640,286	+18.8%	$35.97/hr
Jobs (2018)	% Change (2018-2028)	Median Hourly Earnings
10% below National average	Nation: +16.1%	Nation: $33.32/hr

Map 1 displays a breakdown of registered nurse occupations predicted for 2028 for the various defined MSAs comprising the primary region. The Los Angeles MSA had the highest concentration of registered nurses predicted, with 127,957, followed by the Chicago MSA at 107,529 and Dallas MSA at 79,505.

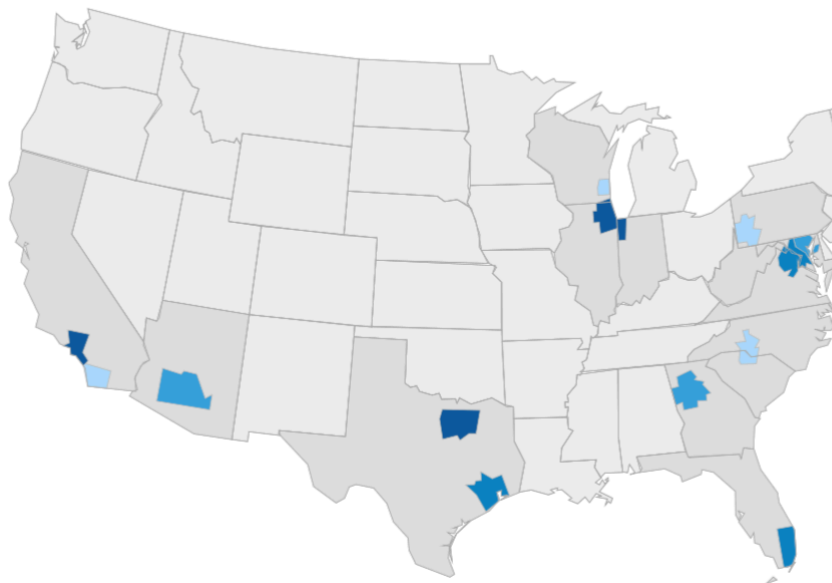**Map 1: Regional Breakdown of Registered Nurses in Primary Region**

Figure 6 highlights a summary of job postings information for registered nurses in the primary region. There were 3.13M total job postings from January 2018 to February 2019, of which 487,087 were unique. These numbers give us a Posting Intensity of 6-to-1, meaning that for every 6 postings there is 1 unique job posting. This is higher than the Posting Intensity for all other occupations and companies in the region (4-to-1), indicating that they may be trying harder to hire for this position. The median posting duration was 29 days.

Figure 6: Job Postings Summary for Registered Nurses in Primary Region
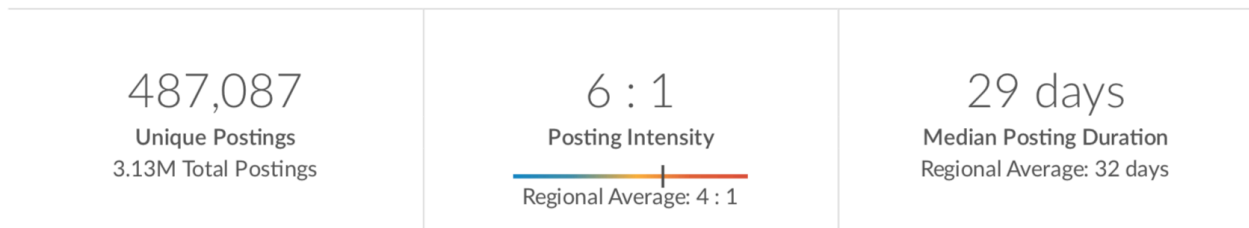
The following figure provides an overview of the relationship between job postings and job hires for registered nurses in the primary region. Between January 2018 and February 2019, an average of 79,617 jobs were posted for each month, while only 23,495 individuals were hired on average each month. This means there was approximately one hire for every three active job postings for registered nurses. While hiring over the last several years appears to be fairly consistent, a cyclical pattern of rise and fall in job postings is seen.

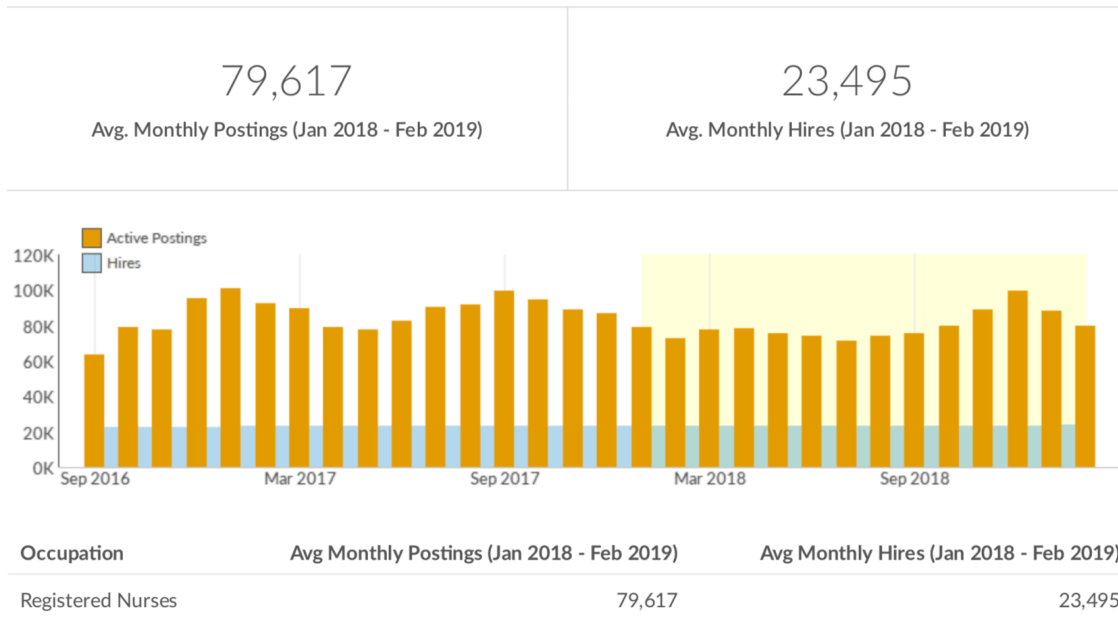Figure 7: Job Postings vs. Hires for Registered Nurses in Primary Region

Occupation	Avg Monthly Postings (Jan 2018 - Feb 2019)	Avg Monthly Hires (Jan 2018 - Feb 2019)
Registered Nurses	79,617	23,495

Figure 8 displays the top 10 companies for job postings in the primary region for registered nurses. HealthCare Employment Network was the top company for unique job posts, with almost 12,000, while HCA Holdings Inc. had the highest number of total job postings, with nearly 106,000. American Mobile Healthcare had the highest posting intensity of 18:1.

Figure 8: Top Companies Posting for Registered Nurses in Primary Region

Company	Total/Unique (Jan 2018 - Dec 2018)	Posting Intensity	Median Posting Duration
HealthCare Employment Network	30,564 / 11,766	3 : 1	12 days
Cross Country Healthcare, Inc.	34,431 / 10,375	3 : 1	26 days
HealthTrust Workforce Solutions	38,640 / 10,372	4 : 1	23 days
Anthem, Inc.	26,625 / 9,295	3 : 1	22 days
Supplemental Healthcare	21,828 / 7,712	3 : 1	24 days
Travel Nurse Inc	29,570 / 7,674	4 : 1	11 days
HCA Holdings, Inc.	105,553 / 7,193	15 : 1	31 days
Aureus Medical Management Services L.L.C.	25,175 / 6,367	4 : 1	8 days
Onestaff Medical LLC	31,225 / 5,791	5 : 1	19 days
American Mobile Healthcare	89,400 / 4,952	18 : 1	28 days

The following figure shows the top industries employing registered nurses in the primary region. Almost half of all registered nurses (46%) were employed in general medical and surgical hospitals in 2018, comprising 31% of all individuals employed in that industry. The remaining nurses were employed in home health care services (8%); offices of physicians, except mental health specialists (7%); local government hospitals (6%); and nursing care facilities (5%).

Figure 9: Industries Employing Registered Nurses in Primary Region

Industry	Occupation Jobs in Industry (2018)	% of Occupation in Industry (2018)	% of Total Jobs in Industry (2018)
General Medical and Surgical Hospitals	295,658	46.2%	31.4%
Home Health Care Services	52,241	8.2%	11.0%
Offices of Physicians (except Mental Health Specialists)	44,473	6.9%	7.0%
Hospitals (Local Government)	36,055	5.6%	27.8%
Nursing Care Facilities (Skilled Nursing Facilities)	29,908	4.7%	10.9%

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Figure 10 shows us the top educational programs for registered nurses in the primary region, as well as the number of their completions in 2017. There was a total of 34,583 registered nursing completions in 2017, of which 74% were through distance-offered programs.

Figure 10: Educational Programs for BS in Registered Nursing in Primary Region

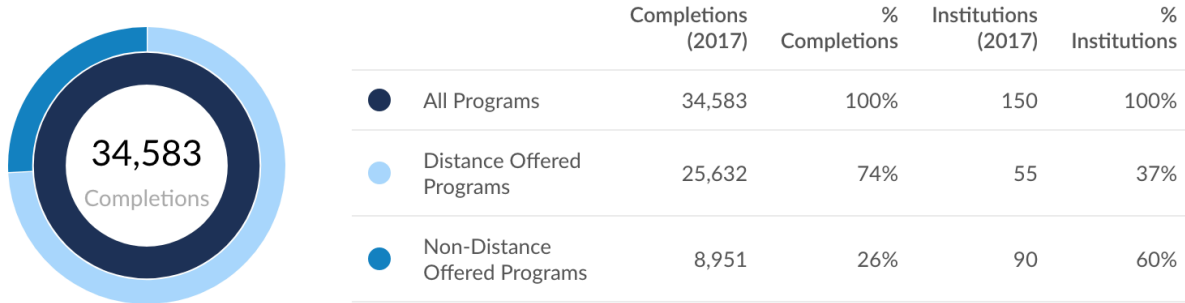|		Completions (2017)	% Completions	Institutions (2017)	% Institutions
●	All Programs	34,583	100%	150	100%
●	Distance Offered Programs	25,632	74%	55	37%
●	Non-Distance Offered Programs	8,951	26%	90	60%

Table 2 examines the projected demand for bachelor's degrees in registered nursing in the primary region. Nationwide, in 2018, 49.6% of registered nurses held a bachelor's degree. In the local market, due to job creation or workers retiring or otherwise permanently leaving the occupation, it is projected that there will be 47,144 annual openings for registered nurses. Assuming that education demographics hold constant among new openings and individuals leaving the occupation, 49.6% of those individuals should have a bachelor's degree, representing 23,383 positions. Someone with a bachelor's degree will likely fill those openings.

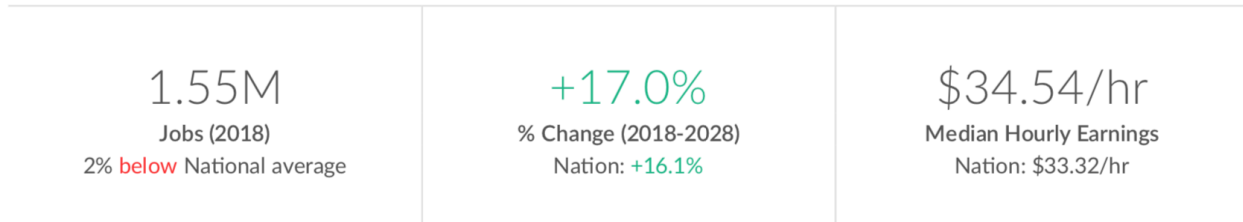### Table 2: Projected Demand for Bachelor's Degrees in the Primary Region Annually

Occupation	Registered Nurses in the Primary Region		National Educational Attainment (2018)		Bachelor's Holders Needing Replaced Annually
	Total Jobs (2018)	Annual Openings	% with an Associate	% with a Bachelor's	
Registered Nurses	640,286	47,144	33.0%	49.6%	23,383

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Secondary Region

Figure 11 shows the occupational overview for registered nurses in the secondary region, with 1.55 million total jobs and a 10-year predicted growth of 17.0%. Median annual salaries are around $72K for the region.

Figure 11: Occupational Overview for Registered Nurses in Secondary Region

1.55M	+17.0%	$34.54/hr
Jobs (2018)	% Change (2018-2028)	Median Hourly Earnings
2% below National average	Nation: +16.1%	Nation: $33.32/hr

Map 2 displays the 10 states selected as the secondary region for Kugel University, in regards to predicted registered nurses employed in 2028. California had the highest number of individuals employed as registered nurses, 356,347 in total, followed by Texas (278,114) and New York (228,818).

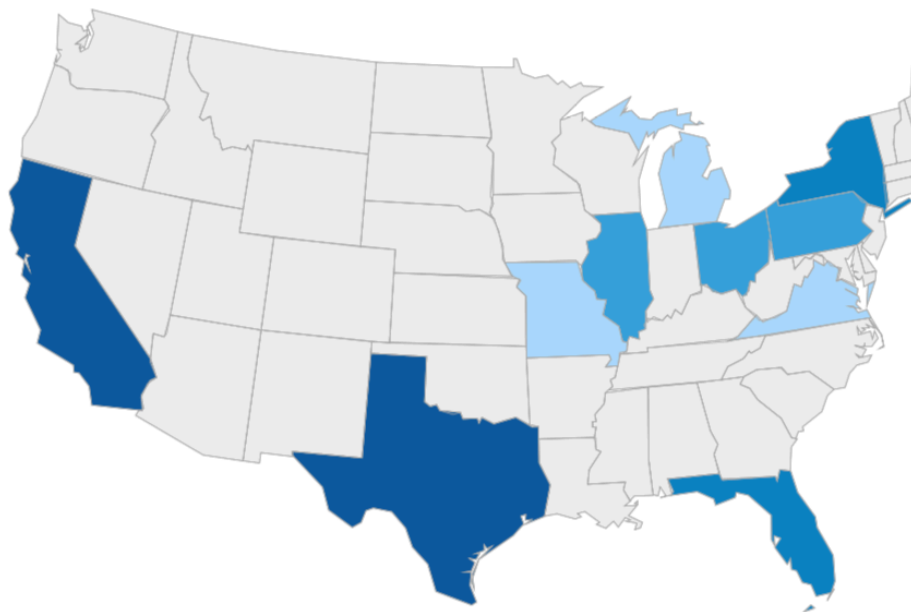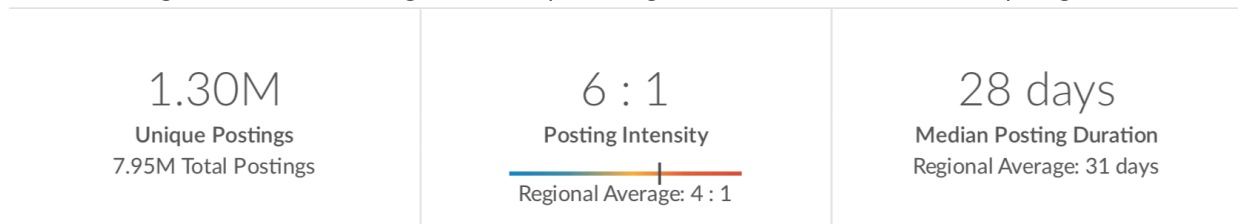#### Map 2: Regional Breakdown of Registered Nurses in Secondary Region

Figure 12 highlights a summary of job postings information for registered nurses in the secondary region. There were 7.95M total job postings from January 2018 to February 2019, of which 1.3M were unique. These numbers give us a Posting Intensity of 6-to-1, meaning that for every 6 postings there is 1 unique job posting. This is higher than the Posting Intensity for all other occupations and companies in the region (4-to-1), indicating that they may be trying harder to hire for this position. The median posting duration was 28 days.

Figure 12: Job Postings Summary for Registered Nurses in Secondary Region

1.30M	6 : 1	28 days
Unique Postings	Posting Intensity	Median Posting Duration
7.95M Total Postings	Regional Average: 4 : 1	Regional Average: 31 days

The following figure provides the relationship between job postings and job hires for registered nurses in the secondary region. Between January 2018 and February 2019, an average of 209,916 jobs were posted for each month, while only 54,259 individuals were hired on average each month. This means there was approximately one hire for every four active job postings for registered nurses.

Figure 13: Job Postings vs. Hires for Registered Nurses in Secondary Region

209,916	54,259
Avg. Monthly Postings (Jan 2018 - Feb 2019)	Avg. Monthly Hires (Jan 2018 - Feb 2019)

Occupation	Avg Monthly Postings (Jan 2018 - Feb 2019)	Avg Monthly Hires (Jan 2018 - Feb 2019)
Registered Nurses	209,916	54,259

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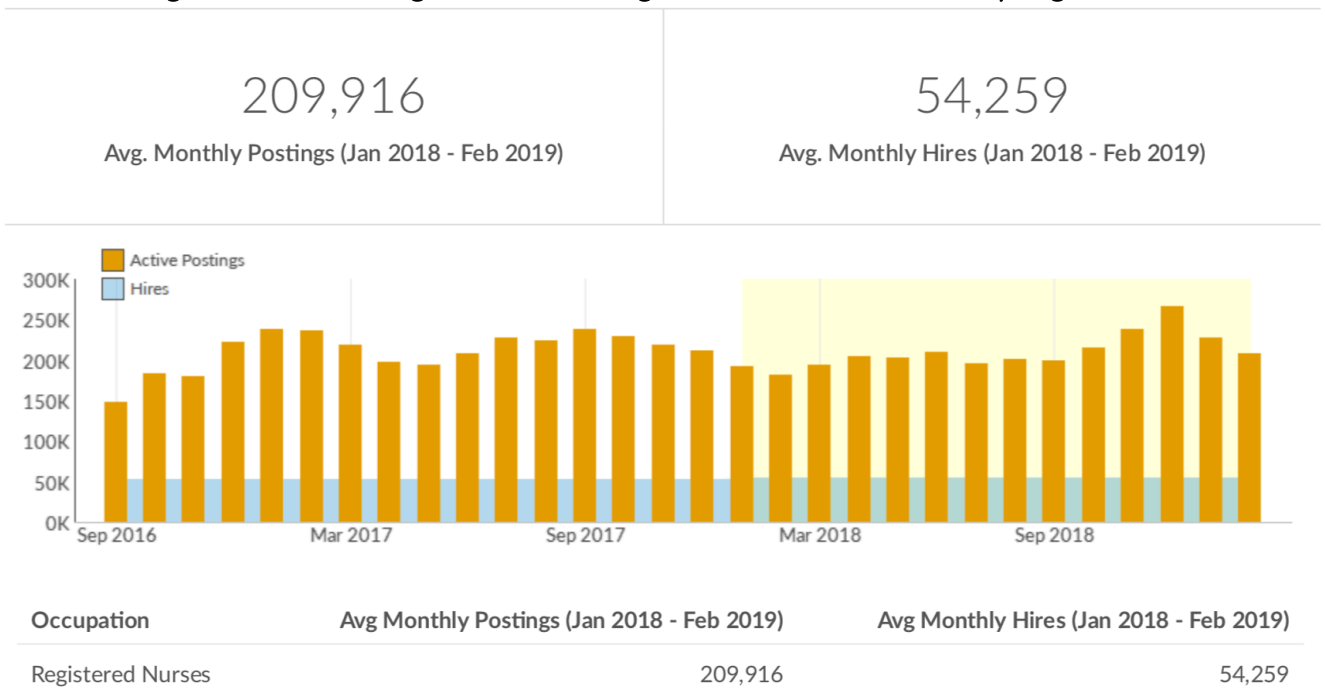
Figure 14 displays the top 10 companies for job postings in the secondary region for registered nurses. Anthem, Inc. was the top company for unique job posts, with almost 16,000, while HCA Holdings Inc. had the highest number of total job postings, with 124,000 and the highest posting intensity of 17:1. The United States Department of the Air Force had the shortest median posting duration of just seven days.

Figure 14: Top Companies Posting for Registered Nurses in Secondary Region

Company	Total/Unique (Jan 2018 - Dec 2018)	Posting Intensity	Median Posting Duration
Anthem, Inc.	44,112 / 15,867	3 : 1	22 days
Davita Inc.	53,166 / 8,596	6 : 1	36 days
HCA Holdings, Inc.	124,172 / 7,287	17 : 1	28 days
Fresenius Medical Care	25,654 / 5,220	5 : 1	30 days
RANDSTAD HOLDING nv	30,023 / 4,392	7 : 1	19 days
Focus Staff Services LP	15,550 / 4,381	4 : 1	52 days
Kindred Healthcare, Inc.	53,955 / 3,426	16 : 1	35 days
Triage Staffing Incorporated	13,139 / 3,150	4 : 1	15 days
United States Department of the Air Force	5,563 / 3,133	2 : 1	7 days
American Traveler, Inc.	9,270 / 2,812	3 : 1	23 days

The following figure shows the top industries employing registered nurses in the secondary region. Almost half of all registered nurses (49%) were employed in general medical and surgical hospitals in 2018, comprising 31% of all individuals employed in that industry. The remaining nurses were employed in home health care services (8%), offices of physicians, except mental health specialists (6%), nursing care facilities (5%), and local government hospitals (5%).

Figure 15: Industries Employing Registered Nurses in Secondary Region

Industry	Occupation Jobs in Industry (2018)	% of Occupation in Industry (2018)	% of Total Jobs in Industry (2018)
General Medical and Surgical Hospitals	753,893	48.7%	30.9%
Home Health Care Services	122,339	7.9%	10.1%
Offices of Physicians (except Mental Health Specialists)	96,634	6.2%	6.8%
Nursing Care Facilities (Skilled Nursing Facilities)	79,772	5.1%	9.7%
Hospitals (Local Government)	79,626	5.1%	25.9%

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Figure 16 highlights the top educational programs for registered nurses in the secondary region, as well as the number of their completions in 2017. There was a total of 64,138 registered nursing completions in 2017, of which 63% were through distance-offered programs.

Figure 16: Educational Programs for BS in Registered Nursing in Secondary Region

	Completions (2017)	% Completions	Institutions (2017)	% Institutions
All Programs	64,138	100%	452	100%
Distance Offered Programs	40,433	63%	179	40%
Non-Distance Offered Programs	23,705	37%	254	56%

64,138 Completions
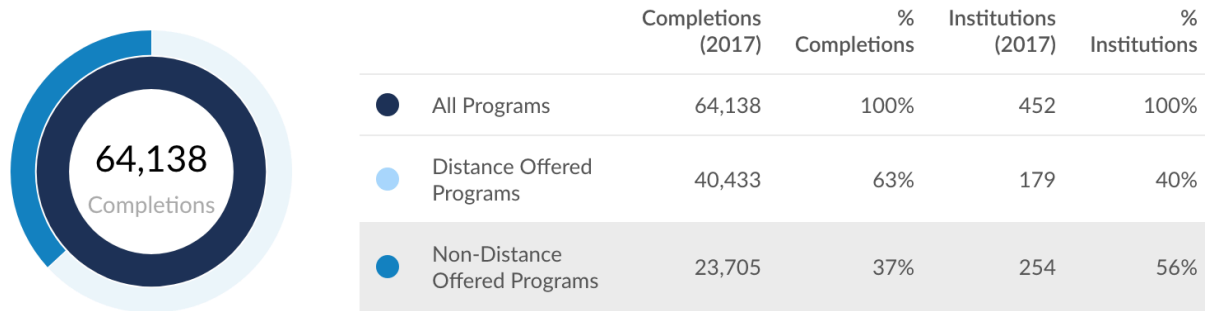
The following table shows projected demand for bachelor's degrees in registered nursing in the secondary region. Nationwide, in 2018, 49.6% of registered nurses held a bachelor's degree. In the local market, due to job creation or workers retiring or otherwise permanently leaving the occupation, it is projected that there will be 110,844 annual openings for registered nurses. Assuming that education demographics hold constant among new openings and individuals leaving the occupation, 49.6% of those individuals should have a bachelor's degree, representing 54,979 positions. Someone with a bachelor's degree will likely fill those openings.

Table 3: Projected Demand for Bachelor's Degrees in the Secondary Region Annually

Occupation	Registered Nurses in the Secondary Region		National Educational Attainment (2018)		Bachelor's Holders Needing Replaced Annually
	Total Jobs (2018)	Annual Openings	% with an Associate	% with a Bachelor's	
Registered Nurses	1,549,272	110,844	33.0%	49.6%	54,979

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Tertiary Region

Figure 17 shows the occupational overview for registered nurses in the tertiary region, with around 3 million total jobs, and a 10-year predicted growth of 16.1%. Median annual salaries are about $69K for the region.

Figure 17: Occupational Overview for Registered Nurses in Tertiary Region

3.04M	+16.1%	$33.32/hr
Jobs (2018)	% Change (2018-2028)	Median Hourly Earnings

The following map displays registered nurse occupations predicted for 2028 for the tertiary region, or the entire United States. Similar to the secondary region, California had the highest number of individuals employed as registered nurses (356,347 in total), followed by Texas (278,114) and New York (228,818).

Map 3: Regional Breakdown of Registered Nurses in Tertiary Region
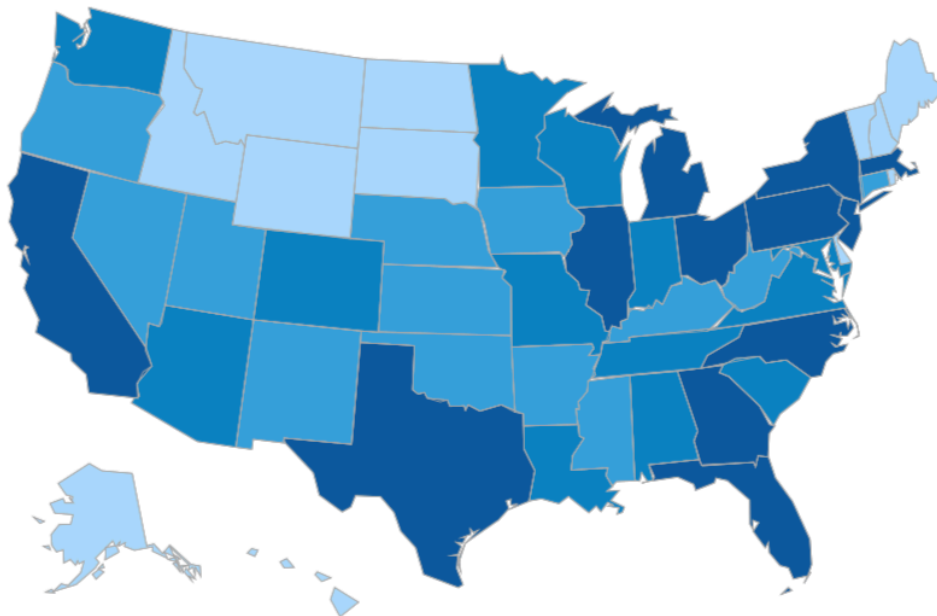
Figure 18 highlights a summary of job postings information for registered nurses in the tertiary region. There were 16.66M total job postings from January 2018 to February 2019, of which 2.9M were unique. These numbers give us a Posting Intensity of 6-to-1, meaning that for every 6 postings there is 1 unique job posting. This is higher than the Posting Intensity for all other occupations and companies in the region (4-to-1), indicating that they may be trying harder to hire for this position. The median posting duration was 25 days.

Figure 18: Job Postings Summary for Registered Nurses in Tertiary Region
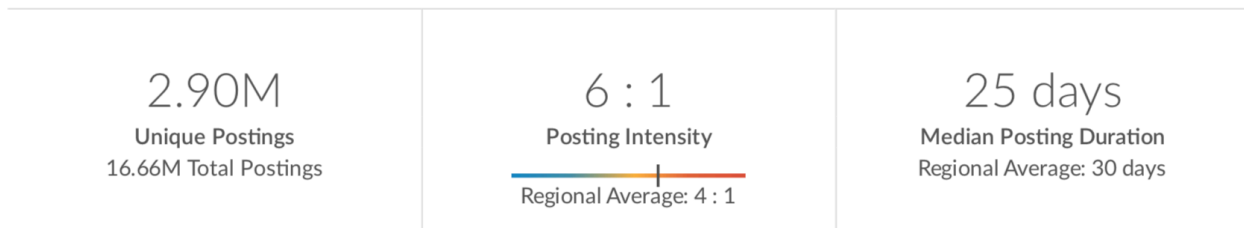
2.90M	6 : 1	25 days
Unique Postings	Posting Intensity	Median Posting Duration
16.66M Total Postings	Regional Average: 4 : 1	Regional Average: 30 days

The following figure provides the relationship between job postings and job hires for registered nurses in the tertiary region. Between January 2018 and February 2019, an average of 455,624 jobs were posted for each month, while only 107,025 individuals were hired on average each month. This means there was approximately one hire for every four active job postings for registered nurses.

Figure 19: Job Postings vs. Hires for Registered Nurses in Tertiary Region

455,624	107,025
Avg. Monthly Postings (Jan 2018 - Feb 2019)	Avg. Monthly Hires (Jan 2018 - Feb 2019)

Occupation	Avg Monthly Postings (Jan 2018 - Feb 2019)	Avg Monthly Hires (Jan 2018 - Feb 2019)
Registered Nurses	455,624	107,025

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Figure 20 displays the top 10 companies for job postings in the tertiary region for registered nurses. Anthem, Inc. was the top company for unique job posts, with almost 26,000, while HCA Holdings Inc. had by far the highest number of total job postings, with more than 166,000 and the highest posting intensity (16:1).

Figure 20: Top Companies Posting for Registered Nurses in Tertiary Region

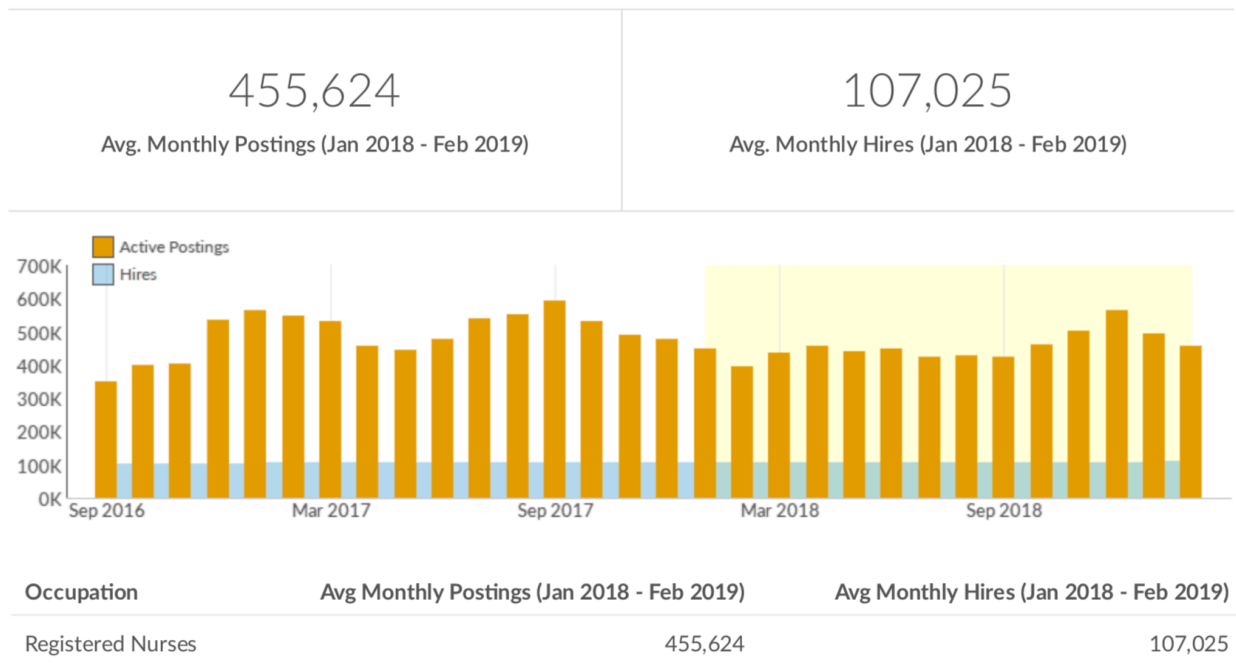| Company	Total/Unique (Jan 2018 - Dec 2018)	Posting Intensity	Median Posting Duration
Anthem, Inc.	75,481 / 25,736	3 : 1	23 days
Davita Inc.	98,690 / 17,268	6 : 1	34 days
Fresenius Medical Care	60,053 / 12,467	5 : 1	30 days
RANDSTAD HOLDING nv	79,993 / 11,777	7 : 1	18 days
United States Department of the Air Force	20,805 / 11,286	2 : 1	7 days
HCA Holdings, Inc.	166,269 / 10,211	16 : 1	27 days
Focus Staff Services LP	35,428 / 10,167	3 : 1	52 days
American Traveler, Inc.	26,510 / 7,877	3 : 1	22 days
Triage Staffing Incorporated	29,772 / 7,813	4 : 1	14 days
Maxim Healthcare Services, Inc.	40,092 / 6,003	7 : 1	20 days

The following figure shows the top industries employing registered nurses in the tertiary region. Almost half of all registered nurses (48%) were employed in general medical and surgical hospitals in 2018, comprising 31% of all individuals employed in that industry. The remaining nurses were employed in home health care services (7%), offices of physicians, except mental health specialists (7%), local government hospitals (6%), and nursing care facilities (5%).

Figure 21: Industries Employing Registered Nurses in Tertiary Region

Industry	Occupation Jobs in Industry (2018)	% of Occupation in Industry (2018)	% of Total Jobs in Industry (2018)
General Medical and Surgical Hospitals	1,463,061	48.1%	31.1%
Home Health Care Services	207,143	6.8%	10.5%
Offices of Physicians (except Mental Health Specialists)	198,204	6.5%	7.1%
Hospitals (Local Government)	180,579	5.9%	27.0%
Nursing Care Facilities (Skilled Nursing Facilities)	156,877	5.2%	9.7%

Figure 22 shows us the top educational programs for registered nurses in the tertiary region, as well as the number of their completions in 2017. There was a total of 134,670 registered nursing completions in 2017, of which 65% were through distance-offered programs.

Figure 22: Educational Programs for BS in Registered Nursing in Tertiary Region

		Completions (2017)	% Completions	Institutions (2017)	% Institutions
●	All Programs	134,670	100%	1,028	100%
●	Distance Offered Programs	87,017	65%	429	42%
●	Non-Distance Offered Programs	47,653	35%	547	53%

134,670 Completions
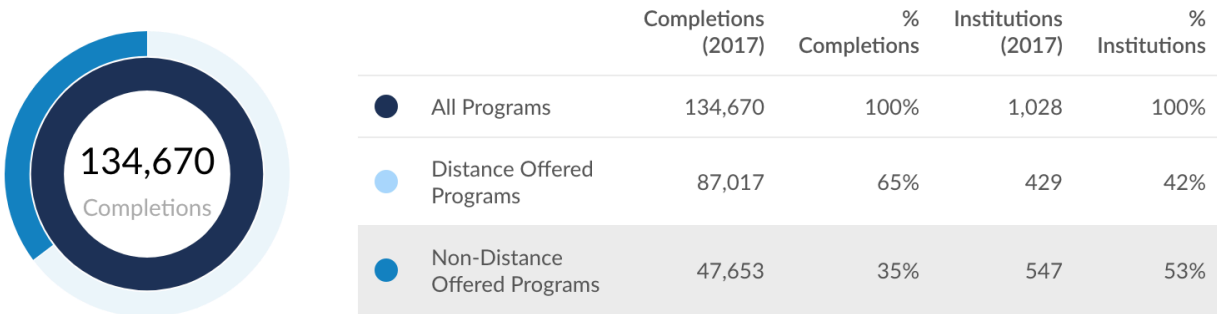
The following table examines the projected demand for bachelor's degrees in registered nursing in the tertiary region, or nationwide. In 2018, 49.6% of registered nurses held a bachelor's degree. In the local market, due to job creation or workers retiring or otherwise permanently leaving the occupation, it is projected that there will be 214,836 annual openings for registered nurses. Assuming that education demographics hold constant among new openings and individuals leaving the occupation, 49.6% of those individuals should have a bachelor's degree, representing 106,559 positions. Someone with a bachelor's degree will likely fill those openings.

Table 4: Projected Demand for Bachelor's Degrees in the Tertiary Region Annually

Occupation	Registered Nurses in the Tertiary Region		National Educational Attainment (2018)		Bachelor's Holders Needing Replaced Annually
	Total Jobs (2018)	Annual Openings	% with an Associate	% with a Bachelor's	
Registered Nurses	3,039,827	214,836	33.0%	49.6%	106,559

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VIII.   Enrollment Trends

The following section allows for a more precise understanding of the current trends related to nursing. All of the following data relates to the registered nursing/registered nurse program (CIP 51.3801).

Figure 23 shows the number of bachelor's degree completions in registered nursing over the last 10 years. While growth was not as high between 2007 and 2010, during the previous seven years the number of completions has greatly increased in all three regions, especially nationwide.

Figure 23: Nursing Program Bachelor's Completions Over Time
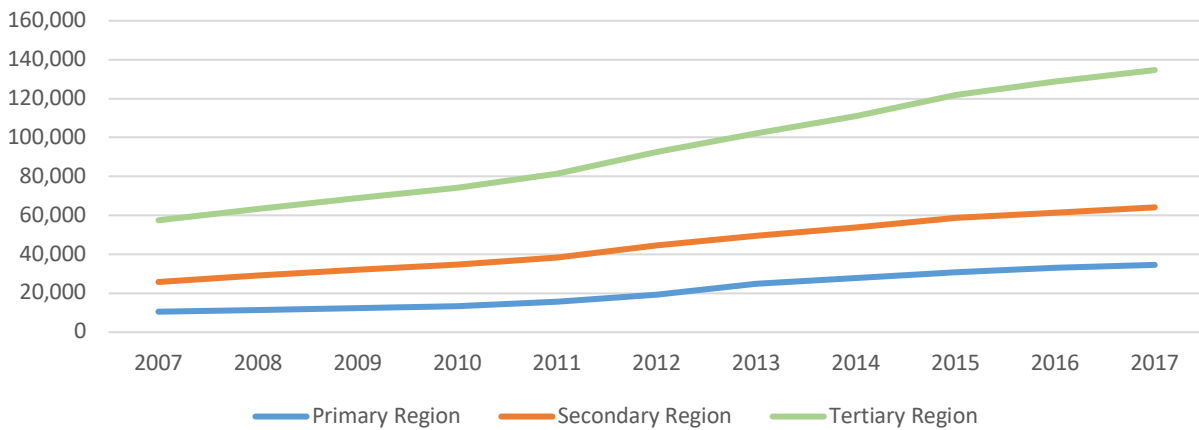
Figure 24 shows the percentage of all registered nursing completions that were at the bachelor's degree level. Since 2008 bachelor's degrees have accounted for an increasingly larger percentage of total completions in the field.

Figure 24: Nursing Bachelor's Degrees as a Percentage of Overall Nursing Completions

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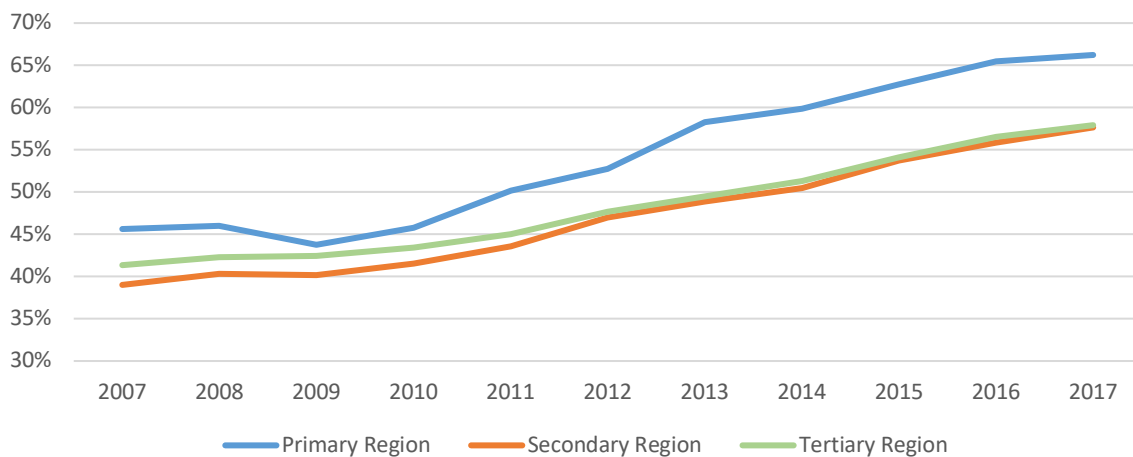
Figure 25 shows the number of distance learning bachelor's degree completions over the last five years (prior data does not exist). While distance learning completions have risen over the last five years, this increase has been most abrupt in the tertiary region, or nationwide.

Figure 25: Nursing Program Bachelor's Completions Over Time, Distance Learning Only
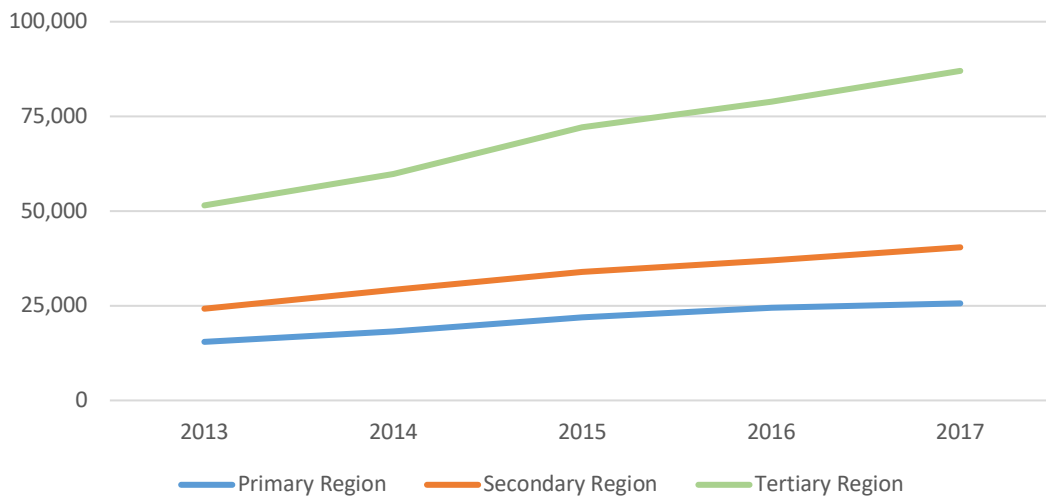
In contrast, Figure 26 shows the distance learning bachelor's completions as a percentage of all bachelor's completions. Within the primary region, a higher proportion of individuals studying a bachelor's in nursing program complete their degree online as compared with other regions.

Figure 26: Nursing Bachelor's Distance Learning Completions as Percentage of All Bachelor's Nursing Completions
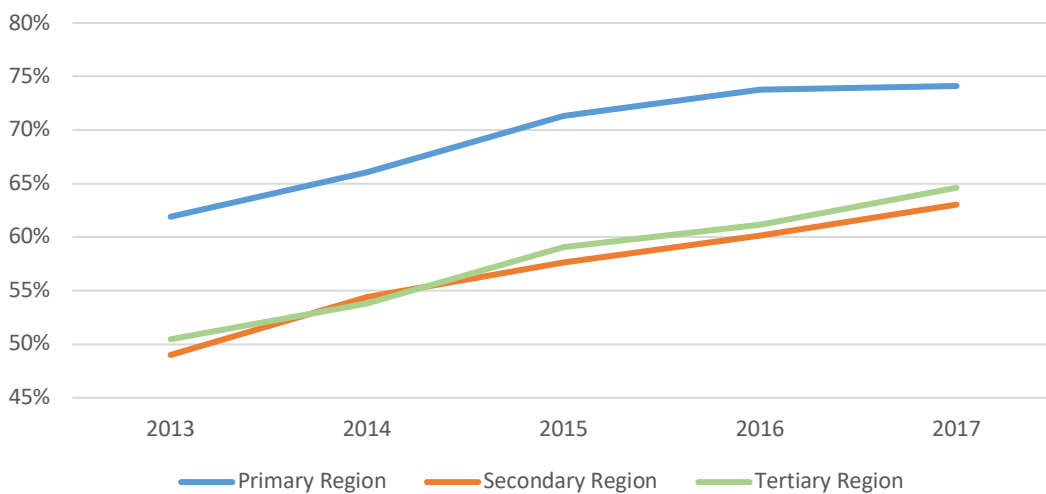
Figure 27 shows the top institutions by 2017 completions for the primary region for distance-only completions. Chamberlain University-Illinois had the highest number of completions for 2017, with more than 7,000 and 28% of the market share. Grand Canyon University had the second highest number of completions (4,855) followed by The University of Texas at Arlington (3,563).

Figure 27: Top Institutions by 2017 Completions for Primary Region, Distance Education Bachelor's in Registered Nursing

Institution	Bachelor's Degree > Distance Offered Completions (2017)	Growth % YOY (2017)	Market Share (2017)
⊕ Chamberlain University-Illinois	7,080	13.5%	27.6%
⊕ Grand Canyon University	4,855	-8.8%	18.9%
⊕ The University of Texas at Arlington	3,563	12.0%	13.9%
⊕ Purdue University Northwest	815	Insf. Data	3.2%
⊕ University of Phoenix-Arizona	757	-27.8%	3.0%
⊕ West Coast University-Orange County	547	18.7%	2.1%
⊕ Azusa Pacific University	455	9.4%	1.8%
⊕ Nova Southeastern University	403	-7.6%	1.6%
⊕ The University of Texas Medical Branch	389	-3.2%	1.5%
⊕ Florida International University	373	43.5%	1.5%

The following figure shows the top institutions by 2017 completions for the secondary region for distance-only bachelor's completions in registered nursing. Again, Chamberlain University-Illinois had the highest number of completions (7,080), followed by The University of Texas at Arlington (3,563) and Ohio University-Main Campus (2,563).

Figure 28: Top Institutions by 2017 Completions for Secondary Region, Distance Education Bachelor's in Registered Nursing

Institution	Bachelor's Degree > Distance Offered Completions (2017)	Growth % YOY (2017)	Market Share (2017)
⊞ Chamberlain University-Illinois	7,080	13.5%	17.5%
⊞ The University of Texas at Arlington	3,563	12.0%	8.8%
⊞ Ohio University-Main Campus	2,563	7.3%	6.3%
⊞ Texas Tech University Health Sciences Center	1,114	12.9%	2.8%
⊞ University of Central Florida	672	-9.3%	1.7%
⊞ Drexel University	647	Insf. Data	1.6%
⊞ Kent State University at Kent	550	-5.2%	1.4%
⊞ West Coast University-Orange County	547	18.7%	1.4%
⊞ Jacksonville University	474	6.5%	1.2%
⊞ Azusa Pacific University	455	9.4%	1.1%

Figure 29 shows the top institutions by 2017 completions for the tertiary region for distance-only bachelor's completions in registered nursing. Western Governors University had the highest number of completions nationwide (7,179), followed by Chamberlain University-Illinois (7,080), Grand Canyon University (4,855), and The University of Texas at Arlington (3,563).

Figure 29: Top Institutions by 2017 Completions for Tertiary Region, Distance Education Bachelor's in Registered Nursing

Institution	Bachelor's Degree > Distance Offered Completions (2017)	Growth % YOY (2017)	Market Share (2017)
⊞ Western Governors University	7,179	51.0%	8.3%
⊞ Chamberlain University-Illinois	7,080	13.5%	8.1%
⊞ Grand Canyon University	4,855	-8.8%	5.6%
⊞ The University of Texas at Arlington	3,563	12.0%	4.1%
⊞ Ohio University-Main Campus	2,563	7.3%	2.9%
⊞ Texas Tech University Health Sciences Center	1,114	12.9%	1.3%
⊞ Walden University	936	12.0%	1.1%
⊞ Purdue University Northwest	815	Insf. Data	0.9%
⊞ University of Phoenix-Arizona	757	-27.8%	0.9%
⊞ University of Central Florida	672	-9.3%	0.8%

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IX.   Competitive Analysis

The programs featured in the following competitive analysis do not constitute an exhaustive list of competitors, but rather provide an overall representation of the current marketplace. Because tuition costs are often estimated and do not include additional fees, the tuition prices should be used more as guidelines rather than definitive bounds. For programs that do not post a set tuition for the program, a per-credit rate was used to calculate tuition for a full-time student. When additional fees were listed, they were not included when the tuition was calculated. Additional information about each competing program is available in Appendix I.

Table 5 lists 10 institutions in the Kugel primary region that offer an online RN to BSN program. Programs on the list range from 30 to 45 credits and have an average tuition of $365 per credit hour for in-state students.

Table 5: Potential Online Competitors in the Primary Region

Institution	2017 Completions	Location	Program Name	RN to BSN Credits	Total Program Credits	Tuition (Per Credit Hour)	
						In-State	Out-of-State
Chamberlain University-Illinois	7,080	Downers Grove, IL	RN to BSN Online	45	122	$590	
Grand Canyon University	4,855	Phoenix, AZ	RN to BSN Online	36	120	$470	
The University of Texas at Arlington	3,563	Arlington, TX	RN to BSN Online	35	120	$257	
Purdue University Northwest	815	Northwest, IN	RN to BSN Online	34	120	$294	
University of Phoenix-Arizona	757	Phoenix, AZ	RN to BSN Online	33	120	$398	
West Coast University-Orange County	547	Anaheim, CA	RN to BSN Online	36	120	$525	
Azusa Pacific University	455	Azusa, CA	RN to BSN Online	40	120	$457	
The University of Texas Medical Branch	389	Galveston, TX	RN to BSN Online	30	120	$233	$651
Florida International University	373	Miami, FL	RN to BSN Online	30	120	$213	$651
The University of Texas Health Science Center at Houston	370	Houston, TX	RN to BSN Online	31	120	$208	$919

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The following table shows the potential online competitors for online RN to BSN programs in the secondary region. Programs included in this list range from 22 to 45 credits required for completion and have an average tuition of $304 per credit hour for in-state students.

Table 6: Potential Online Competitors in the Secondary Region

Institution	2017 Completions	Location	Program Name	RN to BSN Credit	Total Program Credits	Tuition (Total Cost of Program)	
						In-State	Out-of-State
Ohio University	2,563	Athens, OH	RN to BSN Online	31	120	$240	$243
Texas Tech	1,114	Lubbock, TX	RN to BSN Online	30	120	$200	$615
University of Central Florida	672	Orlando, FL	RN to BSN Online	30	120	$179	$384
Drexel University	647	Philadelphia, PA	RN to BSN Online	45	180	$465	
Kent State University	550	Kent, OH	RN to BSN Online	30	120	$400	
Jacksonville University	474	Jacksonville, FL	RN to BSN Online	30	120	$315	$400
Liberty University	440	Lynchburg, VA	RN to BSN Online	39	120	$330	
Southern Illinois University-Edwardsville	401	Edwardsville, IL	RN to BSN Online	22	120	$304	
University of Texas at Tyler	393	Tyler, TX	RN to BSN Online	30	120	$292	
Oakland University	392	Rochester, MI	RN to BSN Online	32	120	$312	

Table 7 shows the top online competitors for online RN to BSN programs in the tertiary region. These programs range from 24 courses to 51 credits and have an average tuition for in-state students of $359 per credit.

Table 7: Potential Online Competitors in the United States

Institution	2017 Completions	Location	Program name	RN to BSN Credits	Total Program Credits	Tuition (Cost of Program)	
						In-State	Out-of-State
Western Governors University	7,179	Salt Lake City, UT	BS in Nursing (Prelicensure)	24 courses	N/A	$537.5 per course	
Walden University	936	Minneapolis, MN	RN to BSN Online	51	181	$335	
Southern New Hampshire University	603	Manchester, NH	RN to BSN Online	30	120	$320	
University of Louisiana at Lafayette	597	Lafayette, LA	RN to BSN Online	30	120	$317	
Capella University	558	Minneapolis, MN	RN to BSN Online	45	180	$336	
Indiana Wesleyan University	548	Marion, IN	RN to BSN Online	31	120	$447	
Northern Arizona University	546	Flagstaff, AZ	RN to BSN Online	30	120	$425	
South University-Savannah Online	533	Savannah, GA	RN to BSN Online	45	180	$426	
Indiana University-Purdue University-Indianapolis	489	Indianapolis, IN	RN to BSN Online	36	120	$279	$958
University of North Carolina Wilmington	451	Wilmington, NC	RN to BSN Online	26	120	$168	$634

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X.   Estimated Market Size

Based on the demographic features of the regions of interest, UPCEA extrapolated the estimated market size of the degree completion program.

Of the entire job market of the registered nurses, an average of 38% nationwide had an associate degree or some college but no degree.

- **The high estimate**, 40%, represents the likely upper bound of this group of nurses who might be interested in earning a BSN.

- **The low estimate**, 10%, represents the likely lower bound of this group of nurses who might be interested in earning a BSN.

- **The best guess**, 25%, best represents the predicted percentage of this group of nurses who might be interested in earning a BSN.

Table 8 shows a calculation of the estimated market size for an online RN to BSN degree completion program. Three regions were used:

- Atlanta, Baltimore, Charlotte, Chicago, Dallas Fort-Worth, Houston, Los Angeles, Miami, Milwaukee, Pittsburgh, Phoenix, San Diego, and Washington D.C: 640,286 registered nurses with an associate degree; marketing reach estimated at 2%.

- Texas, California, Florida, Virginia, Ohio, Michigan, Illinois, Pennsylvania, New York, and Missouri: 1,211,632 registered nurses (not included in primary region) with an associate degree; marketing reach estimated at 1%.

- United States: 1,174,197 registered nurses with an associate degree not included in primary or secondary region; marketing reach estimated at 0.5%.

Table 8: Estimated Market Size for the Online RN to BSN Degree Completion

Market	Total Number of Registered Nurses (2018)	Percent of Registered Nurses with an Associate Degree or Some College	Number of Registered Nurses with an Associate Degree of Some College	Marketing Reach	Number of People Reached by Marketing	Population with Interest in Proposed Online Master's Program			Projected Inquiries (10% Conversion Rate)			Projected Enrollments (20% Conversion Rate)		
						Low Bound (10%)	Best Guess (25%)	High Bound (40%)	Low	Likely	High	Low	Best	High
Primary	640,286	38.0%	243,309	2.0%	4,867	487	1,217	1,947	49	122	195	10	25	39
Secondary	1,211,632	38.0%	460,420	1.0%	4,605	461	1,151	1,842	47	116	185	10	24	37
Tertiary	1,174,197	38.0%	446,195	0.5%	2,231	223	558	892	23	56	90	5	12	18
Total	3,026,115	-	1,149,924	-	11,703	1,171	2,926	4,681	119	294	470	**25**	**61**	**94**

Appendix I

The following information was taken from each institution's website.

Potential Competitors in Primary Region

Chamberlain University-Illinois—*RN to BSN*
The RN to BSN program offered through Chamberlain University-Illinois requires 122 total credits for bachelor's degree completion, although students are often able to transfer in at least 77 credits from a previous associate degree in nursing. They also offer an RN-BSN to MSN option that can be easily enrolled in after completion of the RN to BSN program. For students that already have their RN license, the BSN program can be completed in as little as three semesters. The program provides its students with a lot of flexibility by offering courses part-time and full-time, and all classes are offered every eight weeks.

Grand Canyon University—*RN to BSN*
Grand Canyon University's RN to BSN program allows individuals with a registered nursing license to transfer in up to 90 credits toward their bachelor's degree program. The program requires a total of 120 credits for the degree completion, allowing students to finish their BSN in just one year. While the degree can be completed fully online, Grand Canyon University also offers evening classes for those interested from their Phoenix, AZ, location.

The University of Texas at Arlington—*RN to BSN*
The RN to BSN program offered by the University of Texas at Arlington requires just 35 credit hours for completion for students who already have their RN certification. Students are able to finish their BSN in as little as nine months, and the program can be completed completely online. The University of Texas at Arlington describes themselves as a leader in nursing programs both in Texas and across the nation, and the program features multiple start dates throughout the year to allow maximum flexibility for its students.

Purdue University Northwest—*RN to BSN*
Purdue University Northwest offers an RN to BSN program that requires 34 credit hours for completion and allows students to do so in as little as 16 months. Students who are admitted into the RN to BSN program must complete eight upper division electives, or 24 credit hours, while the RN to BSN program is 120 credit hours in total. All nursing courses are five weeks in length and are delivered via online, technology-enhanced platforms. The goal of the program is for students to develop expertise in leadership and evidence-based nursing practice.

University of Phoenix-Arizona—*RN to BSN*
The RN to BSN program offered through the University of Phoenix-Arizona requires 120 total credits for students to graduate from the program, but students can transfer in up to 87 previous credits earned. This allows students who already have their associate in nursing to complete their BSN in as little as 14 months. The program is offered both in an online and on-campus format and provides students with real-world insight and knowledge from instructors with an average of 20 years of experience in the field.

West Coast University-Orange County—*RN to BSN*

West Coast University-Orange County in Anaheim, CA, offers an RN to BSN program in both full-time and part-time formats. If taken full-time, the BSN can be earned in as little as 12 months, depending on the number of credits a student can transfer in. Most students transfer in up to 84 credits, requiring 36 additional credits to be earned through WCU for the program total of 120. Built into the WCU curriculum is a Certificate of Completion of Sigma Theta Tau International's Nurse Manager Program for RN to BSN students. Classes begin every eight weeks.

Azusa Pacific University—*RN to BSN*

The RN to BSN offered through Azusa Pacific University in California requires 40 credits for completion, providing students with 80 credits to transfer in and a program total of 120 credits. The program is offered in a completely online format, as well as at four university locations in Southern California. Individuals with an associate degree in nursing from community colleges that hold an academic agreement with Azusa Pacific can receive a 10 percent partial tuition scholarship for the RN to BSN program.

The University of Texas Medical Branch—*RN to BSN*

The University of Texas Medical Branch offers an RN to BSN program that can be completed in as little as two semesters. A total of 30 credits are required for program completion, including courses in evidenced-based practice, legal and ethical issues, leading and managing, clinical reasoning in health assessment, and community and population-based care. Completion of the BSN program allows students to transfer easily into their MSN program with different tracks related to leadership available.

Florida International University—*RN to BSN*

The RN to BSN degree offered through Florida International University is offered online through the Nicole Wertheim College of Nursing and Health Sciences. The program typically requires three semesters for completion, and offers flexibility both due to the format of the courses, and also the courses can be completed in any order or sequence. Florida International University highlights their program as being ranked #3 in the nation for best value by Value Colleges in 2017. The program also has included 30 credits from a clinical proficiency evaluation based on the Excelsior challenge exams which are taken during the program and requires 150 total practicum hours.

The University of Texas Health Science Center at Houston—*RN to BSN*

The University of Texas Health Science Center at Houston offers an RN to BSN degree that requires 31 additional credits to be completed, taking most students three semesters to complete. The entire degree program can be completed online, although other flexible enrollment options are also available. Students who are enrolled in the associate in the nursing program at Lone Star Community College nearby are eligible to participate in the early decision program.