

**Report of Survey Visit  
McLennan Community College in Waco, Texas  
Associate Degree Nursing Education Program**

**Summary of Request:**

Consider the report of the September 19-20, 2018 Board-authorized survey visit to McLennan Community College (MCC) Associate Degree Nursing (ADN) Education Program in Waco, Texas.

**Historical Perspective:**

- The McLennan Community College (MCC) in Waco, Texas Associate Degree Nursing (ADN) Education Program began in 1967.
- In 1976, the program became a multi-entry, multi-exit (MEEP) program to facilitate nursing education on several levels. Upon completion of the first semester of nursing, students can apply to take the state certification exam to be a certified nursing assistant. At the end of the first year, students have the option of taking additional coursework to become a licensed vocational nurse (LVN). Upon completion of the two-year program of study, students are eligible to take the NCLEX-RN® to become a registered nurse.
- The ADN Program is a part of the Health Professions division of MCC. Other programs within the health professions are Health Information Technology (HIT), LVN, Medical Assistant Program, Medical Laboratory Technician (MLT), Medical Office Assistant, Phlebotomy, Physical Therapist Assistant (PTA), Occupational Therapy Assistant (OTA), Radiologic Technology (RT), Respiratory Care Technology, Surgical Technology Program and Veterinary Technology Program (VTP).
- The last Board survey visit to MCC ADN program was conducted in December 1989.
- The ADN program is accredited by the Accreditation Commission for Education in Nursing (ACEN). Programs that are accredited by a national nursing accreditation organization are exempt from regular six-year survey visits.
- The most recent visit by ACEN was in Spring 2013.
  - MCC received continuing accreditation with conditions as the program was in non-compliance with two Accreditation Standards.
  - The follow-up report to ACEN addressing the areas of non-compliance was submitted in Fall 2015.
  - The next ACEN visit is scheduled for Spring 2021.
- Rebecca Griffin, MSN, RN, has served as the ADN Program Director since April 2017 and meets all qualifications set forth by Board Rule 215.6 *Administration and Organization*.

- The NCLEX-RN® pass rates for the past six years are provided in the table below:

NCLEX Examination Year	BON Approval Status	NCLEX-RN® Examination Pass Rate	Number of First Time Candidates (Passed/Total)
2018	Preliminary	76.47%	78/102
2017	Full	77.88%	81/104
2016	Full	64.04%	73/114
2015	Full	86.96%	100/115
2014	Full	87.78%	79/90
2013	Full	88.43%	107/121
2012	Full	82.14%	92/112

- Due to the 2016 NCLEX-RN® examination pass rate of 64.04%, the Program Director and faculty were required to submit a Self-Study Report (SSR) in 2017 that would 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 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:
  - Revise admission criteria;
  - Ensure courses are using the test blueprint from NCSBN;
  - Increase clinical hours;
  - Include debriefing and more pharmacology in clinical post conferences; and
  - Provide mentoring of new faculty.
- The approval status of the MCC ADN Program was changed to Full Warning at the January 2018 Board Meeting and the Board issued a requirement for a survey visit.

### Summary of Survey Findings:

#### Pros and Cons from Survey Visit:

##### Pros:

- The ADN Program adopted the Texas Concept-Based Curriculum in 2013. The course syllabi are well organized and consistent in formatting. Syllabi include the *Differentiated Essential Competencies* (DECs), the ADN Core Objectives, Student Learning Outcomes for the course, grading criteria, and reading assignments.
- The NCLEX examination pass rate for the first cohort using the Texas Concept-Based Curriculum in 2015 was 86.96%.

##### Cons:

- Beginning in 2016, the NCLEX examination pass rates have been below 80%.
- Concerns identified during the survey visit included the following:
  - Policies have not been consistently enforced;
  - Student grievances have been overturned by administration and students with poor performance were allowed to continue in the program;
  - Faculty are not totally comfortable with the Texas Concept-Based Curriculum teaching strategies, especially the flipped classroom approach; and
  - Students interviewed indicated that teaching strategies are inconsistent between the four levels.

#### Staff Rationale:

Board Staff has provided rationale for the requirements and recommendation in the Board Order below:

**Staff Rationale for Requirement #1:**

Rule 215.6. (j) states that the dean/director shall have the authority to direct the professional nursing education program in all its phases, including approval of teaching staff, selection of appropriate clinical sites, admission, progression, probation, dismissal of students, and enforcement of student policies. Decisions related to policies of dismissal and readmission had been overridden by administration and consequently this had a negative impact on NCSBN-RN® test scores.

**Requirement #1:**

The administration shall provide a statement of support for the policies for nursing students, especially those related to admission, progression and dismissal of students based upon established criteria. The statement of support shall be provided to Board Staff no later than December 1, 2018.

**Staff Rationale for Requirement #2:**

215.7(b)(5) states that a plan for nursing faculty development shall be offered to encourage and assist faculty members to meet the nursing program's needs as well as individual faculty members' professional development needs. Comments from both faculty and students indicated that instruction across the curriculum was inconsistent in presentation and organization, which may have contributed to student outcomes. This presents a needed area for faculty planning and development in teaching with concepts.

**Requirement #2:**

The director shall assess the professional development needs of the faculty to promote consistency in teaching strategies and logical arrangement of content based upon the concepts in the curriculum. Faculty shall agree on a plan to improve the logical progression of content and teaching strategies appropriate for concept based education. The director shall provide a report to Board Staff no later than December 1, 2018 outlining a plan for faculty development that will meet the needs of the faculty and students and will meet program outcomes.

**Staff Rationale for Recommendation #1:**

Rule 215.9(f) states that the selection and organization of the learning experiences in the curriculum shall provide continuity, sequence, and integration of learning. Students expressed frustration with the concept based curriculum in that it was not perceived to flow logically across the levels.

**Recommendation #1:**

To further improvement in the instruction outlined in Requirement #1, the faculty shall review the nursing curriculum to ensure that progression of content based upon the concepts is evident across the levels. A report of findings from this curriculum review and suggested changes shall be provided to Board Staff no later than December 1, 2018.

**Staff Recommendation:**

Move to accept the report of findings of the September 19-20, 2018 survey visit to the McLennan Community College Associate Degree Nursing Education Program in Waco, Texas, and impose the requirements and recommendation indicated in the attached letter and Board Order (see Attachment #2).

**Summary of Survey Visit  
McLennan Community College in Waco, Texas  
Associate Degree Nursing Education Program**

**Purpose of Survey visit:** Board-authorized survey visit.

**Date of Visit:** September 19-20, 2018

**Board Staff Conducting Visit:** Education Consultant Gayle Varnell, PhD, APRN, CPNP-PC

**Education Consultant met with:**

Rebecca Griffin, MSN, RN, ADN Program Director

Dr. Johnette McKown, President

Dr. Fred Hills, VP of Instruction

Glynnis Gaines, Dean of Health Professions

22 Associate Degree Nursing (ADN) Program faculty

14 ADN Students

**Program Evaluator:**

- Reviewed:
  - Curriculum and all syllabi;
  - Faculty and Student Handbooks;
  - Exams, test blue prints, and clinical evaluation tools;
  - Organizational charts and budget;
  - Library resources;
  - 2017 Nursing Education Program Information Survey (NEPIS) and NEPIS Faculty Profile; and
  - Student files, minutes of faculty meetings, affiliation agreements, and Total Program Evaluation (TPE);
- Held initial conference with ADN Program Director;
- Interviewed:
  - President, VP of Instruction, Dean of Health Professions;
  - 22 faculty;
  - 4 first level, 4 second level, 3 third level, and 3 fourth level students;
- Toured program facilities;
- Conducted exit interview with ADN Director, President, VP of Instruction, VP of Student Success, VP of Finance, Dean of Health Professions, and faculty.

**Summary of Findings:**

Administration:

- Rebecca Griffin is well qualified to administer the program based upon her tenure at MCC of 11 years as an adjunct faculty plus 31 years as a full-time faculty member as well as working closely with the previous director before her retirement.

- Ms. Griffin does not currently carry a teaching load allowing her to concentrate on the administrative duties.
- Dr. McKown states that the ADN program brings worth to the college and administration is committed to the success of the program.
- The governing entity provides the financial support and resources necessary to operate the ADN program.
- Administration indicated that the ADN program's decision to dismiss 27 students was overturned by administration and these students were readmitted to the program, allowing a break in following policies.

#### Program of Study:

- The program consists of 60 semester credit hours offered over two academic years.
- MCC ADN has implemented the Texas Concept-Based Curriculum.
- All courses are offered face-to-face in a classroom or in a skills/simulation lab setting.
- Standardized testing is incorporated throughout the program along with unit exams and other assignments.
- The DEC's have been fully incorporated into the program of study documents including the Course syllabi, Clinical Evaluation Tools, and the Student Handbook.
- The total program is comprehensive, based upon sound educational principles, and designed to teach students to use a systematic approach to clinical decision making and safe patient care.

#### Faculty:

- In addition to the Director, there are 18 full-time nursing faculty with a minimum of a master's in nursing. Six of the eighteen faculty have either a PhD or DNP in nursing.
- The faculty are divided into the following teams:
  - Teaching teams for each of the four levels,
  - Skills team, and
  - Simulation team.
- One faculty member is the designated clinical coordinator and one faculty member is assigned as the lead theory instructor.
- There are two BSN faculty currently working on their masters who are assigned work in simulation and skills lab with no teaching or student evaluation responsibilities.
- In addition, there are seven part-time faculty.
- A faculty handbook is given to all full-time and part-time faculty and it includes all the components required in Rule 215.7(a).
- There is a sufficient number of faculty to meet the needs of the program.
- There are written policies, procedures and bylaws to guide the faculty and program activities.
- Faculty evaluations are based on self, administrative, and student evaluations.
- Faculty are provided opportunities for faculty development.

#### Students:

- At the time of the survey visit the student enrollment was 147 students enrolled in the program with the following numbers for each level:
  - Level 1 – 43,
  - Level 2 – 38,
  - Level 3 – 34, and
  - Level 4 – 32.

- Students are admitted twice a year, once for the fall semester and once for the spring semester.
- In the fall of 2017, there were 133 eligible applicants and 43 were accepted into the program. For the spring 2018 class, there were 75 applicants who were eligible and 42 students were accepted.

#### Program of Study:

- The faculty develop their own exams using a combination of original questions as well as items from a computerized test bank.
- The program has well-defined written nursing student policies that are provided to all students during orientation. Students sign acknowledgement papers that are placed in their files.
- Students provide input through faculty, textbook, and facility evaluations and are also invited annually to a faculty meeting to provide feedback.
- Students interviewed stated that although they like the Texas Concept-Based Curriculum, the faculty across the levels are not consistent with their teaching strategies such as the utilization of the flipped classroom. All of the students interviewed agreed that this was a major concern among students.

#### Clinical Learning Experiences:

- The program has active clinical contracts with a variety of affiliating agencies.
- Students gain skills through practice in the skills lab and participation in simulation labs prior to going to on-site clinicals.
- Student assignments are made in direct correlation with the student learning needs identified in the Clinical Syllabi and Clinical Evaluation Tools for each level.
- Students are evaluated by faculty and receive formative and summative clinical evaluations. If weaknesses are identified, measures are taken to provide remediation practice in the skills lab.
- A faculty-to-student ratio of 1:10 is maintained throughout the program.
- Clinical preceptors are used for part of the last semester when the students are near graduation. A Preceptor Handbook is provided to all preceptors.

#### Facilities, Resources, and Services:

- Classrooms are spacious and have computer and audio visual equipment for presentations.
- The Program Director and faculty have fully equipped private offices to provide privacy for counseling students.
- Resources include library, computer lab, skills lab, and computer programs.
- Services to support program development include counseling, financial aid, and campus security.
- The program has adequate clerical and secretarial assistance.

#### Records and Reports:

- Student and faculty files are maintained with all required documents in a locked file cabinet in director/coordinators' office and are compliant with Board Rule 215.12.
- All student documents are scanned and stored electronically with protected access.
- Minutes of faculty meetings are maintained in the director's office.
- Clinical affiliation agreements are current.
- The Total Program Evaluation (TPE) Plan is used for decision-making as evidenced in faculty meeting minutes and documented on the TPE Plan.

DRAFT LETTER

October 25, 2018

Rebecca Griffin, MSN, RN, Director  
Associate Degree Nursing Education Program  
McLennan Community College  
1400 College Drive  
Waco, Texas 76708

Dear Ms. Griffin:

At the October 25-26, 2018 meeting, members of the Texas Board of Nursing (Board) considered the report of the survey visit to the McLennan Community College Associate Degree Nursing Education Program in Waco, Texas. It was the decision of the Board to accept the report of the survey visit and to issue the requirements and recommendation in the attached Board Order.

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

A recommendation is a specific suggestion based upon program assessment indirectly related to the rules to which the 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 512-621-5179 or [gayle.varnell@bon.texas.gov](mailto:gayle.varnell@bon.texas.gov).

Sincerely,

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

Copy: Dr. Johnette McKown, President

**BEFORE THE TEXAS BOARD OF NURSING**

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In the Matter of  
McLennan Community College  
Associate Degree Nursing Education Program  
In Waco, Texas

**ORDER OF THE BOARD**

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 survey visit to the McLennan Community College Associate Degree Nursing Education Program in Waco, Texas, pursuant to Section 301.157, Texas Occupations Code and 22 Tex. Admin. Code Chapter 215, based upon the NCLEX-RN® examination pass rate for 2017, findings in the 2016 Self-Study Report, and areas for improvement to align with Rule 215.

After review and due consideration of the filed materials, as well as the presentation by representatives from the McLennan Community College Associate Degree Nursing Education Program in Waco, Texas and other interested parties, if any, the Board hereby imposes the following requirements and recommendation:

**Requirements:**

1. The administration shall provide a statement of support for the policies for nursing students, especially those related to admission, progression and dismissal of students based upon established criteria. The statement of support shall be provided to Board Staff no later than December 1, 2018.
2. The director shall assess the professional development needs of the faculty to promote consistency in teaching strategies and logical arrangement of content based upon the concepts in the curriculum. Faculty shall agree on a plan to improve the logical progression of content and teaching strategies appropriate for concept based education. The director shall provide a report to Board Staff no later than December 1, 2018 outlining a plan for faculty development that will meet the needs of the faculty and students and will meet program outcomes.

**Recommendation:**

1. To further improvement in the instruction outlined in Requirement #1, the faculty shall review the nursing curriculum to ensure that progression of content based upon the concepts is evident across the levels. A report of findings from this curriculum review and suggested changes shall be provided to Board Staff no later than December 1, 2018.

Entered this 25<sup>th</sup> day of October 2018

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