

**Report of Survey Visit to
Clarendon College in Pampa, Texas
Associate Degree Nursing Education Program**

Summary of Request:

Consider the report of the August 22, 2018 survey visit to Clarendon College (CC) Associate Degree Nursing (ADN) Education Program in Pampa, Texas. This Board ordered survey visit was conducted by Beverly Skloss, MSN, RN, Nursing Consultant for Education.

Historical Perspective:

- CC is the oldest institution of higher education in the Texas Panhandle, having been established in 1898 by the Methodist Episcopal Church, South. CC was re-established in 1927 as a non-sectarian junior college and moved to the present location in 1968.
- CC is nationally accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) and is approved by the Texas Higher Education Coordinating Board (THECB) and Texas Workforce Commission (TWC).
- Clarendon College has a 107-acre campus in Clarendon and two additional campuses in Pampa and Childress.
- CC received Initial Approval from the Texas Board of Nursing (Board) to establish an ADN Education Program at the April 2014 Board meeting.
- CC offers both a Traditional ADN program for students with no nursing experience, as well as an ADN Mobility Program for Licensed Vocational Nurses. The Traditional ADN program is offered at the Pampa campus and the ADN Bridge program is offered at both the Pampa and Childress campuses.
- CC offers a Vocational Nursing (VN) Education Program in Pampa with an extension site in Childress.
- Sabrina McCain, MSN, RN is the current Program Director, having been approved May 2018. There have been four Directors and one Interim Director since the program was approved in April 2014.
- The NCLEX-PN® examination pass rates for the past four years are provided in the following table:

NCLEX Examination Year	BON Approval Status	NCLEX-RN® Examination Pass Rate	Number of First Time Candidates (Passed/Total)
2017	Full With Warning	76.67%	23/30
2016	Full	75.86%	22/29
2015	Full	93.75%	15/16
2014	New Program		

- Due to the 2016 NCLEX-RN® examination pass rate of 75.86%, the Interim Program Director and faculty were required to submit a Self-Study Report (SSR) in 2017 to evaluate factors that may have contributed to the graduates' performance on the NCLEX-RN® examination and a description of the corrective measures to be implemented.

- The Interim Program Director and faculty members identified factors in the SSR that may have contributed to the decline in the pass rate and designed the following corrective measures:
 - Adhere to established admission criteria;
 - Establish an admission/progression committee to include faculty;
 - Recruit qualified faculty applicants and provide formal orientation;
 - Provide opportunities for faculty development to include test writing and analysis;
 - Incorporate structured student remediation early in the program to ensure student success;
 - Review and revise course syllabi to include a grading scale to evaluate student clinical performance;
 - Establish a nursing faculty testing committee to establish a testing policy;
 - Incorporate NCLEX-RN® categories and Bloom's taxonomy into blue print and test item writing; and
 - Initiate a questionnaire for graduates at one and three years post-graduation to determine satisfaction.
- Despite these efforts for improvement, the pass rate for 2017 was 76.67%. The program has provided several updates to the Board regarding their corrective measures including an updated SSR in 2018.
- In January 2018, the Board changed the approval status of the ADN program from Full Approval to Full Approval with Warning, and issued a requirement for a survey visit.
- The survey visit focused on the program's identified areas for improvement and corrective measures taken by the program.

Summary of Survey Findings (See Attachment #1):

Positive Aspects of Survey Visit:

- Administration verbalized full support for the ADN Education Program, indicated it is vital to the area and serves as a staff resource for hospitals and long term care facilities in the local community.
- Sabrina McCain, MSN, RN, Director of Allied Health, has led both the ADN and VN Education Programs since May 2018. Ms. McCain, who has been a nurse for 11 years, does not carry a teaching load and has experience in nursing education, leadership, critical care, and surgery.
- Students interviewed stated that they chose this program because of the small class size, convenient location, low cost, local clinical experiences, supportive peers and supportive faculty.
- Faculty professional development related to nursing education is offered on a regular basis.
- The program has abundant active contracts with clinical affiliating agencies that provide a variety of clinical learning experiences.
- All corrective measures identified in the SSR have been implemented.

Concerns of Survey Visit:

- The Total Program Evaluation Plan (TPE) is in place but it lacks some of the required areas listed in Rule 215.13 including evaluation of instructional techniques, evaluation of clinical learning activities, and review of evaluation methods and instruments.
- Policies required in Rule 215.7 for faculty development and new faculty orientation are not included in written faculty policies.

- Even though there were no faculty vacancies at the time of the survey visit, faculty commented about low salaries that are not competitive with practice positions and that affect the school's ability to hire and retain nursing faculty.
- Faculty expressed concerns related to problems with video conferencing equipment/internet service and lack of Information technology support for faculty. Students complained about the difficulties with poor sound and visual quality of the video conferencing used for joint classes between Pampa and Childress creating a less than acceptable learning environment.
- The Program Director expressed a concern that the faculty work environment on the Pampa campus is not suitable due to the continuous traffic of students in and out of the area. After observing this area and discussing the concerns, Board Staff concurs.

The following information provides rationales for Board Staff recommendations to the program:

Staff Rationale for Requirement #1:

The TPE is in place but it lacks some of the required areas listed in 215.13(a) which states, "There shall be a written plan for the systematic evaluation of the total program. The plan shall include evaluative criteria, methodology, frequency of evaluation, assignment of responsibility and indicators (benchmarks) of program and instructional effectiveness," and Rule 215.13(b) which states, "All evaluation methods and instruments shall be periodically reviewed for appropriateness."

Requirement #1:

The program shall develop a comprehensive Total Program Evaluation Plan based on Rule 215.13 and Board Education Guideline 3.11.1.a. and submit the revised plan to Board Staff no later than January 31, 2019.

Staff Rationale for Requirement #2

Faculty organization policies on faculty development and new faculty orientation are not included in the written faculty policies as required by Board Rule 215.7(a)(6) which states, "Written policies for nursing faculty shall include: plans for faculty orientation to the institution and the nursing program, faculty development, and evaluation of faculty."

Requirement #2:

The program shall further develop the written faculty organization policies to include all required content based on Rule 215.7(a)(6) and submit these policies to Board Staff no later than January 31, 2019.

Staff Rationale for Recommendation #1:

Even though there were no faculty vacancies at the time of the survey visit, faculty commented about low salaries that are not competitive with salaries for practice positions and that affect the school's ability to hire and retain nursing faculty. Rule 215.6(d) states, "Salaries shall be adequate to recruit, employ, and retain sufficient qualified nursing faculty members with graduate preparation and expertise necessary for students to meet program goals."

Recommendation #1:

Administration is encouraged to evaluate the adequacy of faculty salaries related to recruitment and retention of qualified nursing faculty outlined in Rule 215.6(d) and provide a response to Board Staff no later than January 31, 2019.

Staff Rationale for Recommendation #2:

Faculty expressed concerns related to problems with video conferencing equipment/internet service and lack of Information technology support for faculty. Students complained about the difficulties with poor sound and visual quality of the video conferencing used for joint classes streamed between Pampa and Childress, creating a less than acceptable learning environment. Rule 215.11(a) states, "The governing entity shall be responsible for providing educational facilities, resources, and services which support the effective development and implementation of the professional nursing education program." Rule 215.11(d)(6) states, "Teaching aids shall be provided to meet the objectives of the program."

Recommendation #2:

Administration is encouraged to evaluate the resources and services needed for the effective delivery of the ADN program curriculum to the distant campus as outlined in Rule 215.11(a) and Rule 215.11(d)(6) and provide a response about improving the situation to Board Staff no later than January 31, 2019.

Staff Rationale for Recommendation #3

Pampa campus faculty share cubicle space in the same work area with the administrative assistant. Since this is the main office for the nursing programs, the Program Director expressed concern that the faculty work environment on the Pampa campus is not suitable due to the continuous traffic of students in and out of the area. After observing this area and discussing the concerns, Board Staff concurs. Rule 215.11(d)(2) states, "Faculty offices shall be conveniently located and adequate in number and size to provide faculty with privacy for conferences with students and uninterrupted work."

Recommendation #3:

Administration is encouraged to evaluate faculty office space on the Pampa campus and seek a plan to provide space that is conveniently located and allows for faculty to engage in uninterrupted work. The program shall provide a response to Board Staff no later than January 31, 2019.

Staff Recommendation:

Move to accept the report of the August 22, 2018 survey visit to CC ADN Education Program in Pampa, Texas and issue the requirements and recommendations in the attached letter and Board Order (see Attachment #2).

**Summary of Survey Visit to
Clarendon College in Pampa, Texas
Associate Degree Nursing Education Program**

Purpose of Survey Visit: This Board ordered survey visit was conducted subsequent to moving to full approval with warning and to ensure the continued success of the program

Date of Visit: August 22, 2018

Board Staff Conducting Survey Visit: Beverly Skloss, MSN, RN, Education Consultant

Education Consultant met with:

- Dr. R. K. Riza, President
- Sabrina McCain, MSN, RN, Director of Allied Health
- Catherine Rosser, EdD, MS, RN, Program Consultant
- Jamie Mears, BSN, RN, VN Program Coordinator
- Darla Watson, BSN, RN, Simulation Lab Coordinator
- Sherrie Denham, MSN, RN, ADN Program Faculty
- Cal Conrad, MSN, BS, BSN, APRN, ADN Program Faculty
- Alicia Hunter, RN, VN Program Faculty
- Amanda Poole-Guerrero, LVN, Continuing Education
- Debbie O'Neal, LVN, VN Program Faculty-Clinical Instructor
- Two ADN students

Education Consultant:

- held initial conference with President and administration;
- reviewed the curriculum and all syllabi;
- reviewed the Student Handbook, Faculty Handbook and Academic Catalog;
- reviewed the clinical evaluation tools and clinical affiliation agreements;
- reviewed organizational chart and minutes of faculty meetings;
- reviewed 2017 Nursing Education Program Information Survey (NEPIS) and faculty profile;
- reviewed faculty and student files;
- reviewed Total Program Evaluation (TPE) Plan and data;
- toured program facilities;
- observed a class in session; and
- conducted exit interview with administrators and faculty.

Summary of Findings:

Administration and Organization:

- Administration verbalized full support for the ADN Education Program, indicated it is vital to the area and serves as a staff resource for hospitals and long term care facilities in the local community.
- The ADN program is included in the CC Organizational Chart along with the VN program as Allied Health programs.

- Sabrina McCain, MSN, RN, Director of Allied Health has led both the ADN and VN Education Programs since May 2018. She taught in the program previous to her appointment to the leadership role.
- Ms. McCain, who has been a nurse for 11 years, has experience in nursing education, leadership, critical care, and surgery. She does not carry a teaching load so her time is dedicated to the administration of the ADN and VN programs.
- The Director indicated that she is fully supported by administration and has the authority to direct the ADN program in all its phases.
- The governing entity provides adequate financial support and resources necessary to operate the ADN program.
- Faculty expressed concern regarding competitive salaries and that recruitment and retention of qualified faculty is an issue.

Program of Study:

- The LVN to RN program of study is one year consisting of three semesters and 49 credit hours. Pre-requisite requirements include 11 credit hours and must be completed prior to entering the program.
- Teaching occurs in weekday face-to-face delivery, which includes video conferencing with the Childress campus. Clinical, skills and simulation labs are faculty-supervised with clinical learning experiences in a variety of healthcare facilities.
- The didactic instruction correlates to clinical and lab learning activities.
- *The Differentiated Essential Competencies (DECS) (2010)* are incorporated into the curriculum as evidenced in the syllabi.
- The rigor of program admission, readmission, and progression criteria has been increased to ensure acceptance and progression of qualified candidates.
- The program of study includes all Board required content.
- Three formal articulation agreements are in effect with other colleges so graduates may progress to earn a bachelor's degree in nursing in a timely manner.
- Student remediation is incorporated early in the program to ensure student success.
- Course syllabi have been reviewed and revised to include a grading scale to evaluate student clinical performance.
- A course exam policy has been developed and implemented across the curriculum. NCLEX-RN® testing categories and Bloom's taxonomy have been incorporated into test blue prints and test item writing.

Faculty:

- One full-time and three part-time faculty teach in the ADN program. A full-time Clinical Simulation Coordinator manages simulations for both the ADN and VN programs. At the time of the survey visit, there were no faculty vacancies.
- Faculty are all experienced nurses who meet the requirements of Rule 215.7 for professional nursing program faculty.
- ADN full-time faculty workload is 40 hours per week. Load hours include a combination of teaching hours, office hours, and class preparation; supervising students in theory, lab, and clinical learning experiences; guidance and counseling; and committee work.
- The newly established nursing faculty testing committee has developed and implemented a testing policy for course exams.

- Faculty indicated participating in professional development including multiple national and state conferences and webinars related to simulation, test writing and analysis and other nursing education continuing competency topics. Faculty in-services related to teaching are offered on the college campus.
- Faculty meetings are held at least monthly and as needed. Faculty expressed feeling fully supported by the Program Director and indicated she has made positive changes.
- Concerns expressed were related to issues with video conferencing equipment/internet service and lack of Information technology support when teaching.
- Evaluation methods include student evaluations of faculty, course and clinical rotation; faculty evaluations of clinical sites; and director evaluations of faculty.
- Policies for faculty development and new faculty orientation are not included in written faculty policies as required by Board Rule 215.7.

Students:

- In May 2018, 25 students graduated and 30 new students were admitted in June, 2018. Up to 30 students are admitted each year in May or June.
- At the time of the survey visit, 25 students were enrolled in the program, 15 in Pampa and 10 in Childress.
- Students interviewed said they chose this program because of the small class size, convenient location, low cost, local clinical experiences, supportive peers and supportive faculty.
- Students cited challenges in successful communication between the Childress and Pampa campus related to video conferencing issues. They indicated this causes a delay of classes and makes it hard to hear the instructor. Students expressed that audio visual presentations are of poor quality in the video conferencing format.
- Student policies are well-defined, written, and available to students, and include attendance; dress code; admission; progression; graduation; probation; and dismissal. Information is also available in the Student Handbook regarding student evaluations of courses and faculty; NCLEX-RN® licensure eligibility; and criminal background checks.
- Starting Fall 2018, ADN student representatives will be selected and voted upon by the student body. Representatives will participate in student meetings followed by their attendance at faculty meetings to present student issues or concerns.

Clinical Learning Experiences:

- The program has active clinical contracts with affiliating agencies (e.g. acute care, long-term care) that provide a variety of clinical learning experiences to meet the objectives and outcomes of the curriculum.
- Clinical learning experiences correlate with didactic content.
- Faculty provide supervision during all clinical learning experiences and maintain BON required ratios with one faculty to 10 students for clinical and simulation activities. Clinical preceptors are utilized with all required policies in place.
- Evaluation tools include formative and summative evaluations throughout the program for clinical courses. These are progressive, based upon course content, and incorporate the DEC's, as reflected in the syllabi.

Facilities, Resources, and Services:

- Facilities and student services in the main building include the Health Science Support Center which offers tutoring, library services, 16 computers, study resources, and a break room with free snacks and drinks. The building houses one computer lab with 14

computers and one with 20 computers; one medium size and one large classroom. These rooms may be reserved for the nursing program as needed.

- The Auvenshine Building houses the nursing and cosmetology programs. There is one main classroom and one smaller classroom solely utilized by the nursing programs, a skills lab, a simulation lab, the nursing office, the Program Director and faculty offices, one spacious breakroom (common area) for students and faculty, ADA restrooms, and ample parking adjacent to the building.
- The skills lab has eight beds with eight low-mid fidelity manikins, one stretcher, one pediatric bed and adequate equipment and supplies for students. There is hot and cold running water. Ample storage space for equipment and supplies is provided.
- The simulation lab has two high fidelity adult manikins, two high fidelity pediatric manikins, one high fidelity birthing manikin and one high fidelity infant manikin.
- Nursing databases are accessible to students 24 hours per day.
- A full-time administrative assistant provides secretarial support to the ADN and VN programs.
- The Program Director and Simulation Coordinator have private offices on the Pampa campus. Faculty housed on the Childress campus have private offices. There are conference rooms available for student conferences when privacy is needed.
- Faculty on the Pampa campus share cubicle space in the same work area with the administrative assistant. Since this is the main office for the nursing programs, the Program Director expressed concern that the faculty work environment on the Pampa campus is not suitable due to the continuous traffic of students in and out of the area.

Records and Reports:

- Faculty and student files contain all documents required by Rule 215.12
- Faculty meeting minutes indicate documentation of faculty participation in academic policies and procedures, curriculum review and revision, and decision-making.
- The budget includes salaries, benefits, supplies, travel and other items.
- Clinical affiliation agreements are current.
- The Total Program Evaluation (TPE) Plan is in place though lacking all required content of Rule 215.13 including evaluation of instructional techniques, evaluation of clinical learning activities, and review of evaluation methods and instruments.
- Files are locked and stored in a secure area as required in Rule 215.

DRAFT LETTER
October 25, 2018

Sabrina McCain, MSN, RN, Director of Allied Health
Associate Degree Nursing Education Program
Clarendon College
1601 W. Kentucky
Pampa, Texas 79065

Dear Ms. McCain:

At the October 25, 2018 meeting, members of the Texas Board (Board) of Nursing considered the report of the August 22, 2018 survey visit to the Clarendon College Associate Nursing Education Program in Pampa, Texas. It was the decision of the Board to accept the report of the survey visit and impose the requirements and recommendations as indicated in the attached Board Order.

A Requirement is a mandatory criteria based upon program assessment directly related to the rules that must be addressed in the manner prescribed.

A Recommendation is a suggestion based upon program assessment indirectly related to the rules to which a program must respond but in a method of their choosing.

If you have any questions or if we may offer assistance, please contact Board Staff at 512-318-3219 or Beverly.Skloss@bon.texas.gov.

Sincerely,

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

Copy: Dr. R. K. Riza, President

BEFORE THE TEXAS BOARD

ORDER OF THE BOARD

In the Matter of
Clarendon College
Associate Degree Nursing Education Program
In Pampa, Texas

A public meeting of the Texas Board of Nursing, hereinafter referred to as the Board, was held on October 25, 2018, 333 Guadalupe, Tower II, Room 225, Austin, Texas to consider the report of the August 22, 2018 survey visit to Clarendon Associate Degree Nursing Education Program in Pampa, Texas, pursuant to Section 301.157, Texas Occupations Code and 22 Tex. Admin. Code Chapter 215, based upon compliance with Rule 215.

After review and due consideration of the filed materials, and other interested parties, if any, the Board hereby ACCEPTS the report of the survey visit to Clarendon College Associate Degree Nursing Education Program in Pampa, Texas, and hereby imposes the following requirements and recommendations:

Requirement:

1. The program shall develop a comprehensive Total Program Evaluation Plan based on Rule 215.13 and Board Education Guideline 3.11.1.a. and submit the revised plan to Board Staff no later than January 31, 2019.
2. The program shall further develop written faculty organization policies to include all required content based on Rule 215.7(a)(6) and submit these policies to Board Staff no later than January 31, 2019.

Recommendations:

1. Administration is encouraged to evaluate the adequacy of faculty salaries related to recruitment and retention of qualified nursing faculty outlined in Rule 215.6(d) and provide a response to Board Staff no later than January 31, 2019.
2. Administration is encouraged to evaluate the resources and services needed for the effective delivery of the ADN program curriculum to the distant campus as outlined in Rule 215.11(a) and Rule 215.11(d)(6) and provide a response about improving the situation to Board Staff no later than January 31, 2019.
3. Administration is encouraged to evaluate office space on the Pampa campus and seek a plan to provide space that is conveniently located and allows for faculty to engage in uninterrupted work. The program shall provide a response to Board Staff no later than January 31, 2019.

Entered this 19th day of July, 2018

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