

**Proposal to Establish a New Nursing Education Program
Hallmark University in San Antonio, Texas
Baccalaureate Degree Nursing Education Program**

Summary of Request:

Consider the Hallmark University proposal to establish a new Baccalaureate Degree Nursing (BSN) Education Program in San Antonio, Texas and the survey visit report (See Attachment #1). The final proposal was provided electronically to members of the Texas Board of Nursing (Board).

Historical Perspective:

- Hallmark University, a non-profit educational institution, was founded in 1969 with the purpose of serving students, industry, and the community. The first education program was to teach, train, and certify aviation maintenance technicians.
- In the 1980s, the Texas Higher Education Coordinating Board (THECB) granted Hallmark approval to award associate degrees and new program areas were added. The growth of the programs led to the opening of a second campus in 1985 and business programs were launched at the new campus in 1988.
- Hallmark introduced an Associate Degree Program in Computer Network Systems Technology in 2002 followed by the Associate Degree in Medical Assistant and Business Office Administration in 2003. In August 2008, THECB granted Hallmark University the authority to issue a Baccalaureate Degree in Business Management. Approval for the Accounting Certificate Program was granted in August 2009.
- Currently, Hallmark University consists of two campuses with over 700 students enrolled at the main campus and the College of Aeronautics campus. The university offers Associates, Baccalaureate, and Masters degrees that focus on integrating theory, concepts, and applications in the fields of Aviation, Business, Information Technology, Nursing, and Allied Health.
- Hallmark University has been accredited by the Accrediting Commission of Career Schools and Colleges (ACCSC) since 1971. On June 6-7, 2016, ACCSC conducted a site visit to Hallmark University and renewed accreditation for an additional five years.
- A Registered Nurse (RN) to BSN Completion Program was approved by ACCSC in June 2017. The first RN to BSN cohort began in August 2017 and will graduate in December 2018.

- In January 2011, the Board approved the establishment of an Associate Degree Nursing (ADN) Education Program at Hallmark University and an initial cohort of 30 students was admitted in May 2011. The program experienced a series of NCLEX-RN® pass rates below 80%. In October 2016, Hallmark University notified the Board of voluntary closure of the ADN Education Program. If the Hallmark University administration had not made this decision, Board Staff would have recommended withdrawal of approval to the Board at the January 2017 meeting based upon four consecutive years of the NCLEX-RN® examination pass rates falling below 80% and areas of noncompliance with Board Rule 215.
- Prior to Hallmark University's formal notification to the Board of voluntary closure of the ADN Program, the university assembled a new nursing education team. Dr. Gabriel Oluwakotanmi, the BSN proposal author, was hired to oversee the ADN Program in December 2015, and under his leadership the ADN Program exhibited a 2017 NCLEX-RN® pass rate of 87.5%. All students who were enrolled in the ADN Program have completed the program of study.
- A first draft of the proposal was received in the Board office in November 2017 and reviewed by Board Staff. Following Board Staff's recommendations, a revised version was received on February 2, 2018. The proposal was deemed complete in February 2018 and a site visit was conducted on March 22, 2018 by Education Consultants Virginia D. Ayars, EdD, MS, RN, CNE and Beverly Skloss, MSN, RN.

Summary of Proposal:

Overview of the Proposal:

- Hallmark University proposes to establish a new nursing education program at the BSN level in San Antonio, Texas. The proposal requests enrollment of an initial cohort of 30 students in August 2018, with a continuing admission of 30 students in three admission cohorts per year.
- The BSN Program is designed to be completed in 32 months scheduled as six, nine-week terms per year. Nursing courses are comprised of 64 semester credit hours (SCH), while general education courses equal 30 SCH, and interdisciplinary general education courses equal 26 SCH for a total of 120 SCH for the entire program. The nursing curriculum follows a linear progression making each semester a prerequisite to the next.
- The curriculum offers didactic, laboratory, and patient care clinical experiences each semester to integrate nursing knowledge with skills acquisition and practical application.
- Clinical learning experiences will be in the San Antonio area. Clinical contracts have been secured with Southwest General Hospital, Methodist Hospital, Regent Oakwell Farms, Clarity Child Guidance, and Children's Association for Maximum Potential (CampCAMP).

Rationale and Need for the Program:

- The BSN Program will be offered at the Hallmark University campus located at 10401 IH-10 West, San Antonio, Texas 78230. San Antonio, the seventh largest city in the United States, experienced a 10.7% growth in the population from 1,327,551 in 2010 to 1,469,845 in 2016.
- The proposal explains that with population growth comes the need for more healthcare providers, including RNs, to support new and growing healthcare organizations. According to the Bureau of Labor Statistics Occupational Outlook Handbook, employment of RNs is expected to grow 16% from 2014-2024 nationally. The source also noted that the Alamo area has a projected increase in demand for RNs of 30.6%, from 2012-2024.
- The proposal sets forth that prospects for employment for nursing graduates in San Antonio and surrounding areas are extensive. According to the San Antonio Chamber of Commerce, healthcare is among the top five industries and employment forces in San Antonio.
- Fifteen surveys were sent to prospective employers to assess local needs; however, only a small number responded. Surveys were distributed to students currently enrolled in the Hallmark University Medical Assisting Program and more than 900 potential students who have expressed an interest in a healthcare career. Of those responding, 90% indicated they would be interested in attending the BSN Program.
- Five professional nursing education programs are within a 25-mile radius of Hallmark University: Baptist Health System School of Health Professions ADN Program, Galen College of Nursing LVN to ADN and Galen College of Nursing BSN Programs, San Antonio College ADN Program, University of Texas Health Science Center BSN Program, and University of the Incarnate Word BSN Program. According to the Texas Center for Nursing Workforce Studies data collected in 2015, these educational institutions reported a total of 1,905 qualified applicants with 1,410 qualified applicants registered and enrolled. A total of 495 qualified applicants were not admitted.
- Letters of endorsement for the Hallmark University BSN Program were provided by community and state leaders, including the Mayor of San Antonio Ron Nirenberg, State Senators Donna Campbell, M.D. and Jose Menedez. US Congressman Lamar Smith of the 21st Texas District, along with State Representative Diego M. Bernal, and San Antonio area healthcare administrators also submitted documentation of support of the program.

Administration and Organization:

- The co-founder of Hallmark University, a private, non-profit university, is Richard H. Fessler, who now serves on the Board of Trustees. Joseph Fisher serves as Chancellor and Brent Fessler serves as the university President.

- The Martha Fessler School of Nursing is the vision of Richard H. Fessler to honor his mother, missionary nurse Martha Fessler. Mr. Fessler's goal is that his mother's life may stand as an inspiration to those who follow her footsteps into the nursing profession
- The proposed BSN Program at Hallmark University has the full support and approval of the Board of Trustees, as well as university leadership. A major objective of the university is to provide society and the San Antonio community with graduates of professional programs in career fields that are in demand. The Martha Fessler School of Nursing will provide additional nurse graduates prepared to care for the citizens of the San Antonio community at a time when the demand for RNs is increasing.
- The Martha Fessler School of Nursing is committed to implementing the mission of Hallmark University by ensuring that every student in the nursing program develops superior skills, knowledge, and character, embodied by excellence and integrity. The proposal articulates that as the mission of the University is to provide effective, innovative, and leading-edge educational opportunities, so too will the curriculum design of the Martha Fessler School of Nursing. The simulation laboratory and hybrid (internet-based) learning modalities will emphasize case study analysis, critical thinking, and problem-based learning with time for preparation before the experiences as well as debriefing after the learning experience. Use of virtual labs and simulations will also support this mission.
- The daily operation and management of the BSN Program at Hallmark University is the responsibility of the Director of Nursing. The assistant, faculty, and teaching assistants report directly to the Director of Nursing. As with other Directors/Program Chairs at Hallmark University, the Director of Nursing reports directly to the Dean of Academics, who in turn, reports to the University Provost. The Provost reports directly to the Chancellor.
- Dr. Gabriel Oluwakotanmi, DNP, MSN, RN, ACNS-BC, director of the proposed program, meets the qualifications of Board Rule 215.6 to assume administrative leadership. Dr. Oluwakotanmi has 29 years of professional nursing experience, with 12 years devoted to nursing education. Dr. Oluwakotanmi was approved to serve as the ADN Program Director in December 2015 prior to the ADN Program closure in October 2016.

Availability of Faculty and Clinical Sites:

- When all enrollment cycles are filled, the BSN faculty team will consist of six full-time instructors, three full-time clinical instructors or six part-time adjunct faculty members, and one full-time simulation/lab manager. Additionally, an Assistant Director of Nursing will be hired.
- Recruitment for faculty members will come from traditional sources of advertisement to include: print/online publications (Nurse Week, San Antonio Express Newspaper); online job sites (Career Builder and Monster); online professional organization sites (Texas Nurses Association, Texas Organization of Baccalaureate and Graduate Nursing

Education; National League for Nursing; Career University Association, and Universities and Schools of Texas); and the Hallmark University website.

- Hallmark University has engaged in cooperative planning with directors of existing nursing programs through phone calls; email communication; face-to-face meetings, via the San Antonio Clinical Liaison Meetings held on a regular basis (approximately quarterly); and the Nurse Executive Forum, a subgroup of the Greater San Antonio Healthcare Foundation over the past two years. The two groups facilitate communication, cooperation, and assistance in clinical placements of students along with student-related concerns of health care facility managers and administrators.
- Currently, the San Antonio nursing education and nursing executive leaders are collaborating on a grant from the Robert Wood Johnson Foundation to implement a computerized clinical placement system, StudentMax. This clinical consortium for clinical placement utilizes a computerized database whereby enrolled large acute care facilities and nursing education programs make their requests by email. The acute care facilities input their preferences for the numbers of students per nursing unit and the type of student they will accept for those units. Matches are made according to the school's requests. Hallmark University's proposed BSN Program will join StudentMax to coordinate clinical placements for the large hospitals after formal approval by the Board. Clinical coordination for nursing homes and other smaller size health care agencies will be made without the use of StudentMax.
- Clinical contracts have been secured with Southwest General Hospital, Methodist Hospital, Regent Oakwell Farms, Clarity Child Guidance, and Children's Association for Maximum Potential (CampCAMP).

Students:

- The proposed admission pattern would allow Hallmark University to annually enroll three cohorts of 30 students in each cohort, reaching the maximum enrollment of 180 students by the fourth year of operation. Considering 25% attrition, the proposed BSN Program size at any given time would be no greater than 136 students.
- The Hallmark University Marketing Department will coordinate all aspects of marketing and public relations including print, television, radio, and internet media to recruit students. The proposal sets forth that a rich source of applicants exists in the university's Allied Health Programs. Additionally, with almost 50 years of an education presence in San Antonio, there are many Hallmark University alumni who may be interested in returning to school to pursue a BSN.

Financial Support and Resources:

- The proposal explains that Hallmark University has implemented a sound budgeting process for both operational expenses and capital expenditures based on the existing and projected student census and the corresponding resource requirements of that census.

The budget provides for adequate resources in all required aspects of educational operations, and excess funds are allocated to approved projects related to growth, upgrades, and expansion.

- A budget for the first two years of operation for the Hallmark University BSN Education Program was provided by the administration and the BSN Program Director. The budget includes funds allocated to director and faculty salaries, library resources, computers, audiovisuals, skills and simulation laboratory needs, consumable supplies, and administrative expenses.
- The survey visit indicated that the requirements of Board Rule 215.11 regarding facilities, resources, and services are completely addressed in all categories.

Program of Study:

- The addition of a BSN Program to the Martha Fessler School of Nursing at Hallmark University will complement the programs already established, including the RN-BSN Completion Program and the Associate of Applied Science in Medical Assisting. A BSN will emphasize the Hallmark University mission of developing superior skills, knowledge, character, through core values of excellence, and integrity. These five aspects are curriculum threads developed throughout each of the eight semesters of the program and are reflected in the terminal program outcomes.
- The philosophy of the nursing program guides the curriculum. The proposal explains that nursing provides an essential service to society, addressing a full range of human experiences and responses across a continuum from health to illness. The articulated goal of nursing care is to serve the individual, family, and community for health promotion, health maintenance, and health restoration.
- The BSN Program is comprised of 30 SCH of general education courses, 26 SCH of interdisciplinary general education courses, and 64 SCH of nursing courses for a total of 120 SCH. The program, consisting of face-to-face and online courses, will be presented over six nine-week terms per year. The curriculum follows a linear progression and can be completed in 32 months of full-time study.
- The program of study has been developed so that students are taught fundamental concepts in *Fundamentals of Nursing 1*, with time in the skills laboratory. Students will begin clinical experiences during *Fundamentals of Nursing 2*. This allows for a greater percentage of time for didactic skills and laboratory instruction during the first eight weeks of the program. As students' progress during subsequent semesters, clinical experiences are focused on patients in acute care and specialty areas. At this point, the students have foundational knowledge along with a growing acute care knowledge base to apply in the patient care and simulation laboratory settings. There are three progressive levels of Clinical Evaluation Tools, starting with the more basic Level 1 and ending with the more advanced Level 3.

- Throughout the eight-semester curriculum, a variety of teaching strategies are employed including: role play, discussion, case study, simulation laboratory, and application with real patients in the clinical setting. Weekly post-clinical conferences help students to share and problem solve situations they experienced, thus students are able to learn from not only the classroom, but each other.
- The Differentiated Essential Competencies of Graduates of Texas Nursing Programs (DECs, 2010) are woven throughout the curriculum, while the nine essentials of the American Association of Colleges of Nursing Baccalaureate Competencies delineate the outcomes expected of the Hallmark University BSN Program.
- The proposed nursing program has a total of eight didactic courses with corresponding clinical courses in the following areas of study: fundamentals, mental health, two courses in adult medical-surgical care, obstetrics, pediatrics, community health, and gerontology. The team of faculty members set forth it is better to have a high number of didactic hours to enable adequate preparation of students.

Total Program Evaluation Plan:

- The Total Program Evaluation (TPE) Plan was developed to periodically review the critical elements of the nursing curriculum, policy, procedure, and other aspects of operating the program. The TPE Plan was developed by the faculty to encompass the following five elements: evaluative criteria, frequency of evaluation, assignment of responsibility, methodology, and indicators of program and instructional effectiveness. The sixth element, action plan for addressing findings, will be addressed when the school begins operation, and the timeline for evaluation begins. The TPE Plan's components are intended to be clear, concise, and measurable.
- The program's TPE Plan is well-developed and provides measurable benchmarks of achievement. Detailed indicators of academic effectiveness and BSN student learning outcomes are presented in the proposal. All required elements of Board Rule 215.13 are fully addressed.

Rationale for Recommendation:

Pros:

- Dr. Gabriel Oluwakotanmi, the proposed BSN Program Director, meets all requirements of Board Rule 215.6 to assume the leadership position. Dr. Oluwakotanmi is an experienced and accomplished nurse educator.
- The administration has committed the resources to the implementation and maintenance of the new BSN Program.

Cons:

- None identified.

Staff Recommendation:

Move to grant initial approval to Hallmark University to establish a new Baccalaureate Degree Nursing Education Program in San Antonio, Texas, and impose the conditions/requirements in the attached Board Order (See Attachment #2).

**TEXAS BOARD OF NURSING
SURVEY VISIT PROGRAM REPORT
Professional Nursing Education Program**

NAME OF NURSING PROGRAM: Hallmark University Baccalaureate Degree Nursing Education Program

PROPOSED DIRECTOR: Dr. Gabriel Oluwakotanmi, DNP, MSN, RN, ACNS-BC

REASON FOR SURVEY: New Proposal

DATE: March 22, 2018

SURVEY VISITORS: Virginia D. Ayars, EdD, MS, RN, CNE and Beverly Skloss, MSN, RN

In this report the nursing program met standards and criteria unless otherwise indicated by narrative. Narrative in the Evidence column documents findings of pertinent data, outstanding performance, or deficiencies. Narrative in the Comments column includes recommendations or requirements to be met based on analysis of the survey visit.

STANDARD/CRITERIA	EVIDENCE	COMMENTS
§214.11 Facilities, Resources, and Services		
<p>(a) The controlling agency/governing institution shall be responsible for providing:</p> <p>(1) educational facilities,</p> <p>(2) resources, and</p> <p>(3) services which support the effective development and implementation of the nursing educational program.</p>	<p>Hallmark University is housed in a two-story, 40,000 square-foot building, located at 10401 IH-10 West in San Antonio, Texas.</p> <p>The Martha Fessler School of Nursing consists of 3,000 square feet on the building's second floor. This area contains a classroom, two computer labs, offices, storage space, a state-of-the-art simulation hospital, and a private office for the nursing program director. The entire area has restricted access that is exclusively available to nursing students and faculty who have been assigned a magnetic identification badge.</p> <p>The Hallmark University campus has appropriate classroom and academic support space for the proposed baccalaureate degree nursing education program, with a total of six designated nursing classrooms, with four more classrooms available as needed.</p>	<p>Criteria Met</p>

STANDARD/CRITERIA	EVIDENCE	COMMENTS
	<p>The administration of Hallmark University has supported the development of the new program.</p> <p>The Director of Student Affairs and staff are available with resources for students who need help with childcare, transportation, and other community services for which they may qualify.</p> <p>The simulation hospital (laboratory) and skills laboratory area provide ample space for instruction. A special task training room is available, fully stocked with intravenous therapy equipment.</p> <p>The school is in an accessible San Antonio location. The facility has adequate space for the projected number of 30 students and is adequately equipped. Ample parking and bus services are available.</p>	
<p>(b) An appropriately equipped skills laboratory shall be provided to accommodate the maximum number of students allowed for the program.</p> <p>(1) The laboratory shall be equipped with hot and cold running water.</p> <p>(2) The laboratory shall have adequate storage for equipment and supplies.</p>	<p>The simulation hospital (laboratory) has a centrally located nurse's station with four separate patient rooms surrounding it. There are two separate technology rooms to house the videotaping capability, an additional separate room for storage, and a large sink with hot and cold running water for mannequin and simulation clean-up. The skills laboratory is adjacent to the simulation hospital. This space has five patient beds and one crib separated by curtains to create a nursing ward. There are four sinks with hot and cold running water along one wall, with storage space overhead. A separate sink for eye washing is located on the same wall as the sinks. A large storage room is located in the skills laboratory area which provides space for equipment and for storing records and files.</p>	Criteria Met
<p>(c) The dean/director and faculty shall have adequate secretarial and clerical assistance to meet the needs of the program.</p>	<p>There will be one full time administrative assistant for the nursing program.</p>	Criteria Met
<p>(d) The physical facilities shall be adequate to meet the</p>	<p>The Program Director has a private office space in the nursing department.</p>	

STANDARD/CRITERIA	EVIDENCE	COMMENTS
<p>needs of the program in relation to the size of the faculty and the student body.</p> <p>(1) The dean/director shall have a private office.</p> <p>(2) Faculty offices shall be conveniently located and adequate in number and size to provide faculty with privacy for conferences with students and uninterrupted work.</p> <p>(3) Space for clerical staff, records, files, and equipment shall be adequate.</p> <p>(4) There shall be mechanisms which provide for the security of sensitive materials, such as examinations and health records.</p> <p>(5) Classrooms, laboratories, and conference rooms shall be conducive to learning and adequate in number, size, and type for the number of students and the educational purposes for which the rooms are used.</p> <p>(6) Teaching aids shall be provided to meet the objectives/outcomes of the program.</p> <p>(7) Adequate restrooms and lounges shall be provided convenient to the classroom.</p>	<p>The Program Director's office and Instructor Work Room are located on the second floor. Faculty office space is available in the Instructor Work Room located adjacent to the nursing wing. Space has been allotted so that nursing faculty will be able to work uninterrupted. Two spacious conference rooms are available for faculty to visit privately with students or for small group work.</p> <p>Hallmark University plans to keep records and reports for a minimum of five years, in alignment with the Texas Board of Nursing rules and federal regulations. The records are securely maintained and protected against damage or loss for at least a five-year period.</p> <p>Each classroom at Hallmark University has a Smartboard, computer, and projector for audiovisual presentation.</p> <p>The classrooms and labs are spacious, conducive to learning, and conference rooms are conveniently located.</p> <p>Hospital beds have been installed in each of the four simulation rooms, as well as in the five adult bed and one crib ward that will serve as the skills laboratory. Appropriate medical equipment and supplies have been ordered for each of the simulation rooms and skills laboratory.</p> <p>Men's and women's restrooms are located on each of the two floors of the university. All restrooms have ADA compliant door width, sink level and accessibility for a wheelchair, grab bars in the ADA stall, and paper towel dispenser at an accessible height. Two student lounges are available. One lounge has wheelchair accessible tables that can be moved to meet individual needs. Vending machines are at the height of access. The vending machines are stocked with fresh fruit and a wide variety of healthy food options. Wheelchair ramps and an elevator are located at the entrance of the campus.</p>	<p>Criteria Met</p>

STANDARD/CRITERIA	EVIDENCE	COMMENTS
<p>(e) The learning resources, library, and departmental holdings shall be current, use contemporary technology appropriate for the level of the curriculum, and be sufficient for the size of the student body and the needs of the faculty.</p> <p>(1) Provisions shall be made for accessibility, availability, and timely delivery of information resources.</p> <p>(2) Facilities and policies shall promote effective use, i.e. environment, accessibility, and hours of operation.</p>	<p>Hallmark University has several computer laboratories for student use, all with access to the internet and the campus educational platform, Blackboard. The MegaLab on the first floor contains 112 computers and work stations and Room 208 contains 35 computers and work stations. Several of the other second floor rooms contain 30 or more computers and will be available to the nursing program, as needed for examinations.</p> <p>The Hallmark University Library holdings include a subscription to EBSCO which includes the Cumulative Index to Nursing and Allied Health Literature (CINAHL) Plus with Full-Text. CINAHL provides indexing for 5,000 journals from the fields of nursing and allied health. The database contains more than 4.8 million records dating back to 1937. In addition to the full-time librarian, also available in the library are a psychologist and writing specialist.</p> <p>Hours of operation are: 6 am to 10 pm, Monday through Friday.</p>	<p>Criteria Met</p>

Pros and Cons from Survey Visit:

Pros:

- Facilities, resources, and services are adequate to meet the needs of the proposed BSN Program.

Cons:

- None identified

DRAFT LETTER

April 23, 2018

Dr. Gabriel Oluwakotanmi, DNP, MSN, RN, ACNS-BC
Director of Nursing
Hallmark University
10401 IH-10 West
San Antonio, Texas 78230-1737

Dear Dr. Oluwakotanmi:

At the April 19-20, 2018 meeting, members of the Texas Board of Nursing discussed the Hallmark University Proposal to Establish a New Baccalaureate Degree Nursing Education Program in San Antonio, Texas, and the report of the March 22, 2018 survey visit. The Board wishes to thank you, Mr. Joseph Fisher, and Dr. Pearl Dominguez for being present to answer questions. Based upon the discussion and review of documents, it was the decision of the Board to grant initial approval to Hallmark University to establish a new Baccalaureate Degree Nursing Education Program in San Antonio, Texas, and impose the conditions and requirements in the attached Board Order.

We wish you success with the program. If you have questions, or if we may be of assistance, please contact Board Staff at virginia.ayars@bon.texas.gov or 512-305-7660.

Sincerely,

Katherine A. Thomas, MN, RN, FAAN
Executive Director

Copy: Joseph Fisher, President
Texas Higher Education Coordinating Board
Accrediting Commission of Career Schools and Colleges

BEFORE THE TEXAS BOARD OF NURSING

ORDER OF THE BOARD

In the Matter of
Hallmark University
Baccalaureate Degree Nursing Education Program
In San Antonio, Texas

A public meeting of the Texas Board of Nursing, hereinafter referred to as the Board, was held on April 19, 2018, 333 Guadalupe, Tower II, Room 225, Austin, Texas, to consider the Hallmark University proposal to establish a new Baccalaureate Degree Nursing Education Program in San Antonio, Texas, based upon the review of the proposal and survey visit report, pursuant to Section 301.157, Texas Occupations Code and 22 Tex. Admin. Code Chapter 215.

After review and due consideration of the filed materials, as well as the presentation by the representatives from Hallmark University in San Antonio, Texas, and other interested parties, if any, the Board hereby grants INITIAL APPROVAL of the Hallmark University Baccalaureate Degree Nursing Education Program in San Antonio, Texas and imposes the following conditions and requirements:

1. The program shall not admit more than one (1) cohort of thirty (30) students in August 2018 and one (1) cohort of thirty (30) students each subsequent four (4) month period until the program achieves Full Approval from the Board.

Entered this 19th day of April, 2018

Katherine A. Thomas, MN, RN, FAAN
Executive Director
On Behalf of the Texas Board of Nursing