

**Proposal to  
Establish a New Nursing Education Program  
West Coast University in Dallas, Texas  
Associate Degree Nursing Education Program**

**Summary of Request:**

Consider the West Coast University (WCU) proposal to establish a new Associate Degree Nursing (ADN) Education Program in Dallas, Texas. The final proposal was provided electronically to members of the Texas Board of Nursing (Board).

**Historical Perspective:**

- West Coast University (WCU) is an incorporated private, for-profit, degree-granting, post-secondary educational institution administered by a board of trustees. WCU was originally chartered in California in 1909 as an ophthalmology school. During World War II the university developed a reputation for its programs in the mathematical and physical sciences, including engineering and applied physics. In 1953, WCU became one of the first schools to offer evening-only programs that allowed working adults to earn baccalaureate degrees. Since 1997, WCU's focus has been on healthcare-related educational programs. The WCU main campus is located in Los Angeles, California, and there are branch campuses in Anaheim and Ontario, California; Dallas, Texas; and Miami, Florida. Each of these campuses offers a Bachelor's of Science in Nursing (BSN) and this proposal requests approval of the first ADN program for WCU.
- WCU's regional accreditor, Western Association of Schools and Colleges Senior Colleges (WASC) Accrediting Commission for Schools, approved the implementation of the ADN program (See letter dated October 2, 2018).
- WCU was awarded a Certificate of Authorization by the Texas Higher Education Coordinating Board (THECB) on October 30, 2018, to add the ADN program to WCU's program inventory.
- WCU holds national nursing accreditation for the BSN program from the Commission on Collegiate Nursing Education (CCNE) through December 31, 2024.
- The WCU Dallas campus BSN program was approved by the Board in January 2012 as a generic track. The BSN degree consists of 120 semester credit hours (SCH) for the generic BSN track that can be completed in 39 months. The WCU Dallas campus also offers post-licensure programs [Registered Nurse (RN) to BSN; RN to Master's Degree (MSN); and MSN].

- The NCLEX-RN® Examination pass rate for the WCU Dallas campus BSN program is provided in the following table (October 1<sup>st</sup> – September 30<sup>th</sup>):

<b>NCLEX Examination Year</b>	<b>BON Approval Status</b>	<b>Pass Rates</b>	<b>Number of First Time Candidates (Passed/Total)</b>
2018	Full	86.67%	130/150
2017	Full	83.60%	158/189
2016	Full	85.43%	129/151
2015	Full	81.60%	102/125
2014	Initial (new program approval)	89.19%	33/37

- The NCLEX-RN® Examination pass rates for all WCU BSN programs are provided in the following table (January 1<sup>st</sup> – December 31<sup>st</sup>):

<b>Location</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Los Angeles, CA	92.0%	93.0%	88.0%
Anaheim, CA	89.0%	94.7%	92.0%
Ontario, CA	92.0%	92.3%	93.0%
Dallas, TX	86.0%	91.9%	91.6%
Miami, FL	100%	86.9%	91.9%

- The first draft of the proposal for the ADN program in Dallas, Texas was received in the Board Office on March 6, 2019. Education Consultants Gayle P. Varnell, PhD, APRN, CPNP-PC, and Ann Amaefule, MSN, RN have reviewed and analyzed the proposal.

### **Summary of the Proposal:**

#### Overview of the Proposal:

- WCU proposes to establish a new ADN education program at the WCU campus located at 8435 N. Stemmons Freeway, Dallas, Texas.
- The proposal projects an enrollment of an initial cohort of 50 students in August 2019, with a continuing admission of 50 students each year in August. The first cohort will graduate in March 2021.
- The ADN Program is designed to be completed in 20 months of full-time, continuous study that will be offered in eight 10-week terms. If an applicant transfers credits for general education and pre-requisite science courses, the time to completion may be reduced to fewer terms. The curriculum is designed to support a seamless transition to an RN-to-BSN or to an RN-to-MSN program.

#### Rationale and Need for the Program:

The rationale for the need for an ADN program at WCU is based upon the following:

- The ADN program will provide an educational track that allows graduates to enter the workforce as an RN earlier than the BSN program. WCU has found that there is a market in the Dallas area for this approach among their educational offerings.
- The program will facilitate a smooth progression for nurses to advance their education as suggested by the Institute of Medicine (IOM) report of 2010.
- The ADN program will help meet the need for more nurses as indicated by the Texas Center for Nursing Workforce Studies Report (TCNWS, 2016) estimating a deficit of 19,203 registered nurses in Texas by 2022, and a 59,970 deficit of registered nurses in Texas by 2030.
- The ADN program will provide more opportunities for students to enroll in nursing education. In the academic year 2016-2017, the TCNWS reported there were 17,878 seats for new students while there were 28,409 qualified applicants. In response to a survey of the 8,162 Licensed Vocational Nurses (LVNs) in the Dallas region, 172 stated that they were likely to pursue an ADN degree in the next one to two years.
- In April 2018, an additional survey was completed with the current WCU Dallas BSN students asking if they would have selected an ADN program when they applied to WCU rather than the BSN program. The results of the survey indicated that 38.9% of the respondents would have been likely or very likely to have pursued the ADN degree to enter the workforce sooner.

#### Administration and Organization:

- WCU's organizational chart indicates a "matrix" organization, whereby academic leaders at the campus generally have a dual reporting relationship. A solid line or direct reporting relationship to the Executive Director at the campus exists with a "dotted" line or indirect reporting relationship to University Administration. The University College of Nursing has a College Dean (CD) and Associate Dean (AD). The Campus Director of Nursing (CDON) is responsible for day-to-day operations of the nursing program at the designated campus and is a direct report to the Executive Director. The CDON and the CD have an indirect reporting relationship.
- The proposed director for the ADN program is Kathy L. Smith, DHA, MSN-Ed, BSN, RN. Dr. Smith has been a Registered Nurse for 14 years and has worked in nursing higher education for nine years, serving as a faculty member in a LVN program and pre-licensure BSN program, as the dean of a VN program, and as chair of a university nursing college.
- WCU's mission is a "student-centric learning partnership that leads to professional success" by designing "market-responsive programs through collaboration between

faculty and industry professionals". The College of Nursing mission is "to provide evidence-based and innovative nursing education to culturally diverse learners, preparing them to provide quality care and compassionate care that is responsive to the needs of the community and the global society".

- The financial stability of WCU has been verified by an independent auditor, Almich & Associates. WCU has a consistent profit history with an operating income of \$65.6M for 2017, \$57.3M for 2016, and \$45.0M for 2015. WCU sets aside 8% of its revenue annually to support investment for new programs.
- A budget for the first two years of operation for the WCU ADN Program in Dallas, Texas is included in the proposal. The budget includes funds dedicated to Program Director and faculty salaries, library holdings, audiovisuals, skill and simulation laboratory needs, advertising, security, and administrative expenses.

#### Faculty:

- WCU has high standards for the nursing faculty qualifications and seeks to hire, develop, and retain faculty with master's degrees or doctorates and with experience in clinical, classroom, and simulation, and who have expertise in practice areas. Four additional faculty will be added as the enrollment grows.
- The Nursing Faculty Handbook and WCU Handbook contain the required written faculty policies as outlined in Rule 215.7, including faculty policies for faculty organization, faculty orientation, faculty development, and faculty evaluation. Policies for part-time faculty are provided.
- The WCU Dallas campus has 20 full-time and 52 part-time faculty who teach didactic courses, simulation and skills laboratories, and clinical courses. The ADN program has been developed as a separate curriculum from the BSN program and additional faculty will be hired to support the anticipated growth over the first five years. Full-time faculty will primarily teach didactic content and adjunct faculty will provide instruction of skills, simulation, and clinical content of the program.

#### Students:

- Prospective students will apply for admission to the ADN program and will begin the program with general education courses and a guarantee of placement into the core nursing courses.
- Students will be recruited by targeted outreach activities to high school and community college students, and through networking with clinical partners who hire unlicensed personnel.
- The Nursing Student Handbook for WCU's BSN program contains the required written policies as outlined in Rule 215.8. Once the ADN program is approved, an addendum will

be added to the existing BSN Handbook to include written policies specific to the ADN program.

#### Program of Study:

- The ADN Program is comprised of 27 SCH of general education courses and 40 SCH of nursing courses for a total of 67 SCH. The ADN Program will be delivered through both face-to-face and online courses and can be completed in 20 months of full-time, year-round study. Course work is offered in eight terms, each comprised of 10 weeks. The ADN curriculum is a new curriculum that was developed at the ADN level, but shares two courses with the BSN program: NURS 181: Pharmacology, and NURS 191: Physical Assessment. The nursing curriculum follows a linear progression with courses in each term prerequisite to the next term. The curriculum progresses from simple to complex, self to others, dependent to independent, and interdependent across the lifespan.
- The curriculum reflects the mission, philosophy, and objectives of the ADN Program and is congruent with the mission of the University. The curriculum has been organized using the Nursing Process. The organizing framework is threaded throughout the curriculum and is reflected in course syllabi, course objectives, evaluation tools, teaching strategies, nursing care plans, and student learning activities. There are clinical evaluation tools for all clinical courses that demonstrate leveling of clinical expectations.
- The ADN Program Learning Outcomes form the framework for the course learning objectives that identify the acquisition of knowledge and skills essential to meet the Quality and Safety in Nursing Education (QSEN) competencies, and the Differentiated Essential Competencies (DECs).
- Didactic courses are paired with clinical courses allowing students the opportunity to apply theory to practice. In the clinical setting, critical competencies frame the curriculum. These competencies include the following: Therapeutic Nursing Skills/Safety, the Nursing Process, Accountability and Responsibility, Communication and Collaboration, and Professional Growth and Development. In addition, the following concepts are also threaded throughout the curriculum: Professional Values and Ethics, Safety, Diversity, and Confidentiality. Students must pass both theory and the concurrent clinical with a minimum score of 76 percent to progress to the next term.

#### Clinical Learning Experiences:

- WCU Dallas campus employs an associate director of clinical education services who oversees student clinical learning experiences.
- Clinical learning experiences will be provided in the Dallas-Fort Worth area. Clinical contracts have been secured with Crescent Medical Center, Atrium Medical Center, Select Rehabilitation Hospital of Denton, Texas Medical Center Bonham, Presbyterian Village North, Lifecare Hospital of Fort Worth, Grand Brook Memory Care, Encompass Health Dallas, and Dallas Regional Medical Center.

- WCU has received 10 letters of support to provide clinical experiences for 50 students in skilled nursing facilities (SNF's), long-term care, medical-surgical units, maternal/child health, pediatrics, rehabilitation, and mental health nursing. WCU has experience actively partnering with other nursing programs and plans to continue such partnerships when the new ADN program.
- Simulation will be utilized as a clinical learning experience that allows scheduling flexibility and cooperative planning among existing WCU nursing programs. Simulations are supervised by full-time master's prepared nursing simulation faculty to ensure course learning outcomes are met and students are prepared for hands-on care with actual patients.
- Written policies regarding clinical learning experiences can be found in the following documents: Nursing Faculty Handbooks, Deans/Directors and Instructor Job Descriptions, and Nursing Student Handbook.

#### Facilities, Resources and Services:

- A survey visit to WCU Dallas campus to assess the facilities, resources and services was waived based on a recent survey visit and familiarity with the site and facilities. It has been determined that resources, and services are completely addressed, if not exceeded, in all categories and are in full compliance with Board Rule 215.11.
- WCU has leased approximately 62,674 square feet at their current location at 8435 N. Stemmons Freeway, in Dallas, Texas with an option to lease more space if needed. There is an admission and reception suite located on the first floor and office space on floors four through six, that includes: three classrooms with a seating capacity of 30, two classrooms with a seating capacity of 60, two computer lab classrooms with a seating capacity of 60, one computer lab classrooms with a seating capacity of 50. Two science labs with a seating capacity of 20, two nursing skills lab for 20 students, two student meeting rooms that can accommodate up to six students, two student lounges, a student break room and an internet bar.
- The simulation space containing 10,000 square feet includes seven patient rooms: four medical/surgical, an obstetrical, a pediatric, and a mental health patient room. Each room includes a separate pre-brief/debrief room, with capacity to seat 10 students and one instructor.
- The Nursing Education Suite has a private reception area, a private office for the Associate Director of Clinical Services, workstations for full-time faculty and part-time faculty, as well as a faculty lounge. The CDON has a private office in the Administrative suite. Additional rooms are also available for private counseling.
- WCU's library services are available on campus grounds and electronically. A librarian on staff, who holds a Master of Library and Information Sciences (MLIS) degree, is available

Monday-Friday, 7:30am - 4:30 pm. The WCU library resources and databases for the current nursing programs is sufficient to meet the needs for the new ADN program. The library subscribes to numerous databases to provide full-text periodicals, including more than 7,300 peer-reviewed journals. WCU also subscribes to online streaming video resources and e-book collection, which includes over 250,00 e-books.

- Student support services include the following: admission support, financial aid resources, career placement services, research opportunities, disability services, online tutoring, online writing support, virtual bookstore, library services, 24-hour daily mental health resources, and a Student Success Coordinator on staff.

#### Records and Reports:

- WCU has a Student Records Management and Record Retention Policy that meets WASC accreditation criteria, Texas state law, federal regulations, and statutes relating to participation in Title IV programs.

#### Total Program Evaluation:

- The Total Program Evaluation (TPE) includes evaluative criteria, frequency of evaluation, assignment of responsibility, methodology, indicators of program and instructional effectiveness, and an action plan for addressing findings. A Learning Outcomes Review (LOR) is held annually with leadership from administration and nursing faculty to evaluate achievement of select program learning outcomes (PLOs). The results of the analysis are compiled and an action plan is developed, which serves as the starting point for the LOR for the next year. The TPE is an annual process led by the dean of nursing in collaboration with the nursing leadership at the Dallas campus. The TPE examines the organization and administration of the program, mission and objectives, program of study, curriculum, and instructional techniques, educational facilities, resources and services, affiliating agencies and clinical learning activities, students' achievement, graduate outcomes, faculty members' performance, and extension programs.

#### **Rationale for Staff Recommendation:**

##### Pros:

- WCU has had a BSN program in Dallas, Texas since 2012, receiving and maintaining full approval status since 2015.
- WCU has the facility, resources, and services in place to accommodate the addition of the ADN education program.

##### Cons:

- None identified.

**Staff Recommendation:**

Move to grant initial approval to West Coast University to establish a new Associate Degree Nursing Education Program in Dallas, Texas, and impose the conditions/requirements in the attached letter and Board Order (See Attachment #1).



DRAFT LETTER

July 25, 2019

Kathy Smith, DHA, MSN-ED, BSN, RN  
Campus Director of Nursing  
West Coast University  
8435 N. Stemmons Freeway  
Dallas, Texas 75247-3900

Dear Dr. Smith:

At the July 25-26, 2019 meeting, the members of the Texas Board of Nursing (Board) discussed the proposal from West Coast University to establish a new Associate Nursing Education Program in Dallas, Texas. The Board wishes to thank you, Robyn Nelson, and Duemand Edwards 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 West Coast University to establish a new Associate Degree Nursing Education Program in Dallas, Texas, and impose the conditions and requirements in the attached Board Order.

We wish you success with the program. If you have any questions or if we may be of assistance, please contact board staff at [gayle.varnell@bon.texas.gov](mailto:gayle.varnell@bon.texas.gov) or (512) 621-5179.

Sincerely,

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

Copy: Sandy Pham, Co-President, West Coast University  
Jeb Egbert, EdD, MBA, Co-President, West Coast University

**BEFORE THE TEXAS BOARD OF NURSING**

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**ORDER OF THE BOARD**

In the Matter of  
West Coast University  
Associate Degree Nursing Education Program  
In Dallas, Texas

A public meeting of the Texas Board of Nursing, hereinafter referred to as the Board, was held on July 25, 2019, 333 Guadalupe, Tower II, Room 225, Austin, Texas, to consider the West Coast University proposal to establish a new Associate Degree Nursing Education Program in Dallas, Texas, based upon the review of the proposal and 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 West Coast University in Dallas, Texas, and other interested parties, if any, the Board hereby grants INITIAL APPROVAL of the West Coast University Associate Degree Nursing Education Program in Dallas, Texas and imposes the following conditions and requirements:

1. The program shall not admit more than one cohort of 50 students in August 2019, with a continuing admission of 50 students in August each year.

Entered this 25<sup>th</sup> day of July, 2019

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