

Use this form to request authorization to plan a new baccalaureate major, associate degree program, or graduate program; formal approval or waiver of an Intent to Plan is required before a university may submit a related full proposal request for a new program. The Executive Director and/or their designees may request additional information. After the university President approves the Intent to Plan, submit a signed copy to the Executive Director through the System Academic Officer through the proper process. Only post the Intent to Plan to the university website for review by other universities after approval by the Executive Director, System Academic Officer or designee. This form is meant to capture critical elements for stakeholders to review prior to a full proposal.

University NSU - Northern State University

Degree BSN : Bachelor of Science in Nursing

Name of Major X999 : New Major Requested

Nursing

No

Specialization Required? Note: If the new proposed program includes specific specializations within it, complete and submit a New Specialization Form for each proposed specialization and attach it to this form. Since specializations appear on transcripts, they require Board approval.

College/Department 5A : NSU College of Arts & Sciences/NSCM : Science and Mathematics

Intended Date of Full Proposal Spring 2023

Planned CIP Code 51.3801

Program Description

1. Provide the working program description that may appear in the university catalog.

Northern State University's Bachelor of Science in Nursing (BSN) provides students with the knowledge, skills, and disposition for entry into registered nursing practice. Northern's BSN program readies students through foundational courses taught by faculty in allied health and the liberal arts with didactic and clinical courses taught by nursing faculty. Graduates of Northern's BSN are prepared to practice as generalists who provide safe and effective patient-centered nursing care. Students in Northern's BSN are educated to engage in healthcare with special emphases in telehealth and gerontology.

Strategic Impact

2. Describe how the program fits in with the institutional mission, strategic plan, existing institutional program array, and academic priorities.

Northern State University (Northern) is a regional comprehensive university that offers programs in the liberal arts, education, business, fine arts, and professional programs to meet workforce needs, primarily in northeastern South Dakota. This is in keeping with key components of Northern's mission: "Northern State University will provide diverse academic, civic, social and cultural opportunities that prepare students through the liberal arts, professional education and E-learning for their future endeavors, while also enriching the local and regional community." Providing degree programs, including the BSN, that are centered on allied health and patient care, Northern ensures that its students are inherently engaged in civic and social opportunities. Additionally, Northern is responding to the growing demand for flexible learning and leveraging the institution's mission and its expertise in E-learning by offering a nursing program through HyFlex delivery, including all nursing didactic courses. Students in the BSN program will have access to all courses face-to-face, synchronously online, and asynchronously online.

Offering the BSN on-campus and through HyFlex delivery serves the current and ongoing need for a robust nursing program in northeastern South Dakota. Presentation College (PC), which graduated 60% of nurses currently employed by Avera St. Luke's Hospital and 40% of nurses currently employed by Sanford-Aberdeen Hospital, is closing in summer 2023. Approximately 17% (151) of new nursing students statewide in 2021 were enrolled in PC's nursing program. The closure of PC will have an immediate impact on the training and availability of nurses in northeastern South Dakota, which is already experiencing a nursing shortage. With the closure of PC's campus-based nursing program, there will be no face-to-face, standard 4-year nursing program delivered in northeastern South Dakota. Northern's BSN will meet the nursing shortage in the region by taking up the mantle left vacant by the loss of PC and producing qualified nurses who are prepared to succeed in their licensing exams and serve the healthcare needs of northeastern South Dakota.

Northern's BSN provides a traditional 4-year nursing program where students can utilize Northern's state of the art facilities and services throughout their college career and choose the path to a career in nursing that works best for them. Northern's BSN provides the option of an integrated career ladder with tiered training/certification and includes a curriculum designed to meet the standards in workforce needs, including a telehealth certificate, emphasis on gerontology, and cross-cultural clinical experience. Northern will have a regular course rotation of foundational liberal arts courses and nursing didactic and clinical courses to enable two paths to the BSN:

1. Traditional BSN stand-alone program
2. LPN to BSN ladder program

The mission of Northern's College of Arts and Sciences as stated in its 2021-2023 strategic plan is "to provide students with challenging educational experiences grounded in the liberal arts and natural sciences that develop the capacity to make an impact as critical thinkers, communicators, collaborators, and creators." As part of this mission, faculty have a vision "to become a community of teacher-scholars dedicated to quality student-centered education, scholarship, and service that fosters professional, personal, and civic success." Faculty in the College of Arts and Sciences are nationally and internationally recognized for their scholarship in global contexts and in the medical fields. For example, Northern's College of Arts and Sciences faculty include Fulbright, National Endowment for Humanities (NEH), and Howard Hughes Medical Institute (HHMI) scholars, and regularly receive grant funding to engage in scholarly research in topics relevant to global health. Northern State University houses a state-of-the-art cadaver lab solely dedicated to undergraduate students.

The BSN degree meets academic priorities established in the mission of the College of Arts and Sciences and combines the expertise of Northern faculty in allied health and liberal arts. With degree options in biology, chemistry, biochemistry, biotechnology, mathematics, government, global language and culture, history, and social sciences, the College of Arts and Sciences is highly qualified to provide the foundational courses necessary for formalized training in nursing. The specialized didactic and clinical nursing courses will be taught by nursing faculty. Northern State University's Center for Excellence in Teaching and Learning partners with the faculty in the Millicent Atkins School of Education's master's in Instructional Design in E-learning to provide graduate certification in HyFlex pedagogy. Northern's nursing faculty will be trained in HyFlex pedagogy to deliver didactic and clinical courses in three modalities: face-to-face, synchronously online, and asynchronously online.

Industry partners, including Primrose Retirement Communities, Avera Health, and Sanford Health, have implored Northern to address the nursing shortage in our region. Drawing from Northern's already established partnerships with industry leaders in northeastern South Dakota, our existing collaborations with Avera St. Luke's, Sanford-Aberdeen, and Primrose, and data and research from the SD Board of Nursing and Department of Health, Northern will establish and offer a BSN program on the Northern campus. With two hospitals in Aberdeen that provide healthcare to communities within a 75-mile radius, a continual shortage of nurses in the area, and the closure of Presentation College, Northern State University must become the provider of the BSN in northeastern South Dakota.

If the program does not align to the strategic plan, provide a compelling rationale for the institution to offer the program.

N/A

3. How does the program connect to the Board of Regent's Strategic Plan?

Northern seeks to address the critical nursing shortage by expanding existing programming available on the Northern campus and utilizing deep regional partnerships and collaborations to provide the didactic and clinical programs central to the BSN. The South Dakota Board of Regents' (SDBOR) mission includes providing an excellent and accessible university system that enriches the intellectual, economic, and civic life of the state, its residents, and its communities. In pursuit of this mission, the SDBOR identifies major goals including the growth of degree production that catalyzes economic development. In particular, the SDBOR encourages its institutions to develop programs that align with future state workforce needs (nursing and health care) and increase public/private partnerships in key industry sectors (through collaborations with hospitals, clinics, and nursing homes) to enhance and promote economic development.

More specifically, Northern's BSN program supports the goals of the SDBOR Strategic Plan in terms of Access and Affordability; Academic Excellence, Student Outcomes, and Educational Attainment; Workforce Development and Economic Development; and Financial Health Competitiveness as identified below.

Access and Affordability. Northern's BSN program is 120 credits. Currently, students who want to earn a BSN degree on the Northern campus, must earn 186 credits (120 credits for the bachelor's degree from Northern and an additional 66 credits for the accelerated BSN from SDSU at Northern). The cost of the additional 66 credits is over \$27,000 (at the posted rate of \$413 per credit). Northern's nursing career ladder will create clearly stackable credentials where students graduate with their BSN at 120-123 credits. To improve access to education, the SDBOR Strategic Plan encourages expanding delivery modes for academic programs: "Creating opportunities for additional academic delivery models that offer enhanced educational quality will be critical for additional enrollments and an important strategy for affordability." Northern's courses in the BSN program will be offered via HyFlex delivery (face-to-face, synchronously online, and asynchronously online). Increasing student access, especially in rural and remote communities in South Dakota, is intrinsic to the HyFlex model of academic program delivery.

Academic Excellence, Student Outcomes, and Educational Attainment. Students pursuing Northern's BSN are more likely to persist to their goal because the program is organized into a stackable curriculum with the opportunity for tiered training/certification. Students may choose to work as LPNs after earning that credential, while continuing on pace to attain the BSN at 120-123 credits. The BSN includes didactic and clinical nursing courses along with foundational general education and allied health courses, all with clearly defined student learning outcomes that will be assessed on a regular basis. Northern will also seek accreditation by the Commission on Collegiate Nursing Education (CCNE). This accreditation and the program courses work together to ensure students achieve academic excellence and are adequately prepared for the health care field.

Workforce Development and Economic Development. The nursing shortage is particularly acute in rural areas, including northeastern South Dakota. Northern's BSN addresses the local and regional shortage by capturing interest in BSN programs among residents of Aberdeen and rural communities throughout the region. The closure of Presentation College will exacerbate the nursing shortage, as the college's closure eliminates the only face-to-face, standard 4-year nursing program delivered in northeastern South Dakota. The SDSU accelerated nursing program housed at NSU predominantly draws students from outside of South Dakota who may not have a vested interest in remaining in South Dakota. Northern will primarily draw students from within the region to its BSN, and they are more likely to remain in the region after graduation, which will directly address the local and regional nursing shortage.

Financial Health Competitiveness. Northern's BSN will improve the efficiency and effectiveness of earning a degree in nursing for residents of northeastern South Dakota, reducing the cost of a BSN degree by more than \$27,000 per student, and will improve the competitiveness of a South Dakota public university.

Program Summary

4. If a new degree is proposed, what is the rationale?

This question refers to the type of degree, not the program. For example, if your university has authorization to offer the Bachelor of Science and the program requested is a Bachelor of Science, then the request is not for a new degree.

The BSN (Bachelor of Science in Nursing) is the standard for a professional accredited nursing program. Northern will seek accreditation by CCNE, the Commission on Collegiate Nursing Education. The BSN is a professional degree in nursing. The BSN degree is preferred by students who want clear transcription of their credential, and the BSN will set a clear end goal for students on the career ladder Northern is creating to address the nursing workforce needs of northeastern South Dakota.

5. What modality/modalities will be used to offer the new program?

Note: The accreditation requirements of the Higher Learning Commission (HLC) require Board approval for a university to offer programs off-campus and through distance delivery.

	Yes/No	Intended Start Date	
On Campus	Yes	(n/a) 2024	
	Yes/No	Location(s)	Intended Start Date
Off Campus Location	No		(n/a) (n/a)

Yes/No

Delivery Method(s)

Intended Start Date

Distance Delivery

Yes

HyFlex

Fall 2024

Yes/No

Identify Institutions

Does another BOR institution already have authorization to offer the program online? Yes

The University of South Dakota (USD) and South Dakota State University (SDSU) offer an upward mobility program online, (i.e., RN to BSN). Northern's career ladder program will be delivered HyFlex delivery (face-to-face, synchronous online, and asynchronous online) and not in the asynchronous online modality employed by USD and SDSU.

6. If the program will be offered through distance delivery, identify the planned instructional modality:

Both / HyFlex

Academic Quality

7. What peer institutions and current national standards will be referenced to develop the curriculum for this program? Include links to at least 3 comparable programs at peer institutions and links to national or accreditation standards, if any.

Northern State University will model the BSN curriculum on SDSU and USD's BSN programs and will share common courses with SDSU and USD.

In addition, NSU is referencing three similarly-sized peer institutions when developing the curriculum and staffing for this program. These are identified as peer-institutions or institutions of similar size and focus and include: Augustana University, University of Sioux Falls, and Truman State University.

- Augustana University <https://www.augie.edu/academics/undergraduate-programs/nursing>
- University of Sioux Falls <https://www.usiouxfalls.edu/academics/nursing>
- Truman State University <https://www.truman.edu/majors-programs/majors-minors/nursing-major/>

The American Association of Colleges of Nursing (AACN) The Essentials: Core Competencies for Professional Nursing Education are the current national standards that Northern will follow for its BSN. <https://www.aacnnursing.org/essentials>

Northern will follow the standards set by the SD Board of Nursing to ensure the safety of the public as defined by SD Codified Law. <https://doh.sd.gov/boards/nursing>

Northern will follow the safety competencies set by Quality and Safety Education for Nurses (QSEN) and will map the clinical courses to QSEN competencies. <https://qsen.org>

8. What program accreditation is available, if any?

Accreditation is available through the Commission on Collegiate Nursing Education (CCNE) and Northern will seek accreditation through CCNE. <https://www.aacnnursing.org/CCNE>. Northern will also obtain approval from the SD Board of Nursing and HLC to ensure Northern's nursing program meets or exceeds state and accreditation requirements.

9. Will the proposed program pursue accreditation or certifications?

Yes

If no, why has the department elected not to pursue accreditation for the program?

N/A

Duplication and Competition

10. Do any related programs exist at other public universities in South Dakota?

A list of existing programs is available through the university websites and the RIS Reporting: Academic Reports Database. If there are no related programs within the Regental system, indicate none.

South Dakota State University and University of South Dakota offer nursing programs within the SDBOR system. South Dakota State University (SDSU) offers –degrees in Bachelor of Science in Nursing (BSN) (Brookings main campus, Rapid City, and Sioux Falls); accelerated BSN (Aberdeen, Rapid City, and Sioux Falls); and registered nurse (RN) to BSN (online). University of South Dakota (USD) offers degrees in BSN (Vermillion main campus and Sioux Falls); Licensed Practical Nursing (LPN) to BSN (Vermillion main campus and Sioux Falls); and RN to BSN (online).

A. If yes, defend the need for an additional program within the state, Include IPEDS enrollment data and additional data as needed.

Northern is a regional comprehensive university charged with meeting the workforce needs of northeastern South Dakota. Through the BSN degree, Northern will responsibly, efficiently, and affordably meet the needs of the region with industry partnership and support.

SDSU and USD each offer face-to-face BSN programs, and USD offers a face-to-face LPN to BSN program. This mode of delivery is location based, which is limiting for individuals in remote and rural communities in northeastern South Dakota who are interested in pursuing a career in nursing or in progressing upward from an LPN.

SDSU's accelerated BSN is intended for students who already possess a bachelor's degree in any field and who have met the pre-requisite courses. Rather than earning 120 credits for a bachelor's, completing an additional 16 credits in pre-requisites, and then completing 66 more credits in the accelerated BSN, students in Northern's BSN can earn a stand-alone BSN at 120 credits or they can choose to follow a nursing career ladder and earn the LPN first. Northern's BSN program is unique from the BSNs offered through SDSU and USD in that Northern's students are educated to engage in healthcare with special emphases in telehealth and gerontology. These two emphases in Northern's BSN will help meet the healthcare needs of northeastern South Dakota.

There is no program-specific enrollment data in IPEDS other than the number of degrees conferred during a given year. The most recent IPEDS data is from 2020-2021 and indicates the following regarding nursing degrees conferred during that academic year.

□USD: a total of 198 nursing degrees were conferred

(<https://nces.ed.gov/collegenavigator/?q=university+of+south+dakota&s=all&l=93&id=219471#enrolmt>).

□SDSU: a total of 315 nursing degrees were conferred

(<https://nces.ed.gov/collegenavigator/?q=south+dakota+state+university&s=all&l=93&id=219356#programs>).

B. If yes, would this program be a candidate for Regental system collaboration?

No. Northern already collaborates with Southeast Technical College (STC) to offer the LPN at Huron Community Campus (HCC). Northern will continue this established partnership to collaborate with STC and offer the LPN to BSN via HyFlex to Huron area students who earn their LPN at HCC. Northern intends to partner synergistically with tribal colleges in northeastern and central South Dakota to reserve seats in the LPN to BSN cohort for students from underserved areas. SDSU and USD each maintain BSN programs that are entirely face-to-face and the LPN to BSN online. These programs serve the Brookings and Vermillion communities and together serve the health care needs of Sioux Falls and southeastern South Dakota. The intent of Northern's BSN is to primarily enroll students from northeastern South Dakota to meet the large gap created by the closure of Presentation College and to help ameliorate the nursing shortage in the region. By providing additional nursing options through a career ladder model, Northern will help students earn their degrees from the communities where they live – in rural and remote areas of northeastern South Dakota. Delivering the BSN HyFlex leans into Northern State University's unique E-learning mission. Further, the curriculum will be tailored to address industry needs in telehealth and gerontology, both of which are relevant to healthcare needs in northeastern South Dakota.

11. Do any related programs exist at any non-Regental college or university within 100 miles of the university?

List those programs here:

Using the 100-mile radius, the only program proximate to Northern's campus is the University of Jamestown. The University of Jamestown is a private institution that houses BSN and RN to BSN on its campus.

A. If yes, use IPEDS to identify the enrollment in those programs.

The most recent IPEDS data indicates the University of Jamestown conferred a total of 18 degrees during that academic year (<https://nces.ed.gov/collegenavigator/?q=university+of+jamestown&s=all&l=93&id=200156#enrolmt>).

B. What evidence suggests there is unmet student demand for the proposed program, or that the proposed program would attract students away from the existing program?

Northern will meet and surpass the number of students in the region who were formerly enrolled in Presentation College's face to face nursing program by promoting the stand-alone BSN and the career ladder in nursing education.

Market Demand

This section establishes the market demand for the proposed program (eg Regental system need, institutional need, workforce need). Use the following sources for your data:

- [South Dakota Department of Labor & Regulation](#)
- [O-Net](#)
- [US Department of Labor Projections Central](#)
- SDBOR Workforce and Degree Gap Analysis Report

12. What is the expected growth of the industry or occupation in South Dakota and nationally? Include the number of openings, as well as the percentage of growth when possible.

According to the "Occupational Outlook Handbook" created by the Bureau of Labor Statistics, jobs available as registered nurses are projected to grow 6 percent from 2021 to 2031 (<https://www.bls.gov/ooh/healthcare/registered-nurses.htm#tab-6>), which is aligned with growth in similar occupations. Over the next ten years, approximately 203,200 registered nurse positions are projected each year, resulting from workers who transfer to different occupations or exit the labor force, such as to retire. Notably, the largest healthcare profession in the United States is nursing. "Registered nurses comprise one of the largest segments of the U.S. workforce as a whole and are among the highest paying large occupations. Nearly 55% of RNs worked in general medical and surgical hospitals, with an average salary of \$77,600 per year according to the Bureau of Labor Statistics" (<https://www.aacnursing.org/news-Information/fact-sheets/nursing-fact-sheet#:~:text=Registered%20Nurses%20comprise%20one%20of,the%20Bureau%20of%20Labor%20Statistics.>) Interestingly, during the recession, the number of employed nurses saw an uptick (nearly 7% increase) while other careers saw a downtick (nearly 5% decrease) in employment (<https://www.bls.gov/opub/mlr/2017/article/nursing-and-the-great-recession.htm>). Thus, the employment outlook the United States is positive for registered nurses.

South Dakota is projected to have the third highest shortfall in registered nurses in the nation by 2030 behind only Alaska and South Carolina. The Bureau of Labor Statistics notes that jobs for registered nurses will continue to grow at least 12% by 2028, much faster than the average for all occupations (<https://www.bls.gov/ooh/healthcare/registered-nurses.htm>). The demand for nurses continues to increase, as does the need for broadly trained nurses.

While prospects for gainful employment upon completion of a BSN degree are apparent, demand for all healthcare services continues to rise. This increase is a result of an aging population with more medical problems, particularly chronic problems like diabetes and obesity. As demand for health care increases, the need for all levels, including registered nurses increases. Job growth for nursing is expected to significantly increase at long-term care facilities as well as outpatient care facilities, residential care facilities and home care agencies (<https://www.bls.gov/ooh/healthcare/registered-nurses.htm#tab-6>).

13. What evidence, if any, suggests there are unfilled openings in South Dakota or nationally?

All levels of nurses are needed in South Dakota. Slightly over 3 million registered nurses work in the United States, and demand for registered nurses is expected to grow over 5% in the next five years; however, 900,000 registered nurses are projected to leave the profession during this same time frame (<https://www.mercer.us/content/dam/mercer/assets/content-images/north-america/united-states/us-healthcare-news/us-2021-healthcare-labor-market-whitepaper.pdf>). More nurses are leaving than joining the profession, which leaves several states, including South Dakota, to face nursing shortages. In a snapshot taken in February 2023, Indeed.com advertised 114 RN positions open in Aberdeen, SD alone. Many positions in more remote and rural communities in northeastern South Dakota may not be advertised, as providers may have adopted a permanent rotation of traveling nurses to meet the needs of their communities.

According to the Regional President and CEO of Avera St. Lukes, nursing is a critical need for the Avera workforce. Across Avera, there are currently over 500 nursing positions available. In some of our rural areas, there simply are not trained people to recruit for health care positions due to the limited population. Currently, we have over 40 open nursing positions at Avera St. Luke's. On average, Avera St. Luke's might hire 20 nurses per year, but lose 10 to 12. In more recent years, we have lost higher numbers than that and we project this will continue as baby boomers retire. This echoes the data provided by Indeed as well as other healthcare facilities (e.g., Primrose and Conklin Clinics) in the region. With the loss of Presentation College, filling the nursing demand in the region will become increasingly difficult.

The South Dakota Board of Nursing data reveal that "Region 5," the northeast sector of South Dakota, has the greatest decline in "population ratio change" (a measure of the number of nurses relative to population) for registered nurses among the seven regions of South Dakota (<https://doh.sd.gov/documents/CNW2021NsgWFRReport1.pdf>). With the closure of Presentation College, the only 4-year BSN program in northeastern South Dakota has now been lost.

14. What salaries can program graduates expect to earn in South Dakota and nationally?

According to its most recent data (2021), O-Net projects the following median wages for nurses nationally and in South Dakota (<https://www.onetonline.org/link/summary/29-1141.00>):

- Nationally - \$37.31 hourly, \$77,600 annually
- South Dakota - \$29.11 hourly, \$60,550 annually

15. Optional: Provide any additional evidence of regional demand for the program.
e.g. prospective student interest survey data, letters of support from employers, community needs...

Letters of support included.

Student Demand

16. Provide evidence of student enrollment at peer institutions that offer the same/similar program using data obtained from IPEDS.

Choose programs not already listed in question 11. Use the most recent year available.

University Name	State	Program Name	Number of Degrees Conferred in Program	Total Number of Conferrals at Level (Undergrad or Grad)
Augustana University	SD : South Dakota	BSN	83	399
University of Sioux Falls	SD : South Dakota	BSN	56	311
Truman State University	MO : Missouri	BSN	55	1098

17. What evidence suggests there is interest from prospective students for this program at the university?

On average, seven students matriculate from Northern's biology program into SDSU's accelerated nursing program per year. This indicates a level of interest from Northern students who choose nursing despite Northern not currently offering a nursing degree. Additionally, in 2021, Northern's Office of Admissions received more than 50 inquiries for the BSN, despite Northern not offering a nursing program.

As indicated in item 2 above, Presentation College nursing graduates account for a large proportion of nurses employed by Avera St. Luke's (more than 60%) and Sanford-Aberdeen (more than 40%) and students enrolled in PC's nursing program accounted for 17% of nursing students statewide in 2021. This is indicative of student interest in a nursing program in northeastern South Dakota. With the closure of Presentation College, South Dakota is lacking a nursing program that can meet the rural healthcare needs of northeastern South Dakota. Northern's BSN will fill this need.

Enrollment

18. Are students enrolling in this program expected to be new to the university or redirected from existing programs at the university?

Include the number of openings, as well as the percentage of growth when possible.

As indicated in item 11.b. above, it is expected that Northern's BSN students will be new to Northern and new to the BOR system.

19. Narrative Description of the preliminary estimates on annual enrollment in this program by year six

Include all students within the program, not just those new to the program.

	FY25	FY26	FY27	FY28	FY29	FY30
Student Year	Year 1 (FA24)	Year 2 (FA25)	Year 3 (FA26)	Year 4 (FA27)	Year 5 (FA28)	Year 6 (FA29)
Freshman	25	40	50	50	50	50
Sophomore		18	28	35	35	35
Junior			26	35	42	42
Senior				23	32	38
Total students	25	58	104	143	159	165

To calculate the first-year enrollment, we looked at the current number of Northern students who matriculate from Northern's biology program into SDSU's accelerated nursing program. As indicated in item 17 above, on average, seven students matriculate into this program each year. We also weighed the more than 50 inquiries Northern Admissions received for nursing last year, despite Northern not offering a nursing program. We used these points of evidence to gauge the level of intense interest from current Northern students who choose nursing despite Northern not offering a nursing degree. Given the existing interest in nursing from Northern students and prospective students, we anticipate a first-year cohort of at least 25. In Year 3 the capacity shifts to 50 to address interest and need.

With Northern offering a traditional, 4-year, 120-credit BSN option, as well as the option for stackable certification and licensure, it is anticipated that enrollments in Northern's BSN will grow to a stable number of about 40 graduates per year, in line with similarly sized institutions – the University of Sioux Falls and Truman State University. Projections keep in mind that a typical nursing cohort is set in multiples of 8 for clinicals. NSU's BSN enrollment model assumes 70% student retention in the first year and 90% per year thereafter due to students being engaged in their nursing courses and clinical experiences. The model assumes that 10 students will enter the junior year of the BSN program after completion of an LPN program or as an LPN from the workforce. Sustained discussions with community clinical partners including Avera St. Luke's, Sanford, and Primrose, will allow Northern to set the nursing cohort size to align with regional clinical site capacity and demand for nurses.