

**Proposal to Establish a New Nursing Education Program  
Arlington Career Institute in Grand Prairie, Texas  
Vocational Nursing Education Program**

**Summary of Request:**

Consider the Arlington Career Institute (ACI) proposal to establish a new Vocational Nursing (VN) Education Program in Grand Prairie, Texas. The final proposal was provided electronically to members of the Texas Board of Nursing (Board).

**Historical Perspective:**

- ACI, a family owned and operated educational entity, was established in 1982 and has been accredited by the Accrediting Commission of Career Schools and Colleges since 1988. All of the ACI programs are approved by the Texas Workforce Commission, Career Schools and Colleges Sections, as well as approved for veterans' benefits under Title 38 by the Texas Workforce Commission, Career Schools and Colleges Section, Austin, Texas. Throughout its 37-year history, ACI has maintained compliance with state, national, and federal regulations.
- Based on requests from graduates of ACI's medical assistant and certified medical assistant programs, local job opportunities, and nursing workforce requirements in the area, ACI's leadership determined the launch of a new VN Program would meet the articulated needs of former graduates as well as the those of the local community.
- ACI currently offers the following Legal Career Programs: Administrative Assistant, Court Reporter, Court Reporting Online, Paralegal/Legal Assistant. ACI's Healthcare Programs include Medical Assistant, Medical Office Specialist, and Certified Nursing Assistant, whereas the Technical Programs are comprised of Heating, Ventilation, Air Conditioning, and Refrigeration Technician Training Program.
- The first draft of the proposal was received in the Board office on June 22, 2020, and reviewed by Board Staff. After a comprehensive evaluation of the final draft in March 2021, the proposal was deemed complete.

**Summary of Proposal:**

Overview of the Proposal:

- ACI proposes to establish a new VN Education Program in Grand Prairie, Texas, with an initial enrollment of 30 students annually for the first three years of operation. Beginning year four, the projected enrollment would include two cohorts of 30 students each to be

admitted every six months. The VN Program will be delivered face-to-face with no part of the program to be delivered via distance or blended learning.

- The proposed ACI VN Program is a 79-quarter credit hour program designed to be completed in 52 weeks of full-time study with a one-week break between each of the four 12-week quarters. The total 1380 contact hour program is comprised of 552 didactic contact hours, 108 skills laboratory hours, and 720 hours of clinical learning experiences.
- Clinical learning experiences will be offered in healthcare facilities in the Grand Prairie area. Clinical affiliations include: Ashford Hall Nursing and Rehabilitation, Arbrook Plaza Nursing and Rehabilitation, WeeTots Pediatrics, Centre for Neuro Skills, and AdventHealth Care Center.

#### Rationale and Need for the Program:

- ACI is geographically located in a suburban region filling the 30-mile span between Dallas and Fort Worth, and includes Irving, Grand Prairie, Arlington, Hurst, Lewisville, Flower Mound, Grapevine, Southlake, Colleyville, North Richland Hills, and Euless.
- Grand Prairie is located within Dallas, Tarrant, and Ellis Counties. The combined employment rate of these three counties reflects the highest number of licensed vocational nurses (LVNs) in the state according to data reported in June 2018 by the Texas Board. The proposal explains that the primary employment sectors for LVNs in these three counties mirrors that of the State of Texas, as they are in self-employed/private practices, nursing home/extended care facilities, and school/college health. The proposal author cites, specifically, in Dallas County, there will be a 26% increase in demand between 2016 through 2026, or 9,559 additional openings for LVNs, which equates to 809 new openings annually. According to the Texas Workforce Commission data, Tarrant County will have a 23.8% increase in demand during the same 10-year period, or 4,654 additional openings for LVNs, which equates to 390 new openings annually.
- The proposal sets forth that the demand for LVNs will be driven by an increase in the number of older citizens in the area. Older persons have an increased incidence of injury and illness, which will increase their demand for healthcare services. In addition, with better medical technology, individuals are living longer, increasing the demand for long-term healthcare. Job growth will occur throughout all healthcare settings but especially those that serve the geriatric population such as nursing care facilities, community care facilities, and home healthcare services.
- According to the proposal, the Dallas/Fort Worth metropolitan area is known nationally for its renowned healthcare resources and medical facilities which represent approximately 15% of the regional economic activity. Further, an internet search revealed 340 healthcare businesses in the area, including assisted living, home health care, and rehabilitation facilities. Growth in all healthcare related businesses will continue to occur in this region, outpacing the overall Texas healthcare employment forecast. The data reflect economic

stability and growth in the health care sector and, in turn, increased job opportunities for LVNs.

- Letters of support submitted by the following healthcare administrators and community leaders include the following entities/individuals:
  - Baylor Scott & White Institute for Rehabilitation
  - Ashford Hall
  - Centre for Neuro Skills
  - Imur Family Medical
  - Allmed, Inc.
  - State Representative for District 101 Chris Turner
  
- The proposal sets forth that, currently, the following four pre-licensure VN Programs are located within a 30-mile geographic area of the ACI campus: Concorde Career College in Grand Prairie, El Centro College in Dallas, Tarrant County College in Fort Worth, and the College of Nursing and Advanced Health Professions (formerly Dallas Nursing Institute) in Richardson. These four programs reported a total of 456 qualified applicants; however, only 345 qualified applicants were registered and enrolled despite an enrollment capacity of 391. Subsequently, a total of 111 qualified applicants were not admitted.
  
- In addition, the Grand Prairie community has experienced the closure of two VN Programs recently: Fortis Institute (September 2018) and Cephas Center for Health Sciences in Dallas (April 2018). These closures have resulted in a reduction of approximately 30 VN graduates annually, and, therefore, a deficit of LVNs in the Grand Prairie and surrounding healthcare community.
  
- Data obtained through an ACI telephone survey of nursing directors and administrators during 2019 revealed 872 projected vacancies for LVNs over the next five years. These data show a continued high demand for LVNs in the Grand Prairie area.
  
- The proposal explains that the development of a new VN Program in Grand Prairie arose from not only the demand for more LVNs in the surrounding health care facilities, but also from the desire to provide the entry level nursing knowledge, skills, and abilities for a community with a population that has a 79.9% high school graduate education level. The ACI proposal sets forth that it can provide a bridge into the healthcare industry for residents in the community.

The stated goal for the ACI VN Program is to maintain one annual cohort of 30 students with a high retention and graduation rate achieved through excellent instruction in an educational environment designed to meet the learning needs of an ethnically diverse student population: 45.4% Hispanic, 23% African American, and 6.9% Asian. The proposal states this focus is aligned with the National League for Nursing's vision statement specific to a culturally responsive workforce.

### Administration and Organization:

- ACI, formerly known as Arlington Court Reporting College, opened its doors on August 1, 1981, in Arlington, Texas, with four students and one instructor, after receiving official approval by the Texas Workforce Commission. The school's growth over its 37-year history has been gradual and in response to the business and healthcare needs of the Dallas/Fort Worth area. Changes occurred over time, including two physical moves, each one expanding the school's space. ACI is currently located in a 60,000 square-foot-facility, at 901 Avenue K, Grand Prairie, Texas.
- The school founders were Ronda Vecchio, a teacher, and her husband Jim Vecchio, an attorney and Texas Legislator (1972 to 1975). Through the years, ACI has benefited from the leadership offered by members of the Vecchio family. Currently, two sons of Jim and Ronda Vecchio, Jon and Tom Vecchio, are the owners and serve the institution as CEO and Vice President respectively. Jon Vecchio has been with ACI for more than 30 years, in management positions including the Director of Admissions, and during the last 16 years, Mr. Vecchio has served as the CEO/Campus Director.
- The mission of ACI is "to improve and enrich career-minded lives by meeting the educational training and workforce development needs of our students and the communities in which they work and always to do what is best for our students."
- The mission of the ACI VN Program is "to prepare nurses who will utilize the nursing process to provide safe, competent nursing care that promotes optimal health outcomes in hospitals, clinics, home health care facilities, and acute care environments. ACI is committed to student success through educational excellence in nursing education for all students in an environment that encourages the development of intellectual growth while enhancing nursing knowledge and human potential."
- The proposal explains that the development of a VN Program is a natural extension of the mission of ACI to educate individuals to meet the needs of the local workforce. The VN Program will complement the existing three programs (Medical Assistant, Medical Office Specialist, and Certified Nursing Assistant) within the Healthcare Programs division of ACI.
- The ACI Board of Directors approved the application for a VN Program and agreed to support the project financially at its Spring 2016 meeting. The new program has been under consideration for the previous two years. Tom Vecchio conducted the research for the need for LVNs in the geographic area of the school and presented his results to the ACI Board for action; the ACI Board voted to support the new program.
- Since its inception in 1982, ACI has been financially independent and stable. The institute has very little long-term debt and has sufficient cash flow to ensure successful operation. The institute reinvests its profits regularly to ensure the capital expenditures are sufficient to maintain appropriate facilities and equipment.

- The proposal provides a detailed budget for the first two years of operation. Identified items are the Program Director's salary, instructional salaries, educational supplies, medical lab, professional development for nursing instructors, advertising, insurance, IT support services, library holdings, professional fees, and student events/graduation.
- The ACI Organizational Chart indicates the school is managed by the Campus Director while the daily operation and management of the VN Program is the responsibility of the VN Program Director, who will have a direct line of responsibility to the Campus Director/CEO.
- Mary Karlik, MFA, BSHE, RN, the proposed ACI VN Program Director, is an accomplished nurse educator, with eight years of experience in VN education, and over 38 years of professional nursing practice. Ms. Karlik served as a faculty member in a Texas community college VN Program for eight years and served as Coordinator of the VN Program for six years. Further, Ms. Karlik has held numerous leadership positions as Director of Education, Director of Quality and Education, and Assistant VP Quality in various acute care hospitals.

Faculty:

- Three faculty members will be hired to provide didactic and skills instruction as well as to ensure the required 10:1 student to instructor ratio for clinical instruction is met. Several veteran nurse educators have contributed to the development of the proposal for the VN Program proposal, including design of course content, leveling of the curriculum, and creating the Student Handbook policies and procedures.
- Six qualified applicants for faculty positions have been identified, but not yet hired. The applicants were screened for the desired qualifications and initial telephone interviews of the qualified applicants were conducted. The formal interviewing and hiring will take place after the program is formally approved by the Board and will include two interviews and a mock teaching presentation to the School Director and VN Program Director. Four of the qualified applicants have teaching experience and all have many years of experience as professional nurses. The proposed faculty member's nursing practice experience in one or more nursing specialty areas will determine their teaching assignments.
- Full-time nursing faculty will be expected to maintain 40 contact hours per week on campus, including teaching time. Part-time faculty members will be assigned as clinical instructors and scheduled to work on a flexible schedule dependent on the program's needs of each quarter.
- The Nursing Faculty Handbook provides structure and consistency to the daily operation of the program and articulates clear policies and procedures within the nursing department and the school as a whole. Faculty committees will be established to address faculty and program development.

- Faculty are required to have a professional growth/development plan each year that is approved by the Program Director. This plan must include continuous development and growth, teaching methodologies, trends and developments in nursing education, personal leadership, and community service opportunities. ACI will provide basic in-service and educational programs at no cost to the faculty.
- The proposal provided the following two surveys for faculty evaluations: End-of-Course Survey and Faculty Performance Evaluation.

#### Students:

- It is anticipated that the initial cohort will be comprised of former ACI graduates who have work experience in the healthcare field. These graduates have requested specific training in the VN role.
- The admission criteria have been developed so the program can enroll students who possess the academic ability and personal character to matriculate and become competent beginning LVNs. Applicants must have initiated the Board's Criminal Background Check process. Students without a Blue Card or Declaratory Order are not eligible for admission to the ACI VN Program.
- Prior to acceptance, the applicant must attend a one-day orientation session entitled "Nurse Camp". The purpose of the orientation is to discuss the duties and responsibilities of a vocational nurse; the degree of commitment and constraints on their time required for the 12-month program; the rigorous workload required in the program; the stress of the program and the support they will need from friends and family; and to review the VN Student Handbook along with policies and procedures.
- The initial enrollment cohort will include 30 students to be admitted yearly. Beginning year four, the projected enrollment would include two cohorts of 30 students each to be admitted every six months.
- The ACI VN Program Student Handbook contains all the requirements of Board Rule 214.8 Students. A signed receipt form for the Board's declaratory order information to document students were provided information about the Board's eligibility for licensure process is provided.

#### Program of Study:

- The mission of the VN Program is to prepare nurses who will utilize the nursing process to provide safe, competent nursing care that promotes optimal health outcomes in hospitals, clinics, home health care facilities, and acute care environments. ACI is committed to student success through educational excellence in nursing education for all students in an environment that encourages the development of intellectual growth while enhancing nursing knowledge and human potential.

- The goal of ACI is to prepare its students to become dedicated, caring vocational nurses. Further, ACI's plan is to ensure that every student receives the education and training that produces a caring, competent healthcare provider. Quality faculty dedicated to developing the best caregivers is critical. Students must be able to function using the current technologies and techniques. Graduates must be well versed in evidence-based nursing interventions and demonstrate the ability to use critical thinking in the decision-making process. Patient safety must be utmost in the LVN's mind. ACI graduates must be dedicated to work as productive team members with other healthcare professionals.
- The philosophy, mission, and education outcomes provide a basis for the VN Program curriculum threads. These threads are elements of knowledge and instruction that are emphasized throughout the four-quarter program and are clearly identified in the course descriptions. The mission, philosophy, and education outcomes are evident in course objectives, unit objectives, course assignments, clinical objectives, clinical evaluation tool, standards of nursing student conduct, and the learning environment on campus.
- The VN Program is designed to be completed in four quarters, or 12 months, of full-time study. Each quarter is 12 weeks in length followed by a one week break, for a total of 52 weeks in the entire program. The nursing curriculum follows a linear progression making each quarter a prerequisite to the next. If the student should fail a course, the student is retained and must successfully complete the course before advancing to the next quarter. Students are only allowed one course failure; a second failure results in dismissal. All courses must be passed with a grade of "C" or higher to receive credit. A "C" is defined as a numeric grade of 75 to 79% course average.
- The VN Program offers didactic, skills laboratory, and patient care clinical courses in each level to integrate nursing knowledge with the nursing art of clinical reasoning and skills acquisition. The nursing curriculum consists of a variety of courses that may be didactic only, or a combination of didactic, skills, and clinical performance. Grades are based on assessment findings of assignments; examinations; quizzes; papers; projects; and evaluation of skills lab and clinical activities. Attendance in skills laboratory and patient care clinical learning experiences is mandatory because the learning activities cannot be easily rescheduled for make-up.
- Examinations in the program consist of NCLEX-PN style multiple choice and alternate item format questions. The difficulty level of exam questions according to Bloom's Taxonomy of cognitive levels, progresses through each of the four quarters in the program. The higher cognitive levels of thinking are considered to be at the application, analysis, and evaluation type questions. Approximately 40% of each examination contains questions that are at the application, analysis and evaluation levels of cognition in Quarter One, followed by 50% in Quarter Two, 60% in Quarter Three and 70% in Quarter Four. This format ensures students are not just memorizing factual information, but reasoning through information presented in the question to arrive at safe and appropriate nursing actions and judgments.

- The VN Program incorporates the Texas Nursing Practice Act, the Standards of Nursing Practice and the Unprofessional Conduct Rules in VNSG 101 Vocational Adjustments during Quarter One. Students will discuss case studies that reflect these rules and regulations. These topics are considered horizontal curriculum threads and will be reflected in the clinical practicum of the curriculum at all levels through clinical objectives and discussion of patient care in post-clinical conferences.
- The curriculum, divided into four 12-week quarters, has a total of 552 clock hours for classroom instruction and 828 hours of clinical/lab instruction for a total of 1380 clock hours. The balance of weekly clock hours of instruction from quarter to quarter provides on average, for two eight-hour days per week of patient-care clinical, two to four hours of skills laboratory instruction, and 10 to 14 hours of classroom (didactic) instruction. The students spend an average of 27-32 hours per week of total instructional time on campus and in clinical learning. The first quarter contains four courses while the second, third, and fourth quarters include three courses each, for a total of 13 VN Program courses.

#### Clinical Learning Experiences:

- The proposed ACI VN Program is located in a heavily populated area in North Texas. The number of long-term care facilities in the nearby community has doubled during the past 10 years, opening expanded opportunities for clinical resources. The VN Program will be prudent in that the plan is to not exceed an enrollment of one cohort of 30 students annually; therefore, developed in an effort to not stress the availability of clinical learning experiences.
- The students will build competency in skills through skills laboratory practice on mannequins and each other (non-invasive skills only) and actual patient care learning experiences under the supervision of an instructor.
- In quarter one, the students are taught basic skills that would allow them to progress to quarter two which provides an opportunity to develop competence with repetition of all basic nursing skills. Further, in quarter two, the student will learn to perform more advanced and technically complex skills such as suctioning, tracheostomy care, etc. The student is challenged to assess and respond to the provided nursing intervention and to understand subsequent nursing actions that would be appropriate to maintain safety and ensure positive patient outcomes. During quarter three, the student is instructed to maximize previous learning and application of knowledge while ensuring patient safety while skills knowledge and application are developed incrementally. Quarter four offers learners specialty skills instruction for maternal child nursing; however, these are limited due to the availability of clinical learning experiences in the maternal child nursing specialty setting.
- The criteria and rationale for the selection of affiliate agencies or clinical sites are identified in the Faculty Handbook in the Selection of Clinical Facilities section. The emphasis is placed on a clinical site that can provide the learning experiences appropriate for the

student's level of skill and ability as well as meet the course content area. All clinical practice areas are evaluated at the end of each quarter. Students are able to rate the effectiveness of the staff, patient experiences, and faculty instruction.

- Students are evaluated in a mid-term formative evaluation and a final summative evaluation. The clinical criteria are articulated and the clinical evaluation tools are included in each clinical course syllabus. All policies are designed to emphasize safe and effective patient care that provides structure so the learner can gain meaningful patient care experiences while improving their clinical judgment skills, building their knowledge base and interacting with patients and the interdisciplinary team to facilitate their development into safe, competent vocational nurses.
- Faculty will be responsible and accountable for managing clinical learning experiences of students as described in the ACI VN Program Faculty Handbook in Section *Clinical Faculty Objectives*. Students are oriented to the clinical site so they may understand facility policy and any restrictions on providing patient care. Clinical objectives and expectations are clearly defined and discussed. Conduct within the clinical facility is emphasized and consequences explained.
- Contracts have been secured with the following clinical affiliates: Ashford Hall Nursing and Rehabilitation, Arbrook Plaza Nursing and Rehabilitation, WeeTots Pediatrics, Centre for Neuro Skills, and AdventHealth Care Center.
- The clinical rotation plan is provided in the proposal that outlines the clinical sites and numbers of groups for each clinical course by quarter. The 1:10 instructor to student ratio is maintained with the assumption that some clinical groups will be smaller due to some degree of attrition as students matriculate through the program of study. Observation experiences were not included in the schedule

#### Facilities, Resources, and Services:

- The current facility is owned by ACI and contains 60,000 square feet of office and classroom space. Initially, one didactic classroom, one computer lab classroom, and one skills laboratory will be dedicated to the VN Program along with offices for the Program Director and the Nursing faculty.
- The facility has several areas that are designated as shared space for all programs and staff, including conference rooms, faculty break area, student break area, learning resource center, administrative assistant, and men's and women's restrooms. The records, files, and administrative computers will be hosted within the current offices, and only the VN Program Director will have access to the academic records of the VN Program students.
- The facility is ready for use and will not need any remodeling of the space for the proposed VN Program. The room designated for the nursing program skills laboratory, provides

ample space for instruction and has been outfitted with five hospital beds along two walls with curtains between beds to create a more realistic patient room setting. Each bed station has a nightstand and an over-the-bed table on wheels. A third wall has a long countertop with an eye wash station, and two sinks with hot and cold running water for mannequin and skills equipment clean-up. Built in cabinets below the counter top provide storage of frequently used and consumable supplies. A large walk-in, locked storage closet is also in the skills lab and will store durable equipment, bulk supplies and mannequins. Appropriate medical equipment and supplies have been identified for the skills laboratory and purchases were completed from April 2021 through October 2021.

- Students have computers and the latest technology available in the classrooms as well as printers and copy machines. ACI has a Learning Resource Center, which also serves as a study area for students. Nursing journals, periodicals, and hard copies will be added as the Program Director selects additional materials specific to the VN Program.
- Student support services are available to all students on the campus and include: Job Placement, Student Advisement, Social Activities/Field Trips, Financial Aid Assistance, Veterans Administration Assistance, Bookstore, Tutoring, and a Learning Resource Center.
- Board Staff reviewed a video tour of the campus.

#### Records and Reports:

- ACI maintains its records in accordance with the standards required by its accrediting body, the Texas Workforce Commission, and the U.S. Department of Education. Electronic records are kept permanently and backed up, stored on servers, in the cloud daily. More specifically, electronic transcripts and academic records are maintained permanently, however, after five years, the hard (paper) copy of student files is purged and shredded according to institutional regulations.
- The permanent educational record for all enrolled students consists of all admissions, academic, financial records and information upon which a student's enrollment is based. These records (physical or electronic) are securely maintained and protected against damage or loss (e.g., fire, water, theft, tampering) for an indefinite period.
- All currently enrolled VN students will have their records maintained in a locked file cabinet in the VN Program Director's office. Once the VN student is graduated or terminated, the records will be sent to the registrar for long-term storage.

#### Total Program Evaluation Plan:

- The Total Program Evaluation was designed to review the essential elements of the nursing curriculum, policy, procedure, and other aspects of operating the program on a periodic basis. This plan encompasses the first five elements required by Board rules: evaluative criteria; frequency of evaluation; assignment of responsibility; methodology;

and indicators of program effectiveness. The sixth element, the action plan for addressing findings, will be considered when the VN Program begins operation and the timeline for evaluation begins. The Total Program Evaluation components are intended to be clear, concise, and measurable.

**Rationale for Recommendation:**

Pros:

- Mary Karlik, MFA, BSHE, RN, the proposed Program Director, meets all requirements of Board Rule 214.6 to assume the leadership position. Ms. Karlik is an accomplished professional nurse, nurse educator, and nursing education administrator.
- Appropriate clinical learning experiences for VN students have been secured.
- The administration has committed appropriate resources to the implementation of this new program.

Cons:

- ACI is not experienced in providing a VN Education Program and the curriculum is not proven.

**Staff Recommendation:**

Move to grant initial approval to Arlington Career Institute to establish a new Vocational Nursing Education Program in Grand Prairie, Texas, and impose the condition and requirement in the attached Board Order (See Attachment #1).

**DRAFT LETTER**

April 22, 2021

Mary Karlik, MFA, BSHE, RN  
Program Director  
Vocational Nursing Education Program  
Arlington Career Institute  
901 East Avenue K  
Grand Prairie, Texas 75050

Dear Ms. Karlik:

At the April 22, 2021, meeting, members of the Texas Board of Nursing discussed the Arlington Career Institute Proposal to Establish a New Vocational Nursing Education Program in Grand Prairie, Texas. The Board wishes to thank you, XXXXXXXX, 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 Arlington Career Institute to establish a new Vocational Nursing Education Program in Grand Prairie, 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](mailto:virginia.ayars@bon.texas.gov) or 512-305-7660.

Sincerely,

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

Copy: Jon Vecchio, Arlington Career Institute CEO  
Texas Workforce Commission  
Accrediting Commission of Career Schools and Colleges

**BEFORE THE TEXAS BOARD OF NURSING**

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**ORDER OF THE BOARD**

In the Matter of  
Arlington Career Institute  
Vocational Nursing Education Program  
In Grand Prairie, Texas

A public meeting of the Texas Board of Nursing, hereinafter referred to as the Board, was held virtually on April 22, 2021, to consider the Arlington Career Institute proposal to establish a new Vocational Nursing Education Program in Grand Prairie, Texas, based upon the review of the proposal, pursuant to Section 301.157, Texas Occupations Code and 22 Tex. Admin. Code Chapter 214.

After review and due consideration of the filed materials, as well as the presentation by the representatives from Arlington Career Institute in Grand Prairie, Texas, and other interested parties, if any, the Board hereby grants INITIAL APPROVAL of the Arlington Career Institute Vocational Nursing Education Program in Grand Prairie, Texas, and imposes the following condition and requirement:

1. The program shall not admit more than one (1) cohort of thirty (30) students annually, to begin August 2021, for the first three years of operation. Beginning year four, the program shall admit two (2) cohorts of thirty (30) students each to be admitted every six months.

Entered this 22<sup>nd</sup> day of April, 2021

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