



## Agenda Item 8.6.2

**Discussion and Possible Action Regarding  
Acceptance of Substantive Changes to an  
Approved Program (16 CCR §§ 1426 & 1432)  
Marsha Fuerst School of Nursing Associate Degree Nursing  
Program (alternate campus in Citrus Heights, CA)**

BRN Education/Licensing Committee | April 18, 2024

**BOARD OF REGISTERED NURSING**  
**Education/Licensing Committee**  
**Agenda Item Summary**

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**AGENDA ITEM:** 8.6.2

**DATE:** April 18, 2024

**ACTION REQUESTED:** Discussion and possible action regarding acceptance of substantive changes to an approved program, Marsha Fuerst School of Nursing Associate Degree Nursing Program (alternate campus in Citrus Heights, CA)

**REQUESTED BY:** Donna Shipp, Nursing Education Consultant

**BACKGROUND:** Marsha Fuerst School of Nursing (MFSON) has submitted a Feasibility Study requesting an additional campus in Citrus Heights, CA located in Sacramento County with an enrollment increase of 45 students three times per year, beginning August 2024.

History, organizational structure and programs

Currently, MFSON has five sites for their pre-licensure Associate Degree Nursing program; Glendale approved in 2016, San Diego approved in 2019, Bakersfield approved in 2021, West Covina approved 2022 and Riverside approved in February 2023. Each site enrolls 45 students three times per year for a total of 675 students per year. With the proposed additional site and enrollment increase, MFSON would enroll a combined 270 students three times per year, yielding an annual enrollment of 810 students per year. Currently, only Glendale, San Diego and Bakersfield have graduate data.

Accreditation history and success

The program is accredited by Accrediting Bureau of Health Education Schools (ABHES) since 2016. Bureau for Private Postsecondary Education (BPPE) and Department of Education have approved MFSON since 2016. Additionally, the RN-BSN program is accredited by the Commission on Collegiate Nursing Education (CCNE). Last Continuing Approval Visit with the BRN was Fall of 2021 and the program was found to be in full compliance.

Current program information including current enrollments, NCLEX pass rates and attrition rates for existing programs.

Current enrollment numbers per campus are as follows

Glendale (2016) = 135 students  
San Diego (2019) = 135 students  
Bakersfield (2021) = 121 students  
West Covina (2022) = 87 students  
Riverside (2023) = 0

NCLEX pass rates

2019-2020= 88.00%  
2020-2021= 91.34%  
2021-2022= 92.52%  
2022-2023= 85.16%

Attrition rates

2020-2021 = 16.7%,  
2022-2023 = 20.7%

Geographic area

“With a 2023 population of 86,393, Citrus Heights is the 93rd largest city in California and the 402nd largest city in the United States. The current population of Citrus Heights as of July 2022 is 86,433. The ethnic population is predominately white (74.9%), Hispanic (19.7%), Asian (4.6%),

and African American (3.0%), according to the 2022 United States Census Bureau. The median age in Citrus Heights is 37.6 years, 35.6 years for males, and 40.1 years for females. 90% of the population has a High School degree and 22% of the populations have a Bachelor's degree or higher. The median household income (in 2022 dollars) is \$75,022 with 10.1% at poverty level (The US Census Bureau, 2024). There are at least 24 hospitals near Citrus Heights CA, which major medical centers like Adventist Health, Kaiser Permanente, Dignity, Marshall System, Mercy San Juan, and UC Davis Medical Center. The location of Citrus Heights makes it a perfect place for anyone who wants to work in downtown Sacramento while living in a smaller, quieter town.

#### Description of the type of program being proposed

MFSON is requesting a sixth campus in Citrus Heights, CA. The proposed campus will serve the Greater Sacramento area. The curriculum will be identical to that of the other 5 campuses which will yield an associate degree in nursing (ADN) upon graduation. The proposed program would enrollment 45 students, three times per year for an annual enrollment of 135 students, identical to the other 5 campuses. This proposed program has an anticipated start date of Fall 2024.

#### Applicant pool and sustainability of enrollment

The program reports 10 nursing schools in the Greater Sacramento area within a 50-mile radius of Citrus Heights. Additionally, the program provided the following statistics related to qualified pre-licensure applicants not accepted 2021-2022; 74.8% for ADN programs, 47.4% for BSN programs and 80.4% for ELM programs. MFSON is hoping to provide an additional opportunity for qualified applicants.

#### Description of proposed provisions for required subject matter and support areas, including faculty and resources

MFSON has maintained a consistent curriculum for all five currently approved campuses. The ADN curriculum consists of six 16-week semesters with 76 total units for graduation, which include 45 units in nursing: 27 units of nursing theory and 18 units of nursing clinical. The same curriculum will be implemented for this proposed campus. The program also plans to provide all the same support "presently offered at all our campuses which includes and is not limited to a Nursing Education Resource Specialist, Tutors in each subject area, Peer Mentoring, individual faculty one-on-one review of course content, a complete NCLEX review for 8 weeks and 3-day Kaplan NCLEX review". Additional resources include "student support services (Admission and Records, Student Advisement, Financial Aid, and Employment Placement Assistance) in person and online resources (Emails, Zoom, social media, etc.)." The program included a faculty hiring plan which includes Dr Gloria Blatti as the ongoing current Program Director, the need to hire an Assistant Director once the feasibility study is accepted and then begin hiring BRN-approved faculty, similar to the hiring practices at previous 5 campuses.

#### Budget

MFSON has an anticipated start-up budget of \$1,315,000. "The college and the Marsha Fuerst School of Nursing have been financially secure with a balanced operating budget for the past 13 years. The Colleges assets exceed \$10,000,000.00 with a reserve for the sustainability of this additional location in Citrus Heights of \$1,000,000.00".

#### Availability of clinical sites

According to feasibility study submitted by Program Director, "the college currently has established affiliation agreements with Kaiser Permanente for its Southern California campuses and has built a solid reputation with organization. The college expanded the affiliation with Kaiser Permanente to cover the Northern California region and has secured externships and affiliations with the healthcare centers in Citrus Heights and within the surrounding area.

In addition, we have secured a statewide contract with Dignity Health since the beginning of the school in 2016 and it is current and updated as of 2024". Due to existing contracts and curriculum, MFSON was able to secure (11) EDPP-18s in accordance with CCR 1427 Clinical Facilities and provides clinical opportunities for all 5 required specialties according to CCR 1426 Required Curriculum. The facilities are in various adjacent counties such as San Joaquin County, Yolo County, Solano County and El Dorado County and range anywhere from 30-65 miles from Citrus Heights.

According to feasibility study, the school "met with Kaiser Permanente who uses "my clinical exchange (mCE)" and they have invited us to the next nursing consortium after speaking with Latanna Jefferson. We are also on the calendar to join the Mental Health Planning grid" which was scheduled for March 18, 2024. Additionally, the feasibility study expresses that the school's "intention for student placement has been to expand our current partnerships that are presently in effect for Southern California to the Northern California region". The school also referenced their desire to "create new clinical partnerships in the future like Sutter Health, Modesto, Stockton and Roseville Medical Center (pending ED-PS) however they were at capacity at this time and will revisit at the end of the year. We are cognizant of not displacing the current RN programs. The facilities that were at capacity did not offer or complete any ED-P-P-18s. Kaiser did offer to consider in the future additional availability assuming capacity lessened. These facilities include Modesto, Stockton and Vallejo Medical centers and Outpatient clinics". Modesto is in Stanislaus County and approximately 85 miles from Citrus Heights, Vallejo is in the San Francisco Bay area, Solano County, and approximately 70 miles from Citrus Heights. Stockton is in San Joaquin County and approximately 65 miles from Citrus Heights.

Cost of program \$79,831.00

NEXT STEP:	Place on Board agenda.
PERSON TO CONTACT:	Donna Shipp MSN, PHN, RN Nursing Education Consultant

### 8.6.2 Marsha Fuerst - New Campus

Marsha Fuerst School of Nursing (MFSON) has submitted a Feasibility Study requesting an additional campus in Citrus Heights, CA located in Sacramento County with an enrollment of 45 students three times per year for a total annual enrollment of 135 at this campus. With the proposed additional site and enrollment increase, MFSON would enroll a combined 270 students three times per year, yielding an annual enrollment of 810 students per year.

#### Currently Approved:

Currently, MFSON has five sites; Glendale approved in 2016, San Diego approved in 2019, Bakersfield approved in 2021, West Covina approved 2022 and Riverside approved in February 2023. Each site enrolls 45 students three times per year for a total of 675 students per year.

Enrollment decisions for MFSON for last five years yield a total enrollment increase of 540 students annually through four (4) new campus locations totaling 495 students annually (San Diego, Bakersfield, West Covina and Riverside) and one (1) enrollment increase of 45 students annually at the San Diego campus.

Nursing Program Information					Board Meeting Information				
School	Program Type	City	County	Region	Meeting Date	Request Type	Enrollment Increase Request	Action	Adjustment
Marsha Fuerst SON - Glendale Career College	ADN - Private	San Diego	San Diego	10	September-19	New Campus	90 annually	Approved	None
Marsha Fuerst SON - Glendale Career College	ADN - Private	Bakersfield	Kern	6	May-21	New Campus	135 annually	Approved	None
Marsha Fuerst SON - Glendale Career College	ADN - Private	San Diego	San Diego	10	May-21	Enrollment Increase	from 90 to 135 annually, increase 45	Approved	None
Marsha Fuerst SON - Glendale Career College	ADN - Private	West Covina	Los Angeles	8	May-22	New Campus	135 annually	Approved	None
Marsha Fuerst SON - Glendale Career College	ADN - Private	Riverside	Riverside	7	February-23	New Campus	135 annually	Approved	None

#### Region 1 data 2018-2024

Enrollment decisions for Region 1 for the past five (5) years has resulted in the growth of 573 new students through the approval of 4 enrollment increases (163 students annually), three (3) new programs (160 students annually), one (1) new campuses (160 students annually), and this program's feasibility study which going through the final program approval process (90 students annually).

Nursing Program Information					Board Meeting Information				
School	Program Type	City	County	Region	Meeting Date	Request Type	Enrollment Increase Request	Action	Adjustment
Sacramento City College	ADN	Sacramento	Sacramento	1	November-19	Enrollment Increase	from 120 to 130 annually, increase 10 x 2 years only*	Approved	None
University of the Pacific	ELM - Private	Sacramento	Sacramento	1	November-21	New Program	80 annually	Approved	None
Unitek College	BSN - Private	Sacramento	Sacramento	1	November-21	New Campus	160 annually	Approved	None
Sacramento City College	ADN	Sacramento	Sacramento	1	November-21	Enrollment Increase	from 120 to 130 annually, increase 10 permanent*	Approved	None
William Jessup University	BSN - Private	Rocklin	Placer	1	May-21	Feasibility	60 annually	Approved	None
University of the Pacific	ELM - Private	Sacramento	Sacramento	1	May-21	Feasibility	64 annually	Approved	None
William Jessup University	BSN - Private	Rocklin	Placer	1	August-22	New Program	60 annually	Approved	None
Chamberlain University	BSN - Private	Rancho Cordova	Sacramento	1	August-22	Enrollment Increase	from 135 to 180 in 2023, 240 in 2024, increase 105	Approved	None
Lassen Community College	ADN	Susanville	Lassen	1	February-23	Feasibility	40 every TWO years	Approved	None
Butte College	ADN	Oroville	Butte	1	May-23	Enrollment Increase	from 120 to 168 annually, increase 48	Approved	None
Lassen Community College	ADN	Susanville	Lassen	1	November-23	New Program	40 every TWO years	Approved	None
California Northstate University	BSN - Private	Rancho Cordova	Sacramento	1	November-23	Feasibility	90 annually	Approved	None



## Executive Summary

This is an executive summary for the requested Major Curriculum Revision: Additional Location in 7301 Greenback Ln (San Juan Plaza), Citrus Heights, California, 95621, for the Marsha Fuerst School of Nursing (MFSON) with an enrollment of 45 students, three times per year for an annual enrollment of 135 students. The summary will provide concise information for the feasibility of a MFSON ADN location to support the nursing demand in Citrus Heights, CA.

## History, organizational structure, and programs

Success Education Colleges is the parent organization for the Colleges' three brands: North-West College, Glendale Career College, and Nevada Career Institute. The Marsha Fuerst School of Nursing (MFSON) currently offers an Associate Degree in Nursing Program at its five campuses, Glendale, San Diego, Bakersfield, West Covina and Riverside. The College is looking to expand the Associate Degree in Nursing Program at Citrus Heights campus, California, under the same ownership.

The California BRN approved Glendale Career College's Associate Degree in Nursing program in June 2016. Dr. Gloria Blatti is the Founding Executive Dean/Program Director of MFSON with an office at the Glendale Campus. Dr. Blatti has been with MFSON since its inception of the self-study in 2015. We have deans and assistant deans for all five campuses. The deans and assistant deans meet weekly with Dr. Blatti to review all issues that surface with the administration of the programs, student concerns, and attrition, retention and NCLEX pass rates. Dr. Blatti directly reports to Mitchell Fuerst who is the owner and CEO. All campuses have support services available and present for the students including Campus Director, Registrar, Admission Representatives, Career Services, and Financial Services. Our last BRN approval visit in the Fall of 2021 had no areas of non-compliance. No BRN visit is scheduled until 2026.

## Accreditation History and Success

The California BRN approved Glendale Career College's Associate Degree (now MFSON per minor curriculum change) in Nursing in 2016. CCNE approved our RN to BSN program since October 14<sup>th</sup>, 2020. We have continued our ABHES Accreditation (Accrediting Bureau of Health Education Schools) approval since 2016. BPPE (Bureau for Private Postsecondary Education) and the Department of Education have approved MFSON since 2016 for all our campuses. We have had multiple reviews by our accrediting bodies since its inception with 100 percent compliance and no findings of concern. The combined retention rate of Glendale, Bakersfield and San Diego campuses in the past 4 years, 2018-2022, is 83.1% and attrition rate is 16.9%. Retention and attrition rates from the other 2 campuses are not available because no graduation till Summer of 2024. The rate is comparable to other ADN schools in





California (BRN, 2024). Our partnering-hospitals continue to give the College outstanding results with hospitals assuring us we are turning out the “right type of graduate RN.” In January 2018, Shepherd University closed abruptly leaving 40 students in a pre-licensure registered nursing program in various stages of the curriculum. The Board of Registered Nursing approved GCC to absorb the 40 students so they may complete their nursing program. The Shepherd University teach-out program was fully supported by GCC, yet successfully managed separately by Dr Molly Hahm as Dean of Nursing utilizing the existing Shepherd curriculum, and faculty. Thirty-seven of the 40 students successfully graduated and passed NCLEX-RN with a 95% pass rate. In December 2018, Brightwood College, located in San Diego, also abruptly closed their nursing school leaving 183 students in varying degrees of completing the program. Mitchell Fuerst and the GCC team again stepped in to assist the Brightwood students. Board of Registered Nursing granted approval for the Brightwood Teach-out on January 10, 2019. Of the 137 graduates, 135 have taken NCLEX-RN with pass rate of 92.25% As the teach-out for Brightwood College continued, a request was made to the BRN for approval of the campus in San Diego as an extension of MFSON at GCC.

#### Type of Nursing Program

The program will be approved for 45 ADN students three times per year which is presently what we accept at our other five campuses. There is an annual enrollment of 135 students per year. We currently have 507 students across the other five campuses entering nursing. During the seven-years of introducing our various MFSON’s ADN campuses, we have maintained an NCLEX pass rate above 90%, with the last year pass rate of 94.44%. All students complete a Kaplan NCLEX prep course at the end of the ADN curriculum.

#### Geographic area by the institution and description of the community/population

The College conducted market research to determine the supply and demand for nurses in the Greater Sacramento area. Recently, the College has been made aware of the need for RNs in the community of the Greater Sacramento area (including Stockton, Lodi and Maryville and other surrounding areas). According to the California Board of Registered Nursing website (<https://www.rn.ca.gov/pdfs/education/rnschools.pdf>), currently, there are 8 BRN approved nursing schools, 5 schools offer ADN and 3 schools that offer LVN to ADN programs, 3 programs offer BSN programs, and 2 schools offer ELM within a 50-mile radius of the Citrus Heights regions. In reviewing the Region 1 Data 2018-2022, new student growth is predicted to be around 579 annually. There are at least 24 hospitals near Citrus Heights, CA, which major medical centers like Adventist Health, Kaiser Permanente, Dignity, Marshall System, Mercy San Juan, and UC Davis Medical Center. The location of Citrus Heights makes it a perfect place for anyone who wants to work in downtown Sacramento while living in a smaller, quieter town.



With a 2023 population of 86,393, Citrus Heights is the 93rd largest city in California and the 402nd largest city in the United States. The current population of Citrus Heights as of July 2022 is 86,433. The ethnic population is predominately white (74.9%), Hispanic (19.7%), Asian (4.6%), and African American (3.0%), according to the 2022 United States Census Bureau. The median age in Citrus Heights is 37.6 years, 35.6 years for males, and 40.1 years for females. 90% of the population has a High School degree and 22% of the populations have a Bachelor's degree or higher. The median household income (in 2022 dollars) is \$75,022 with 10.1% at poverty level (The US Census Bureau, 2024).

According to the Bureau of Labor Statistics, "Employment of registered nurses is projected to grow 6 percent from 2022 to 2032," faster than the average for all occupations. Growth will occur for a number of reasons, including an increased emphasis on preventive care; increasing rates of chronic conditions, such as diabetes and obesity; and demand for healthcare services from the aging baby-boom population, as this group leads longer and more active lives" (Bureau of Labor and Statistics, 2024). We found that California, Texas, Florida, New York, and Pennsylvania are the states where the highest number of nurses are going to be needed in 2030 (Lyons, 2023). One caveat here is that this data does not account for all the population migrations that happened during COVID-19. A study conducted in 2022 using U.S. Postal Service data found that more than 15.9 million people moved during the pandemic (Brown, 2022).

Accurate data sources of populations and migrations by state have not been collected post-COVID, so this analysis may still undercount nurses needed in some areas of high growth. What these numbers tell us is that looking at broad metrics like an assumed 6% growth rate for nurses from the Bureau of Labor Statistics, or the HRSA's projected 98% adequacy for nurses over the next decade and excess supply of approximately 16,180 full-time equivalent (FTE) RNs in 2035, don't portray the real picture of what's happening presently, even though there is a projected shortage of 78,610 FTE RNs in 2025 and a shortage of 63,720 FTE RNs in 2030 (HRSA Health Work Force, 2022). These HRSA projections were generated using historical data up to and including some data from 2020. The COVID-19 pandemic had a significant impact on the nursing workforce, which may not be fully captured in the available data. However, this assumes that historical patterns of attrition, graduation, and labor force participation remain the same over the forecast period. However, as noted, the data underlying these estimates are from 2020, so the full impact of the pandemic on the nursing profession will not be able to be estimated until additional years of data are available.

Recent regional forecasts for California enrollments is just being collected for the year 2022 with the California Annual Schools Survey. The article and data present by Spetz, Chu, and Blash (August, 2022) is based on the data collected from 2020 and 2021 in addition to a second biennial Survey of California Registered Nurses data collected and analyzed from





all schools in California except one (N = 875,798 lived in California and 77 lived outside of the state). The results indicate a shortage of nursing in 2022, which is expected to last until 2029. The survey data published estimates that the supply of RN's would be below 18,952 FTE, which is a 6.12% gap.

The College currently has established affiliation agreements with Kaiser Permanente for its Southern California campuses and has built a solid reputation with the organization. The College expanded the affiliation with Kaiser Permanente to cover the Northern California region and has secured externships and affiliations with the healthcare centers in Citrus Heights and within the surrounding area. In addition, we have secured a statewide contract with Dignity Health since the beginning of the school in 2016 and it is current and updated as of 2022.

#### Description of the type of program being proposed

The Marsha Fuerst School of Nursing (MFSON) will offer an ADN program at Citrus Heights with a targeted start of August, 2024 with an enrollment of 45 students, three times per year for an annual enrollment of 135 students.

#### Applicant Pool and sustainability of enrollment

Currently the main program receives approximately 500 applications to the ADN program every new semester and only accepts 45 qualified applicants into the nursing program every new semester as selected by the ADN Program Admissions Review Committee. Information about the number of qualified applications, the number of application enrolled, and the number of qualified applicants not accepted in the Greater Sacramento area (BRN School Survey 2010-2022 is summarized in <https://www.rn.ca.gov/forms/rnsurvey201718.shtml>). All of the 10 nursing schools in the Greater Sacramento areas on the website are located within 50-miles radius of Citrus Heights. Across the pre-licensure programs, the percentage of qualified applications was not accepted in 2021-2022 was relatively high, 74.8%, 47.4%, 80.4% for ADN, BSN, and ELM programs, respectively. Considering 74.8% of qualified applicants were not accepted for ADN programs in greater Sacramento area, our program in Citrus Heights will be able to offer opportunities for those qualified applicants to be registered nurses and our program will be sustainable. Notably, the data show the percentage of not accepted for ADN programs in the greater Sacramento area has been consistently higher than 70% since 2018.

#### Description of proposed provisions for required subject and support

The curriculum and admission criteria at MFSON- Citrus Heights will be the same as the curriculum at our other five campuses. This program is provided in a 16-week semester,



over six semesters. The total units for licensure and conferring of the Associate Degree in Nursing is 76 units. Nursing units include 27 units in theory and 18 units in clinical. There are 6 units in Communication and 23 units in Science for a total of 74 units. The NCLEX review adds 2 units for a total of 76 units. We will also provide the type of support we presently offer at all our campuses which includes and is not limited to a Nursing Education Resource Specialist, Tutors in each subject area, Peer Mentoring, individual faculty one-on-one review of course content, a complete NCLEX review for 8 weeks and 3-day Kaplan NCLEX review.

We will also provide the type of support we presently offer at all our campuses which includes and is not limited to a Nursing Education Resource Specialist, Tutors in each subject area, Peer Mentoring, individual faculty one-on-one review of course content, a complete NCLEX review for 8 weeks and 3-day Kaplan NCLEX review.

#### Physical Facility

The one-story proposed building has 28,716 square footage and MFSON Citrus Heights campus will occupy the whole building. The building has five classrooms, three larger classrooms that seat 45 students each. Resources exist for the new program and are sufficient and well-established to meet the educational objectives. The campus will not require new construction as the space is available to accommodate the lecture and laboratory portions of the program. The program will be supported and fully stocked with supplies and equipment that meet the needs of the program. The campus has administrative offices, a student union, restroom facilities, faculty lounge, study space, and open labs containing computers and printers (some of which may be in the classrooms themselves).

There is a nursing lab in addition to a simulation lab which consists of a total of 6-8 bed. The College will order all high-fidelity Goumard mannequins to be placed in the simulation laboratory that will provide the nursing students with real-life experiences

#### Student resources

MFSON will provide student support services (Admission and Records, Student Advisement, Financial Aid, and Employment Placement Assistance) in-person and online resources (emails, zoom, social media, etc.).

#### Faculty Hiring Plan

Dr. Gloria Blatti will appoint an Assistant Program Director upon acceptance of the feasibility study by BRN. Then the assistant program director will hire BRN clinically approved faculty as well as a staff member in consultation with Dr. Blatti. The optimal size of full-time nursing faculty needed for a new ADN program is estimated based on the diversity of the clinical expertise of the faculty employed and the projected rate of growth of the program.



## Budget

The resources that we have available for Citrus Heights are sufficient to accommodate this campus. This includes faculty and support staff salaries, skill lab supplies and equipment, student services and all other services we provide.

## Evidence of availability of clinical placements

All theory classes will be concurrent with clinicals including both acute care and ambulatory. Psychiatric clinical practicums will take place in other approved sites. We have provided a list of all health care facilities that have agreed to provide clinical placement for students of the proposed program. These include Adventist Dameron Hospital, Adventist Ride out Hospital, Dignity Health Woodland Hospital, Marshall Medical Center, Adventist Lodi Memorial, Kaiser Sacramento and Marshall Ambulatory, Crestwood Center Sacramento Psychiatric Health Facility, Crestwood Center Sacramento Mental Health Rehabilitation Center, and Sierra Vista Behavioral Health