

INSTITUTIONAL PLANNING

EAP Form 1.10 (Rev. 11/18)



STATE OF WISCONSIN
EDUCATIONAL APPROVAL PROGRAM
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The Educational Approval Program (EAP) is a postsecondary education agency that employs a regulatory model focused not only on compliance, but also institutional effectiveness. To facilitate an environment in which schools seek to be effective organizations that improve over time, the EAP requires schools to submit evidence that appropriate planning has been conducted. Although similar to a strategic or business plan, this information will enable the EAP and school officials to engage in a dialogue over time about the effectiveness and future of the school.

Schools that already have some type of strategic or business plan (e.g., schools that have either a corporate or accreditation plan) must adapt these documents to the following requirements and focus on Wisconsin operations and students. The EAP does not expect any school to divulge any sensitive, proprietary business information. The information must address the five elements identified below and provide the information requested.

I. SCHOOL INFORMATION

Name of School:

Arizona College of Nursing

II. PLANNING ELEMENTS

A. MISSION. Describe your school's mission and vision, which identifies its purpose and its core values.

Institutional Mission: Our Mission is to prepare students to participate in society and the workforce as productive, responsible, and engaged citizens and as educated individuals to meet the community's future healthcare needs. This is accomplished through living our values and focusing on teaching within a highly structured and disciplined educational environment.

Our personalized, culturally rich, and dynamic learning environment fosters faculty, staff, and student engagement. Through didactic and clinical learning, students gain skills, attributes, and abilities that foster personal and professional growth, while preparing them as competent employees in their chosen health field.

Nursing Program Mission: The Bachelor of Science in Nursing (BSN) degree program mission is to prepare professional nurses who are competent in delivering evidence-based patient- and community-centered care as members and leaders of an interprofessional health care team, with an emphasis on quality improvement that drives desired patient, systems, and population outcomes.

The goal of the BSN degree program is to prepare generalist nurses who competently deliver safe and effective entry-level nursing care.

B. MARKET. Discuss the nature of your school and the business in which it is engaged. Describe who your existing and/or potential customers are and what motivates them to enroll in your school. Explain how you let these customers know you are in business. Finally, identify who your competitors are and how you are different from them.

Most of our students are females between the ages of 20-35 and many have some college experience, but no degree. They are typically striving to replace their current job with a career/higher calling. Arizona College of Nursing offers only a BSN degree, so our target market is further segmented to potential students who can pass our academic requirements. Some students come to us after being waitlisted or turned away from public institutions who have limited seats. Since many are working adults with families at home, this schedule allows students to continue to earn an income while pursuing a nursing degree.

C. MANAGEMENT. Describe your management team and how it functions to lead, administer and position the school. If your school has advisory boards, describe how the school uses them for program and school improvement.

The Campus President is ultimately responsible for the daily operation and management of the campus and the BSN educational program at Arizona College of Nursing. The Campus President supervises the administrative assistant, Dean of Nursing, Dean of General Education, Executive Director of Enrollment Services, Director of Financial Aid, as well as the core nursing and general education faculty members. In addition, the Campus President is in a coordinative relationship with the Senior Vice President of Operations, Regional Director of Financial Aid, Senior Director of Regulatory Affairs, as well as the Vice President of Enrollment Services. The Campus President reports directly to the Senior Vice President of Operations for the Arizona College of Nursing system. The Campus President also reports indirectly to the President of Arizona College of Nursing. This indirect report is unique to the BSN program and reflects the Campus President's high level of commitment to nursing.

Campus advisory boards are typically comprised of industry experts from local area who specialize in areas such as nursing, education, regulation, and clinical partnerships. Their advice serves to shape the program's success. Some meetings are held on the campus but allow for the opportunity to phone in. Participation is always healthy with various communities of interest represented. Program outcomes, successes, and challenges are presented, and the guidance of the committee is sought. Agendas are sent in advance of the meetings to allow members to prepare, and minutes are distributed afterward to assure all recommendations have been captured.

D. SWOT ANALYSIS. Identify your school's strengths, weaknesses, opportunities and threats (SWOT). Based on the results of this SWOT analysis, provide the following:

- 3 to 5 goals for strengths/weaknesses and how they will be addressed by your school.
- 3 to 5 goals for opportunities/threats and how they will be addressed by your school.

The goals should have specific objectives, defined results, a timeline for completion and metrics (some type of evaluation or measurement) by which the institution can evaluate/measure their success. In developing its goals, the school may wish to refer to the Elements of Effective Institutions graphic that is included on the back page of this form.

The most difficult challenge Arizona College of Nursing faces in Wisconsin is the perception of our brand and accreditation. The Arizona College title is often perceived as regional and linked to the University of Phoenix. This challenge will be met by educating the public on Arizona College of Nursing and our investment in a physical learning space in Milwaukee. Marketing embraces this challenge and efforts are focused on making the public aware of our mission and what the college has to offer. Recognizing that there are a high number of prospective students searching the internet for programs that will meet their needs, our strategy is to be visible and provide a nursing program that meets their needs. A large number of our students come from personal referrals based on our reputation and NCLEX pass rates. Arizona College of Nursing is unique in the way the nursing program is set up. Arizona College of Nursing operates year-round and has only one week off in-between semesters. Students have potential to graduate with a bachelor's degree in just 3 years, even if they do not transfer in any coursework.

Strengths: Engaged, committed team; strong culture of caring and student support; innovative, forward-looking curriculum; ABHES accreditation; CCNE application; upper division outcomes.

Weaknesses: Brand, Arizona College title perceived as regional and linked to University of Phoenix; web page, marketing; communication across programs and locations.

D. SWOT ANALYSIS *(continued)*

Opportunities: Nursing continues to rank among the fastest growing job category among all health professions. Various sources note the increase in the job outline for registered nurses. For instance, the Bureau of Labor Statistics (BLS) projects the registered nursing workforce will expand by 6% from 2022 thru 2032 and it projects 193,100 openings for RNs each year through 2032 when nurse retirements and workforce exits are factored into the number of nurses needed in the U.S. The Wisconsin Department of Workforce Development also predicts a deficit of anywhere between “12,000 and 19,000 registered nurses by 2040” in Wisconsin, and registered nurses are listed as one of the “hot jobs” in the Milwaukee area according to the Job Center of Wisconsin website (WisConomy).

Threats: Complex regulatory environment creates long timeline for launch of new campuses; shortage of qualified faculty and academic leaders; perceptions of brand and accreditation; competition, lack of awareness.

Bureau of Labor Statistics, Occupational Outlook Handbook – Registered Nurses, <https://www.bls.gov/ooh/healthcare/registered-nurses.htm#tab-6> (last visited Aug. 26, 2024).

DWD Communications, DWD Releases 2022-2024 Registered Nurse Supply and Demand Forecast Results, Department of Workforce Development (July 31, 2024), <https://dwd.wisconsin.gov/press/2024/240731-rn-forecast.htm>.

Job Center of Wisconsin, Hot Jobs to 2030, WisConomy, WDA-2-milwaukee-hotjobs.pdf (jobcenterofwisconsin.com) (last visited Aug. 26, 2024).

E. FUTURE VISION. Describe your school 5 years from now. What will it look like and how will it be positioned in the marketplace.

Arizona College of Nursing is committed to providing the highest level of nursing training possible. Our strategy continues to be to take the quality program that already exists at our current campuses and replicate it in Wisconsin. This requires the recruitment and training of quality faculty that have experience in the field of study. In addition, the establishment of documented outcomes in graduation, credentialing and job placement are the College's primary goals for the immediate future. Arizona College of Nursing is institutionally accredited by the Accrediting Bureau of Health Education Schools (ABHES). In addition, the baccalaureate degree program in nursing is accredited by the Commission on Collegiate Nursing Education.

The College is actively exploring the potential of adding campuses in new markets to better serve the communities and its healthcare education needs. Possibilities include: Tennessee (2026), Georgia (2026), and additional campuses in Ohio (2025), Texas (2026), and Virginia (2026).

III. SUBMISSION

I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.

Signed by: _____
Signature of Authorized School Official:

Sara Bartholomew

Print Name and Title of Authorized School Official:

Sara E. Bartholomew, Senior Director of Regulatory Affairs

Date:

08/26/2024

INSTITUTIONAL SYSTEMS

