# California Board of Registered Nursing 2014-2015 Annual School Report

Data Summary and Historical Trend Analysis

A Presentation of Pre-Licensure Nursing Education Programs in California

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# PREFACE

# Nursing Education Survey Background

Development of the 2014-2015 Board of Registered Nursing (BRN) School Survey was the work of the Board's Education Issues Workgroup, which consists of nursing education stakeholders from across California. A list of workgroup members is included in the Appendices. The University of California, San Francisco was commissioned by the BRN to develop the online survey instrument, administer the survey, and report data collected from the survey.

Funding for this project was provided by the California Board of Registered Nursing.

# Organization of Report

The survey collects data about nursing programs and their students and faculty from August 1 through July 31. Annual data presented in this report represent August 1, 2014 through July 31, 2015. Demographic information and census data were requested for October 15, 2015.

Data from pre- and post-licensure nursing education programs are presented in separate reports and will be available on the BRN website. Data are presented in aggregate form and describe overall trends in the areas and over the times specified and, therefore, may not be applicable to individual nursing education programs.

Statistics for enrollments and completions represent two separate student populations. Therefore, it is not possible to directly compare enrollment and completion data.

# Availability of Data

The BRN Annual School Survey was designed to meet the data needs of the BRN as well as other interested organizations and agencies. A database with aggregate data derived from the last ten years of BRN School Surveys will be available for public access on the BRN website. Parties interested in accessing data not available on the website should contact Julie Campbell-Warnock at the BRN at Julie.Campbell-Warnock@dca.ca.gov.

# Value of the Survey

This survey has been developed to support nursing, nursing education and workforce planning in California. The Board of Registered Nursing believes that the results of this survey will provide datadriven evidence to influence policy at the local, state, federal and institutional levels.

The BRN extends appreciation to the Education Issues Workgroup and all survey respondents. Your participation has been vital to the success of this project.

# Survey Participation<sup>1</sup>

All California nursing schools were invited to participate in the survey. In 2014-2015, 132 nursing schools offering 142 pre-licensure programs approved by the BRN to enroll students responded to the survey. A list of the participating nursing schools is provided in the Appendix.

Table 1. RN	I Program	Response	Rate
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Program Type	# Programs Responded	Total # Programs	Response Rate
ADN	83	83	100%
LVN to ADN	7	7	100%
BSN	36	36	100%
ELM	16	16	100%
Total programs	142	142	100%

<sup>&</sup>lt;sup>1</sup> In this 2015 report there are 132 schools in California that offer a pre-licensure nursing program. Some nursing schools offer more than one program, which is why the number of programs (n=142) is greater than the number of schools.

# DATA SUMMARY AND HISTORICAL TREND ANALYSIS

This analysis presents pre-licensure program data from the 2014-2015 BRN School Survey in comparison with data from previous years of the survey. Data items addressed include the number of nursing programs, enrollments, completions, retention rates, NCLEX pass rates, new graduate employment, student and faculty census data, the use of clinical simulation, availability of clinical space, and student clinical practice restrictions.

# Trends in Pre-Licensure Nursing Programs

#### Number of Nursing Programs

In 2014-2015, a total of 142 pre-licensure nursing programs reported students enrolled in their programs. Two ADN programs were added while one closed. Most pre-licensure nursing programs in California are public. The share of public programs has shown an overall decrease in the last ten years and currently represents 75% of all nursing programs.

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	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014	2014- 2015
Total nursing programs*	117	130	132	138	139	145	142	143	141	142
ADN	77	82	84	86	86	89	87	88	89	90
BSN	26	32	32	36	37	39	39	40	36	36
ELM	14	16	16	16	16	17	16	15	16	16
Public	96	105	105	105	105	107	106	107	106	106
Private	21	25	27	33	34	38	36	36	35	36
Total number of schools	105	117	119	125	125	131	132	133	131	132

#### Table 2. Number of Nursing Programs, by Academic Year

\*Since some nursing schools admit students in more than one program, the number of nursing programs is greater than the number of nursing schools in the state.

The share of nursing programs that partner with another nursing school that offers a higher degree has been increasing since 2007-2008. In 2014-2015, 49% of nursing programs (n=69) collaborated with another program that offered a higher degree than offered at their own program. Of nursing programs that had these collaborations in 2014-2015, 54% (n=37) had formal agreements and 74% (n=51) had informal agreements.

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	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014	2014- 2015
Programs that partner with another program leading to a higher degree	9	9	9	19	35	44	50	64	67	69
Formal collaboration								45.3%	52.2%	53.6%
Informal collaboration								67.2%	68.7%	73.9%
Total number of programs that reported	117	130	132	138	139	145	142	141	141	142

#### Table 3. Partnerships\*, by Academic Year

\*These data were collected for the first time in 2005-2006.

Note: Blank cells indicate the applicable information was not requested in the given year.

# Admission Spaces and New Student Enrollments

The number of spaces available for new students in nursing programs has fluctuated over the past five years, reaching a high of 12,739 in 2012-2013 followed by a significant decline in 2013-2014 and another decline in 2014-2015 when there were 11,976 spaces reported available for new students and these spaces were filled with a total of 13,318 students. The share of nursing programs that reported filling more admission spaces than were available stayed steady between 2013-2014 (39%; n=55) and 2014-2015 (40%; n=56).

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	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014	2014- 2015
Spaces available	10,523	11,475	11,969	12,812	12,797	12,643	12,391	12,739	12,394	11,976
New student enrollments	11,131	12,709	13,157	13,988	14,228	13,939	13,677	13,181	13,226	13,318
% Spaces filled with new student enrollments	105.8%	110.8%	109.9%	109.2%	111.2%	110.3%	110.4%	103.5%	106.7%	111.2%

#### Table 4. Availability and Utilization of Admission Spaces, by Academic Year

The number of qualified applications received by California nursing programs has shown an overall decline since its ten-year high in 2009-2010, with the lowest overall number of applications received in the past ten years reported in 2014-2015. The number of applications to BSN programs has actually increased 19% since 2008-2009, but not enough to offset the 39% decline in ADN applications over the same period. Even with the declines, nursing programs continue to receive more applications requesting entrance into their programs than can be accommodated. Since these data represent applications and an individual can apply to multiple nursing programs, the number of applications is likely greater than the number of individuals applying for admission to nursing programs in California.

	The second										
	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014	2014- 2015	
Qualified applications	28,410	28,506	34,074	36,954	41,634	37,847	38,665	35,041	31,575	28,335	
ADN	19,724	19,559	25,021	26,185	28,555	24,722	23,913	19,979	16,682	15,988	
BSN	7,391	7,004	7,515	8,585	10,680	11,098	12,387	12,476	12,695	10,196	
ELM	1,295	1,943	1,538	2,184	2,399	2,027	2,365	2,586	2,198	2,151	
% Qualified applications <i>not</i> <i>e</i> nrolled	60.8%	55.4%	61.4%	62.1%	65.8%	63.2%	64.6%	62.4%	58.1%	53.0%	

\*These data represent applications, not individuals. A change in the number of applications may not represent an equivalent change in the number of individuals applying to nursing school.

In 2014-2015, 13,318 new students enrolled in registered nursing programs, which is a slight increase from the previous year. Over the last year, ADN programs saw a slight enrollment decline, while BSN and ELM programs had an increase in enrollments. Private programs had an increase, while public programs had a decrease. Public programs have seen their enrollments decline by 11% (n=-1,038) in the last ten years, while new enrollments have more than doubled (159%; n=3,225) in private programs during the same time period.

	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014	2014- 2015
New student enrollment	11,131	12,709	13,157	13,988	14,228	13,939	13,677	13,181	13,226	13,318
ADN	7,778	8,899	8,847	9,412	8,594	7,688	7,411	7,146	7,135	6,914
BSN	2,709	3,110	3,600	3,821	4,842	5,342	5,445	5,185	5,284	5,510
ELM	644	700	710	755	792	909	821	850	807	894
Private	2,024	2,384	2,704	3,774	4,607	4,773	4,795	4,642	4,920	5,249
Public	9,107	10,325	10,453	10,214	9,621	9,166	8,882	8,539	8,306	8,069

#### Table 6. New Student Enrollment by Program Type, by Academic Year

In 2014-2015, 22% of programs (n=31) reported enrolling fewer students than the previous year. The most common reasons programs gave for enrolling fewer students were "accepted students did not enroll" and "lost funding".

Type of Program	ADN	BSN	ELM	Total
Enrolled fewer	23.0%	13.9%	37.5%	22.3%
Did not enroll fewer	77.0%	86.1%	62.5%	77.7%
Number of programs that reported	87	36	16	139

Table 6.1 Percent of Programs that Enrolled Fewer Students in 2014-2015

#### Table 6.2 Reasons for Enrolling Fewer Students

	% of
	programs
Accepted students did not enroll	45.2%
Lost funding	19.4%
College/university / BRN requirement to reduce enrollment	16.1%
Insufficient faculty	16.1%
To reduce costs	16.1%
Unable to secure clinical placements for all students	16.1%
Other	12.9%
Lack of qualified applicants	9.7%
Program discontinued	9.7%
Number of programs that reported	31

# Student Census Data

The total number of students enrolled in California pre-licensure nursing programs increased slightly in 2015 from the previous year (3%; n=831). While ADN programs increased slightly (5%; n=525), as did BSN programs (3%, n=324), ELM programs decreased slightly (-1%; n=18). Of the total number of students enrolled on October 15, 2015 census, 47% were in ADN programs, 48% were in BSN programs and 6% were in ELM programs. The 2015 reported census has declined from a high of 26,531 in 2011.

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
ADN	12,632	14,191	14,304	14,987	14,011	13,041	11,860	12,070	11,502	12,027
BSN	6,799	7,059	7,956	9,288	10,242	11,712	12,248	12,453	12,008	12,332
ELM	896	1,274	1,290	1,405	1,466	1,778	1,682	1,808	1,473	1,455
Total nursing students	20,327	22,524	23,550	25,680	25,719	26,531	25,790	26,331	24,983	25,814

Table 7. Student Census Data	* by Program	Type, by Year
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\*Census data represent the number of students on October 15<sup>th</sup> of the given year.

# Student Completions

The number of students graduating from California nursing programs has increased by 48% (n=3,591) over the last ten years and peaked at 11,512 graduates in 2009-2010. All program types have had overall increases in the number of students completing their programs over the last ten years, although ADN programs have had an overall decline in the number of graduates since 2009-2010. ADN graduates still represent half (50%) of all students completing a pre-licensure nursing program in California.

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	2005-	2006-	2007-	2008-	2009-	2010-	2011-	2012-	2013-	2014-
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
ADN	5,351	5,885	6,527	7,075	7,690	6,606	6,162	6,164	5,916	5,542
BSN	1,861	2,074	2,481	2,788	3,157	3,330	3,896	4,364	4,606	4,860
ELM	316	358	572	663	665	717	756	764	769	717
Total student completions	7,528	8,317	9,580	10,526	11,512	10,653	10,814	11,292	11,291	11,119

#### Table 8. Student Completions by Program Type, by Academic Year

# Retention and Attrition Rates

The attrition rate among nursing programs has declined since 2005-2006 with the lowest in 2012-2013 at 12% and was reported at 14% in 2014-2015. Of the 11,019 students scheduled to complete a nursing program in the 2014-2015 academic year, 81% (n=8,871) completed the program on-time, 6% (n=608) are still enrolled in the program, and 14% (n=1,540) left the program with a more than half of those students (55%) dropping out, and a little less than half (45%) being dismissed from the program.

Table 9. Student Retention and Attition, by Academic Teal											
	2005-	2006-	2007-	2008-	2009-	2010-	2011-	2012-	2013-	2014-	
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Students scheduled to complete the program	8,208	8,852	9,769	10,630	10,181	10,106	9,727	11,724	10,894	11,019	
Completed on time	6,047	6,437	7,254	7,990	7,845	7,883	7,747	9,608	8,677	8,871	
Still enrolled	849	996	950	1,078	928	687	563	705	876	608	
Total attrition	1,312	1,419	1,565	1,562	1,408	1,536	1,417	1,411	1,341	1,540	
Attrition-dropped out										842	
Attrition-dismissed										698	
Completed late					615	487	435	573	1,013	809	
Retention rate*	73.7%	72.7%	74.3%	75.2%	77.1%	78.0%	79.6%	82.0%	79.6%	80.5%	
Attrition rate**	16.0%	16.0%	16.0%	14.7%	13.8%	15.2%	14.6%	12.0%	12.3%	14.0%	
% Still enrolled	10.3%	11.3%	9.7%	10.1%	9.1%	6.8%	5.8%	6.0%	8.0%	5.5%	

\*Retention rate = (students completing the program on-time) / (students scheduled to complete)

\*\*Attrition rate = (students dropped or dismissed who were scheduled to complete) / (students scheduled to complete the program) Note: Blank cells indicate that the applicable information was not requested in the given year.

Attrition rates vary by program type and continue to be lowest among ELM programs and highest among ADN programs. Over the last ten years, ADN programs have seen overall improvement in their average attrition rates, while BSN & ELM programs have seen fluctuations in their attrition rates. Historically, attrition rates in public programs have been higher than those in private programs over most of the past ten years. However, this gap has narrowed in the past three years as average private program attrition rates have increased and average public program attrition rates have decreased.

Table 10. Attrition Rates by Program Type*, by Academic Yea	Table 10. Attriti	on Rates bv Pr	ogram Type*.	bv Academic Year
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	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014	2014- 2015
ADN	18.3%	19.0%	19.3%	17.6%	16.8%	18.4%	18.2%	14.3%	15.6%	16.3%
BSN	10.5%	8.7%	8.6%	9.0%	8.1%	9.8%	9.1%	9.0%	9.3%	12.0%
ELM	5.0%	7.2%	5.6%	5.2%	5.6%	7.9%	7.3%	4.1%	3.3%	8.0%
Private	14.6%	7.9%	9.2%	10.0%	8.9%	11.6%	10.1%	10.2%	10.0%	13.7%
Public	16.2%	17.7%	17.5%	16.0%	15.0%	16.1%	15.9%	12.7%	13.5%	14.0%

\*Changes to the survey that occurred prior to 2005-2006 may have affected the comparability of these data to data in subsequent years.

# Retention and Attrition Rates for Accelerated Programs

Average retention rates for accelerated programs are higher and average attrition rates are lower than those for traditional programs. In 2014-2015, 9% (n=89) of students in accelerated programs left the program with a little less than half (48%) dropping out and 52% being dismissed from the program.

	2007- 2008	2008- 2009	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014	2014- 2015
Students scheduled to complete the program	686	784	1,159	1,057	1,294	1,041	1,049	1,053
Completed on time	569	674	1,059	872	1,161	880	920	928
Still enrolled	88	83	71	64	56	62	39	36
Total attrition	28	27	29	94	77	99	90	89
Attrition-dropped out								43
Attrition-dismissed								46
Completed late			45	28	72	45	60	42
Retention rate**	82.9%	86.0%	91.4%	82.5%	89.7%	84.5%	87.7%	88.1%
Attrition rate***	4.1%	3.4%	2.5%	8.9%	6.0%	9.5%	8.6%	8.5%
% Still enrolled	12.8%	10.6%	6.1%	6.1%	4.3%	6.0%	3.7%	3.4%

Table 11. Student Retention and	Attrition for Accelerated	Programs* by	Academic Year
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\*These data were collected for the first time in 2007-2008.

\*\*Retention rate = (students who completed the program on-time) / (students scheduled to complete the program)

\*\*\*Attrition rate = (students who dropped or were dismissed who were scheduled to complete) / (students scheduled to complete the program)

Note: Blank cells indicate that the applicable information was not requested in the given year.

Attrition rates in accelerated programs have varied over the last eight years. Accelerated ADN programs had better attrition rates in 2014-2015 than in 2013-2014. The average attrition rates for accelerated programs were lower than for their traditional counterparts with ELM accelerated programs having the lowest average attrition rate at 6% in 2014-2015.

					2011- 2012			2014- 2015
ADN	24.7%	18.5%	6.6%	7.5%	6.3%	21.6%	15.4%	10.9%
BSN	6.8%	7.0%	5.8%	9.3%	5.9%	8.9%	6.7%	8.8%
ELM**								5.7%

\*These data were collected for the first time in 2007-2008.

\*\* Blank cells indicate that the applicable information was not requested in the given year.

# NCLEX Pass Rates

Over the last ten years, NCLEX pass rates have typically been higher for ELM graduates than for ADN or BSN program graduates. Improved pass rates for ADN and BSN graduates and lower pass rates for ELM students have narrowed this gap in recent years, and ELM programs had the lowest pass rates in 2014-2015. All program types had similar 2014-2015 NCLEX pass rates in comparison to the previous year. The NCLEX passing standard was increased in April 2013, which may have impacted the NCLEX pass rates in 2013-2014 and 2014-2015.

	2005- 2006		2007- 2008							2014- 2015
ADN	87.3%	87.8%	85.4%	87.5%	88.6%	87.4%	89.8%	88.8%	83.1%	84.3%
BSN	83.1%	89.4%	85.9%	88.7%	89.2%	87.9%	88.7%	87.1%	82.3%	84.4%
ELM	92.4%	89.6%	92.3%	90.6%	89.6%	88.2%	88.9%	91.8%	81.9%	80.7%

#### Table 13. First Time NCLEX Pass Rates\* by Program Type, by Academic Year

\*NCLEX pass rates for students who took the exam for the first time in the given year.

NCLEX pass rates for students graduated from accelerated nursing programs are generally comparable to pass rates of students who completed traditional programs. While the pass rates have fluctuated over time, students who graduated from accelerated programs in 2014-2015 had higher average pass rates than their traditional counterparts.

# Table 14. First Time NCLEX Pass Rates for Accelerated Programs\* by Program Type, by Academic Year

						2012- 2013		
ADN	86.7%	93.7%	89.0%	83.9%	85.8%	93.5%	68.8%	95.5%
BSN	89.4%	92.1%	88.5%	90.0%	95.9%	83.9%	81.9%	95.2%
ELM**								90.0%

\* These data were collected for the first time in 2007-2008.

\*\* Blank cells indicate that the applicable information was not requested in the given year.

# Employment of Recent Nursing Program Graduates<sup>2</sup>

The largest share of RN program graduates work in hospitals, even though this share has been decreasing from a high of 88% in 2007-2008. In 2014-2015, programs reported that 58% of graduates were employed in hospitals. The share of new graduates working in nursing in California had been declining, from a high of 92% in 2007-2008 to a low of 64% in 2012-2013. In 2014-2015, there was an increase in the share of graduates working in California from 69% the prior year up to 73% in 2014-2015. Nursing programs reported that 9% of their graduates were unable to find employment by October 2015, a figure which has steadily declined since 2009-2010.

Table for Employment Ecolution of Recont Harding Program Graduated, by Readonne Pola										
	2007-	2008-	2009-	2010-	2011-	2012-	2013-	2014-		
	2008	2009	2010	2011	2012	2013	2014	2015		
Hospital	88.0%	71.4%	59.0%	54.4%	61.1%	56.7%	56.0%	58.4%		
Pursuing additional nursing education	2.7%	8.4%	9.7%	7.8%	8.3%	7.9%	7.1%	11.5%		
Long-term care facilities	2.2%	5.4%	3.9%	4.5%	3.6%	3.6%	3.7%	7.9%		
Other	4.0%	15.6%	14.8%	6.5%	4.2%	1.7%	3.4%	4.9%		
Other healthcare facilities						7.1%	10.5%	4.4%		
Community/public health facilities	3.1%	5.6%	6.0%	5.0%	5.2%	4.7%	6.0%	4.2%		
Unable to find employment*			27.5%	21.8%	17.6%	18.3%	13.7%	9.4%		
Employed in California	91.5%	83.4%	81.1%	68.0%	69.6%	63.7%	68.8%	73.1%		

Table 15. Employment Location of Recent Nursing Program Graduates, by Academic Year

Note: Blank cells indicate that the applicable information was not requested in the given year.

Graduates of all program types were most likely to work in hospitals, especially BSN graduates. ADN and ELM graduates were much more likely to be pursuing additional education than were BSN graduates. ADN graduates were more likely to be unemployed than either BSN or ELM graduates.

Table 15.1 Employment	Location for	Recent I	Nursing	Program	Graduates	2014-2015,	by Academic
Program Type							

	ADN	BSN	ELM	All
Hospital	51.4%	79.4%	55.6%	58.4%
Pursuing additional nursing education	13.0%	2.0%	21.8%	11.5%
Long-term care facilities	10.3%	4.4%	1.5%	7.9%
Community/public health facilities	4.1%	3.4%	6.0%	4.2%
Other healthcare facilities	4.9%	2.5%	5.5%	4.4%
Other	5.6%	4.7%	1.4%	4.9%
Unable to find employment*	11.6%	3.8%	8.2%	9.4%
Employed in California				73.1%

Note: Statistics on the percent of graduates employed in California were collected at the school level only.

<sup>&</sup>lt;sup>2</sup>Graduates whose employment setting was reported as "unknown" have been excluded from this table. In 2014-2015, on average, the employment setting was unknown for 14% of recent graduates.

# Clinical Training in Nursing Education

Questions regarding clinical simulation<sup>3</sup> were revised in the 2014-2015 survey to collect data on average amount of hours students spend in clinical areas including simulation in various content areas and plans for future use. One-hundred and thirty (92%) of 142 nursing programs reported using clinical simulation in 2014-2015.<sup>4</sup>

The content areas using the most hours of clinical simulation on average are Medical/Surgical (27.4) and Obstetrics (11.6). On average, a similar amount of time is also spent in other non-direct patient care in these areas. Programs allocate the largest proportion of clinical hours to direct patient care (81%), followed by non-direct patient care (12%) and simulation (8%).

Content Area	Direct Patient Care	Non-Direct Patient Care (excluding simulation)	Clinical Simulation	Avg Total Clinical Hours
Medical/Surgical	273.6	29.2	27.2	332.3
Fundamentals	82.0	44.9	9.7	137.6
Obstetrics	73.7	8.0	11.5	93.3
Pediatrics	71.9	5.2	5.3	87.3
Geriatrics	65.7	7.6	7.7	74.2
Psychiatry/Mental Health	77.1	4.8	4.8	87.6
Leadership/Management	63.2	5.5	3.9	72.2
Other	36.5	1.7	2.5	40.4
Total average clinical hours	744.4	107.4	72.8	924.6
Percent of Clinical Hours	80.5%	11.6%	7.9%	100.0%
Number of programs that reported	128	128	128	128

Table 16. Average Hours	Spent in Clinical Training by Content Area 2014-2015

<sup>&</sup>lt;sup>3</sup> Clinical simulation provides a simulated real-time nursing care experience which allows students to integrate, apply, and refine specific skills and abilities that are based on theoretical concepts and scientific knowledge. It may include videotaping, de-briefing and dialogue as part of the learning process.

<sup>&</sup>lt;sup>4</sup> 136 programs reported. 6 programs did not use clinical simulation, and 6 did not answer the question. One program reported using clinical simulation but did not give a breakdown of clinical hours.

The largest proportion of clinical hours in all programs is in direct patient care, and ELM programs allot the largest percentage of clinical hours (85% vs. 81% overall) to direct patient care activities. Program types allocated a roughly similar proportion of clinical hours to simulation activities (7-8%). However, BSN programs allocated the largest proportion of clinical hours to non-direct patient care (16% vs. 12% overall).

Content Area	Direct Patient Care			Non-Direct Patient Care (excluding simulation)		Clinical Simulation		Total Average Clinical Hours				
	ADN	BSN	ELM	ADN	BSN	ELM	ADN	BSN	ELM	ADN	BSN	ELM
Medical/surgical	325.3	193.3	183.8	31.1	31.7	16.1	31.4	20.0	21.8	387.3	245.0	221.7
Fundamentals	91.0	61.7	82.2	48.2	47.4	24.5	10.3	8.4	9.6	149.5	117.5	116.3
Obstetrics	75.2	75.4	84.3	7.5	11.7	3.4	13.0	8.6	10.1	90.9	95.7	101.8
Pediatrics	70.3	74.2	88.2	6.6	11.6	5.1	7.5	7.8	8.8	82.6	93.6	98.8
Geriatrics	69.5	61.2	55.1	4.2	7.0	3.3	4.6	5.1	4.6	83.8	73.3	95.7
Psychiatry/mental health	68.6	78.4	85.0	3.9	9.6	2.7	4.6	5.5	8.8	76.7	93.6	62.7
Leadership/ management	59.9	59.7	89.0	2.1	12.8	8.3	4.2	3.8	2.6	65.4	76.3	99.9
Other	21.3	57.5	72.2	1.4	2.8	1.1	2.3	3.2	1.7	24.4	63.4	75.0
Total Average Clinical Hours	778.1	661.3	739.7	104.6	134.6	64.3	77.9	62.3	67.7	960.6	858.3	871.8
Number of programs that reported	81	32	15	81	32	15	81	32	15	81	32	15

Table 17. Average Hours Spent in Clinical Training by Program Type and Content Area

In the 2015 survey, programs were asked to report whether over the next 12 months they planned to increase, decrease, or maintain the number of hours in direct patient care, non-direct patient care, and clinical simulation for each of eight content areas.

In each content area and clinical experience, the majority planned to maintain the current balance of hours.

In most content areas, respondents were overall more likely to report a planned decrease in clinical hours in direct patient care and an increase in hours in clinical simulation.

 Table 18. Planned Increase or Decrease in Clinical Hours by Content Area and Type of

 Clinical Experience

Fundamentals	Decrease hours	Maintain hours	Increase hours
Direct patient care	3.5%	92.9%	3.5%
Non-direct patient care	5.0%	90.8%	4.3%
Clinical simulation	0.7%	86.5%	12.8%
All clinical hours	1.4%	94.3%	4.3%
Medical/Surgical	Decrease hours	Maintain hours	Increase hours
Direct patient care	7.1%	85.1%	7.8%
Non-direct patient care	5.0%	88.7%	6.4%
Clinical simulation	2.1%	78.7%	19.1%
All clinical hours	1.4%	91.5%	7.1%
Obstetrics	Decrease hours	Maintain hours	Increase hours
Direct patient care	9.2%	89.4%	1.4%
Non-direct patient care	2.1%	95.0%	2.8%
Clinical simulation	0.0%	87.2%	12.8%
All clinical hours	2.8%	93.6%	3.5%
Pediatrics	Decrease hours	Maintain hours	Increase hours
Direct patient care	11.3%	87.2%	1.4%
Non-direct patient care	3.5%	93.6%	2.8%
Clinical simulation	1.4%	85.1%	13.5%
All clinical hours	4.3%	93.6%	2.1%
Psychiatry/Mental Health	Decrease hours	Maintain hours	Increase hours
Direct patient care	7.1%	92.9%	0.0%
Non-direct patient care	2.8%	95.7%	1.4%
Clinical simulation	1.4%	89.4%	9.2%
All clinical hours	2.8%	95.7%	1.4%

Geriatrics	Decrease hours	Maintain hours	Increase hours
Direct patient care	2.8%	95.7%	1.4%
Non-direct patient care	1.4%	97.2%	1.4%
Clinical simulation	0.7%	92.2%	7.1%
All clinical hours	0.0%	97.2%	2.8%
Leadership/Management	Decrease hours	Maintain hours	Increase hours
Direct patient care	3.5%	94.3%	2.1%
Non-direct patient care	2.1%	97.2%	0.7%
Clinical simulation	0.0%	92.9%	7.1%
All clinical hours	0.7%	97.9%	1.4%
Other	Decrease hours	Maintain hours	Increase hours
Direct patient care	1.4%	97.2%	1.4%
Non-direct patient care	0.7%	97.9%	1.4%
Clinical simulation	0.0%	99.3%	0.7%
All clinical hours	0.0%	98.6%	1.4%

# Table 18. Planned Increase or Decrease in Clinical Hours by Content Area and Type of Clinical Experience, Continued

Respondents were asked why they were reducing the clinical hours in their program if they indicated in the prior questions that they were decreasing clinical hours in any content area or clinical experience type. Twenty-six percent (n=37) of programs reported they have plans to decrease their overall clinical hours in some area.

Respondents frequently commented that they were not decreasing clinical hours overall, often noting that they were shifting allocations (54%). The inability to find sufficient clinical space (24%) and other (22%) were also commonly noted.

A third (33%, n=46) of the 142 programs plan to increase staff dedicated to administering clinical simulation in their program in the next 12 months.

#### Table 19. Why Program is Reducing Clinical Hours

	%
Not decreasing overall; shifting allocations	54.1%
Unable to find sufficient clinical space	24.3%
Other	21.6%
Can teach required content in less time	13.5%
Insufficient clinical faculty	8.1%
Total reporting	37

# Clinical Space & Clinical Practice Restrictions<sup>5</sup>

The number of California nursing programs reporting they were denied access to a clinical placement, unit or shift decreased to 70 programs, the lowest in five years. Thirty-four percent (24) of the 70 programs reported being offered an alternative by the site. The lack of access to clinical space resulted in a loss of 272 clinical placements, units, or shifts, which affected 2,145 students.

	2010- 2011	2011- 2012	2012- 2013	2013- 2014	2014- 2015
Number of programs denied a clinical placement, unit or shift	93	85	90	81	70
Programs offered alternative by site*	-	-	-	-	24
Placements, units or shifts lost*	-	-	-	-	272
Number of programs that reported	142	140	143	141	135
Total number of students affected	2,190	1,006	2,368	2,195	2,145

#### Table 20. RN Programs Denied Clinical Space, by Academic Year

\*Significant changes to these questions for the 2014-2015 administration prevent comparison of the data to prior years.

In the 2014-2015 survey, 58 programs (41%) reported that there were fewer students allowed for a clinical placement, unit, or shift in this year than in the prior year.

#### Table 20.1 RN Programs That Reported Fewer Students Allowed for a Clinical Placement, Unit, or Shift

	ADN	BSN	ELM	Total
Fewer students allowed for a clinical placement, unit, or shift	31	18	9	58
Total number of programs that reported	86	34	16	136

<sup>&</sup>lt;sup>5</sup>Some of these data were collected for the first time in 2009-2010. However, changes in these questions for the 2010-2011 administration of the survey prevent comparability of the data. Therefore, data prior to 2010-2011 are not shown.

Competition for space arising from an increase in the number of nursing students continued to be the most frequently reported reason why programs were denied clinical space, though the share of programs citing it as a reason has been declining since 2009-2010. Overall, 9 programs (7%) reported providing financial support to secure a clinical placement.

	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014	2014- 2015
Competition for clinical space due to increase in number of nursing students in region	71.4%	64.5%	58.8%	54.5%	46.9%	48.7%
Displaced by another program	62.3%	40.9%	44.7%	42.2%	43.2%	38.2%
Staff nurse overload or insufficient qualified staff	54.5%	46.2%	54.1%	41.1%	45.7%	36.8%
Visit from Joint Commission or other accrediting agency				21.1%	21.0%	26.3%
Decrease in patient census	35.1%	30.1%	31.8%	30.0%	28.4%	25.0%
Change in facility ownership/management		11.8%	12.9%	21.1%	14.8%	21.1%
Other	20.8%	9.7%	10.6%	11.1%	11.1%	21.1%
No longer accepting ADN students	26.0%	16.1%	21.2%	20.0%	23.5%	21.1%
Nurse residency programs	28.6%	18.3%	29.4%	17.8%	18.5%	18.4%
Closure, or partial closure, of clinical facility		23.7%	25.9%	26.7%	25.9%	18.4%
Clinical facility seeking magnet status	36.4%	12.9%	18.8%	15.5%	11.1%	17.1%
Implementation of Electronic Health Records system			3.5%	32.3%	22.2%	13.2%
The facility began charging a fee (or other RN program offered to pay a fee) for the placement and the RN program would not pay					4.9%	1.3%
Facility moving to a new location					6.2%	
Number of programs that reported	77	93	85	90	81	76

#### Table 21. Reasons for Clinical Space Being Unavailable\*, by Academic Year

Data were collected for the first time in the 2009-2010 or 2010-2011 survey.

Note: Blank cells indicate that the applicable information was not requested in the given year.

Competition from the increased number of nursing students was the primary reason for clinical space being unavailable for both ADN and BSN programs. Staff nurse overload/insufficient qualified staff was also a frequently cited reason by all program types, and the most frequently reported reason for ELM programs. One-third of ADN programs reported that clinical sites no longer accepting ADN students was a reason for losing clinical space. Only 1% of nursing programs reported that the facility began charging a fee for the placement that their program would not pay as a reason for clinical space being unavailable.

	ADN	BSN	ELM	Total
Competition for clinical space due to increase in number of nursing students in region	48.9%	56.5%	25.0%	48.7%
Displaced by another program	37.8%	34.8%	50.0%	38.2%
Staff nurse overload or insufficient qualified staff	35.6%	30.4%	62.5%	36.8%
Visit from Joint Commission or other accrediting agency	26.7%	30.4%	12.5%	26.3%
Decrease in patient census	15.6%	43.5%	25.0%	25.0%
No longer accepting ADN students	35.6%	0.0%	0.0%	21.1%
Change in facility ownership/management	17.8%	26.1%	25.0%	21.1%
Other	13.3%	34.8%	25.0%	21.1%
Closure, or partial closure, of clinical facility	8.9%	34.8%	25.0%	18.4%
Nurse residency programs	15.6%	26.1%	12.5%	18.4%
Clinical facility seeking magnet status	26.7%	4.3%	0.0%	17.1%
Implementation of Electronic Health Records system	13.3%	13.0%	12.5%	13.2%
The facility began charging a fee (or other RN program offered to pay a fee) for the placement and the RN program would not pay	0.0%	4.3%	0.0%	1.3%
Number of programs that reported	45	23	8	76

#### Table 22. Reasons for Clinical Space Being Unavailable, by Program Type, 2014-2015

Programs that lost access to clinical space were asked to report on the strategies used to cover the lost placements, units, or shifts. Most programs reported that the lost site was replaced at another clinical site – either at a different site currently being used by the program (66%) or at a new clinical site (49%). The share of schools replacing the lost placement with clinical simulation has been increasing since 2011-2012. Reducing student admission is an uncommon practice for addressing the loss of clinical space.

#### Table 23. Strategies to Address the Loss of Clinical Space\*, by Academic Year

	2011- 2012	2012- 2013	2013- 2014	2014- 2015
Replaced lost space at different site currently used by nursing program	61.2%	64.4%	66.7%	66.2%
Added/replaced lost space with new site	48.2%	53.3%	56.8%	48.6%
Clinical simulation	29.4%	34.4%	32.1%	37.8%
Replaced lost space at same clinical site	47.1%	38.9%	45.7%	32.4%
Other	9.4%	4.4%	1.2%	8.1%
Reduced student admissions	8.2%	2.2%	7.4%	1.4%
Number of programs that reported	85	90	81	74

\*Data collected for the first time in 2011-12.

Thirty-nine (27%) nursing programs in the state reported an increase in out-of-hospital clinical placements in 2014-2015 which is the lowest number reported for the past six years.<sup>6</sup> For the last five years, the two most frequently reported non-hospital clinical sites were skilled nursing/rehabilitation facility and public health or community health agency, reported by 46% and 41% respectively of all responding programs in 2014-2015. In 2014-2015, three respondents among the five citing "Other" clinical sites listed childcare or child development centers

	2010- 2011	2011- 2012	2012- 2013	2013- 2014	2014- 2015
Skilled nursing/rehabilitation facility	47.3%	46.4%	45.0%	43.9%	46.2%
Public health or community health agency	43.6%	51.8%	55.0%	53.7%	41.0%
School health service (K-12 or college)	30.9%	30.4%	22.5%	34.1%	38.5%
Medical practice, clinic, physician office	23.6%	33.9%	22.5%	39.0%	30.8%
Outpatient mental health/substance abuse	36.4%	42.9%	20.0%	39.0%	28.2%
Surgery center/ambulatory care center	20.0%	23.2%	30.0%	29.3%	28.2%
Hospice	25.5%	25.0%	27.5%	29.3%	23.1%
Home health agency/home health service	30.9%	32.1%	35.0%	19.5%	20.5%
Other	14.5%	17.9%	17.5%	12.2%	12.8%
Correctional facility, prison or jail	5.5%	7.1%	5.0%	7.3%	10.3%
Case management/disease management	7.3%	12.5%	5.0%	7.3%	7.7%
Urgent care, not hospital-based	9.1%	10.7%	5.0%	12.2%	7.7%
Renal dialysis unit	12.7%	5.4%	5.0%	4.9%	5.1%
Occupational health or employee health service	5.5%	5.4%	0.0%	2.4%	0.0%
Number of programs that reported	55	56	40	41	39

\*These data were collected for the first time in 2010-2011.

<sup>&</sup>lt;sup>6</sup> Thirty-seven programs reported an increase in out-of-hospital placements, and thirty-nine answered questions about alternative placements.

In 2014-2015, 70% (n=93) of nursing schools reported that pre-licensure students in their programs had encountered restrictions to clinical practice imposed on them by clinical facilities. The most common types of restrictions students faced continued to be access to the clinical site itself due to a visit from the Joint Commission or another accrediting agency, access to electronic medical records, and access to bar coding medication administration. Schools reported that the least common types of restrictions students faced were direct communication with health care team members, alternative setting due to liability, and IV medication administration.

i cui						
	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014	2014- 2015
Clinical site due to visit from accrediting agency (Joint Commission)	68.1%	71.0%	74.3%	77.9%	73.1%	68.8%
Electronic Medical Records	70.3%	50.0%	66.3%	72.6%	66.7%	60.2%
Bar coding medication administration	70.3%	58.0%	68.3%	72.6%	58.1%	59.1%
Automated medical supply cabinets	53.1%	34.0%	35.6%	48.4%	45.2%	44.1%
Student health and safety requirements		39.0%	43.6%	45.3%	43.0%	40.9%
Glucometers	37.2%	33.0%	29.7%	36.8%	34.4%	31.2%
Some patients due to staff workload		31.0%	37.6%	30.5%	41.9%	30.1%
IV medication administration	27.7%	31.0%	30.7%	24.2%	23.7%	26.9%
Alternative setting due to liability	20.2%	13.0%	22.8%	18.9%	18.3%	19.4%
Direct communication with health team	11.8%	12.0%	15.8%	17.9%	10.8%	7.5%
Number of schools that reported	94	100	101	95	93	93

Table 25. Common Types of Restricted Access in the Clinical Setting for RN Students\*, by Academic Year

\*Data collected for the first time in 2009-2010.

Note: Blank cells indicate that the applicable information was not requested in the given year.

Numbers indicate the percent of schools reporting these restrictions as "common" or "very common".

Schools reported that restricted student access to electronic medical records was due to insufficient time for clinical site staff to train students (70%) and clinical site staff still learning the system (59%). Schools reported that students were restricted from using medication administration systems due to liability (68%) and limited time for clinical staff to train students (32%).

Table 26. Share of Schools Reporting Reasons for Restricting Student Access to Electronic Medica	l
Records and Medication Administration*, by Academic Year	

		ic Medical ords	Medication Administration		
	2013-2014	2014-2015	2013-2014	2014-2015	
Liability	42.9%	35.8%	66.7%	68.1%	
Insufficient time to train students	61.9%	70.4%	36.4%	31.9%	
Staff fatigue/burnout	32.1%	29.6%	37.9%	30.4%	
Staff still learning and unable to assure documentation standards are being met	63.1%	59.3%	45.5%	29.0%	
Cost for training	29.8%	29.6%	24.2%	21.7%	
Other	14.3%	7.4%	18.2%	11.6%	
Patient confidentiality	28.6%	22.2%	18.2%	7.2%	
Number of schools that reported	84	81	66	69	

\*Data collected for the first time in 2013-2014.

\*\*Numbers indicate the percent of schools reporting these restrictions as "uncommon", "common" or "very common" to capture any instances where reasons were reported." and add the same footnote to this Table in all regional reports.

Schools compensate for training in areas of restricted student access by providing training in the simulation lab (87%) and in the classroom (57%) and ensuring that all students have access to sites that train them in the area of restricted access (56%).

Table 27. How the Nursing	Program Cor	npensates for Training	g in Areas of Restricted A	Access*
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	2013-2014 % Schools	2014-2015 % Schools
Training students in the simulation lab	80.6%	87.1%
Training students in the classroom	53.8%	57.0%
Ensuring all students have access to sites that train them in this area	61.3%	55.9%
Purchase practice software, such as SIM Chart	39.8%	40.9%
Other	9.7%	11.8%
Training students in skills lab	4.3%	0.0%
Number of schools that reported	93	93

\*Data collected for the first time in 2013-2014.

# Faculty Census Data<sup>7</sup>

The total number of nursing faculty continues to increase, largely driven by the growth in the number of part-time faculty. On October 15, 2015, there were 4,532 total nursing faculty.<sup>8</sup> Of these faculty, 33% (n=1,505) were full-time and 66% (n=3,000) were part-time.

The need for faculty continues to outpace the number of active faculty. On October 15, 2015, schools reported 407 vacant faculty positions. These vacancies represent an 8.2% faculty vacancy rate overall (12.4% for full-time faculty and 6.1% for part-time faculty).

Table 20. Taculty Census Data, by Teal										
	2006*	2007*	2008	2009	2010	2011	2012	2013*	2014*	2015*
Total Faculty	2,723	3,282	3,471	3,630	3,773	4,059	4,119	4,174	4,181	4,532
Full-time	1,102	1,374	1,402	1,453	1,444	1,493	1,488	1,521	1,498	1,505
Part-time	1,619	1,896	2,069	2,177	2,329	2,566	2,631	2,640	2,614	3,000
Vacancy Rate**	6.6%	5.9%	4.7%	4.7%	4.7%	4.9%	7.9%	5.9%	9.4%	8.2%
Vacancies	193	206	172	181	187	210	355	263	432	407

Table 28. Faculty Census Data, by Year

\*The sum of full- and part-time faculty did not equal the total faculty reported in these years.

\*\*Vacancy rate = number of vacancies/(total faculty + number of vacancies)

<sup>&</sup>lt;sup>7</sup>Census data represent the number of faculty on October 15<sup>th</sup> of the given year.

<sup>&</sup>lt;sup>8</sup> Since faculty may work at more than one school, the number of faculty reported may be greater than the actual number of individuals who serve as faculty in California nursing schools.

In 2014-2015, 85 of 132 schools (64%) reported that faculty in their programs work an overloaded schedule, and 96% (n=82) of these schools pay the faculty extra for the overloaded schedule.

	2008- 2009	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014	2014- 2015
Schools with overloaded faculty	81	84	85	87	94	99	85
Share of schools that pay faculty extra for the overload	92.6%	90.5%	92.9%	94.3%	93.6%	95.0%	96.5%
Total number of schools	125	125	131	132	133	131	132

#### Table 29. Faculty with Overloaded Schedules\*, by Academic Year

\*These data were collected for the first time in 2008-09.

#### Summary

Over the past decade, the number of California pre-licensure nursing programs has grown dramatically, increasing from 117 programs in 2005-2006 to 142 programs in 2014-2015. In the past ten years, the share of nursing programs that partner with other schools to offer programs that lead to a higher degree increased from 9 to 69.

California RN programs reported number of admission spaces available has fluctuated over the past ten years. New student enrollments have also fluctuated over the past ten years, reaching a peak of 14,228 in 2009-2010 and remaining stable around 13,200 for the past three years. This decline was largely due to fewer qualified applications and enrollments to ADN programs.

Pre-licensure RN programs reported 11,119 completions in 2014-2015—a 48% increase in student completions since 2005-2006. After four consecutive years of growth in the number of graduates from California nursing programs from 2005-2006 to 2009-2010, the number of graduates declined slightly and have fluctuated around 11,000 the last three years.

After three years of an increasing average retention rate to a ten-year high of 82% in 2012-2013, the retention rate has declined slightly to 81% in 2014-2015. If retention rates remain at current levels, the declining rate of growth among new student enrollments will likely lead to further declines in the number of graduates from California nursing programs. At the time of the survey, 9% of new nursing program graduates were unable to find employment, which is a decline from the high of 28% in 2009-2010. The number of new graduates employed in California has increased for the second year and was reported at 73%.

Clinical simulation has become widespread in nursing education, with 92% (n=130) of programs reporting using it in some capacity in 2015. On average programs reported students spend 8% of their clinical training in simulation with the highest proportion of time in medical/surgical and obstetrics. The importance of clinical simulation is underscored by data showing the continued use of out-of-hospital clinical placements and programs continuing to report being denied access to clinical placement sites that were previously available to them. In addition, a large number of school—70% in 2014-2015—reported that their students had faced restrictions to specific types of clinical practice.

Expansion in RN education has required nursing programs to hire more faculty to teach the growing number of students. Even as the number of new student enrollments has started to decline, the number of faculty has continued to rise, largely driven by increases in part-time faculty as the number of full-time faculty has stayed relatively level since 2011. The number of nursing faculty has increased by 66% in the past ten years, from 2,723 in 2006 to 4,532 in 2015. In 2015, 407 faculty vacancies were reported, representing an overall faculty vacancy rate of 8.2% (12.4% for full-time faculty). This vacancy rate is the second highest reported in the last ten years but a slight decrease from 2014.

# **APPENDICES**

#### APPENDIX A – List of Survey Respondents by Degree Program

ADN Programs (83)

American Career College\* American River College Antelope Valley College Bakersfield College Brightwood College **Butte Community College** Cabrillo College **Cerritos College** Chabot College Chaffey College **Citrus College** City College of San Francisco **CNI** College College of Marin College of San Mateo College of the Canyons College of the Desert College of the Redwoods College of the Sequoias Contra Costa College Copper Mountain College Cuesta College **Cypress College** De Anza Community College East Los Angeles College El Camino College El Camino College - Compton Education Center **Evergreen Valley College** Fresno City College **Glendale Community College** Golden West College **Grossmont College** Hartnell College Imperial Valley College **ITT Technical Institute** Long Beach City College Los Angeles City College Los Angeles County College of Nursing & Allied Health Los Angeles Harbor College Los Angeles Pierce College Los Angeles Southwest College Los Angeles Trade-Tech College

Los Angeles Valley College Los Medanos College Mendocino College Merced College Merritt College Mira Costa College Modesto Junior College Monterey Peninsula College Moorpark College Mount Saint Mary's University Los Angeles AD Mount San Antonio College Mount San Jacinto College Napa Valley College **Ohlone** College Pacific Union College Palomar College Pasadena City College Porterville College **Rio Hondo College Riverside City College** Sacramento City College Saddleback College San Bernardino Valley College San Diego City College San Joaquin Delta College San Joaquin Valley College Santa Ana College Santa Barbara City College Santa Monica College Santa Rosa Junior College Shasta College Shepherd University Sierra College Solano Community College Southwestern Community College Stanbridge College Ventura College Victor Valley College Weimar Institute\* West Hills College Yuba College

\*New GADN programs in 2014-2015 \*\*Formerly Kaplan College

#### LVN to ADN Programs Only (7)

Allan Hancock College Carrington College College of the Siskiyous Gavilan College Mission College Reedley College at Madera Community College Center Unitek College

Holy Names Universitv

#### BSN Programs (36)

American University of Health Sciences Azusa Pacific University **Biola University** California Baptist University Concordia University Irvine **CSU** Bakersfield **CSU** Channel Islands CSU Chico **CSU** Dominguez Hills CSU East Bay CSU Fresno CSU Fullerton CSU Long Beach CSU Northridge **CSU** Sacramento CSU San Bernardino CSU San Marcos **CSU** Stanislaus Dominican University of California

#### Loma Linda University Mount Saint Mary's University Los Angeles BSN National University Point Loma Nazarene University Samuel Merritt University San Diego State University San Francisco State University Simpson University Sonoma State University University of California Irvine University of California Los Angeles University of Phoenix University of San Francisco Valley Foundation School of Nursing at SJSU West Coast University Western Governors University

#### ELM Programs (16)

Azusa Pacific University California Baptist University Charles R. Drew University CSU Dominguez Hills CSU Fresno CSU Fullerton CSU Long Beach CSU Los Angeles Samuel Merritt University San Francisco State University United States University University of California Los Angeles University of California San Francisco University of San Diego, Hahn School of Nursing University of San Francisco Western University of Health Sciences

# APPENDIX B – BRN Education Issues Workgroup Members

# <u>Members</u>

# **Organization**

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