

**Report of Findings from a Virtual Survey Visit  
Clarendon College in Pampa, Texas  
Associate Degree Nursing Education Program**

**Summary of Request:**

Consider the report of the September 27 – 28, 2022, Board-ordered virtual survey visit to Clarendon College (CC) Licensed Vocational Nursing (LVN) to Associate Degree Nursing (ADN) Education Program in Pampa, Texas.

**Historical Perspective:**

- CC was established in 1898 and is the oldest institution of higher education in the Texas Panhandle.
- CC is nationally accredited by the Commission on Colleges of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and is approved by the Texas Higher Education Coordinating Board (THECB) and Texas Workforce Commission (TWC).
- CC 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.
- The last regular Board survey visit was conducted in 2018.
- Amanda Poole-Guerrero, MSN, RN, the current Program Director, was approved in September 2021. Mrs. Poole-Guerrero has over six years of nursing education experience, serving as faculty for five years at CC prior to accepting the director role.
- There have been six Directors and one Interim Director since the program was approved in April 2014.
- CC offers a one-year Vocational Nursing (VN) Certificate of Completion Program and an ADN Bridge Program for Licensed Vocational Nurses at both the Pampa and Childress campuses.
- The NCLEX-RN® examination pass rates for the past five years are provided in the following table:

<b>NCLEX® Examination Year</b>	<b>BON Approval Status</b>	<b>NCLEX-RN® Examination Pass Rate</b>	<b>Number of First Time Candidates (Passed/Total)</b>
2021	Full With Warning	66.67%	24/36
2020	Full	75.76%	25/33
2019	Full	89.47%	17/19
2018	Full	87.50%	21/24
2017	Full	76.67%	23/30

- CC submitted a Self-Study Report (SSR) to the Board in May 2021 reflecting on the 2020 NCLEX pass rate. Factors identified by the program as causative factors for the drop in the pass rate included: inconsistent policy enforcement, lack of student remediation, inadequate orientation, lack of faculty evaluations and faculty development, lack of qualified faculty, inadequate utilization of test blueprints and item analysis, and inconsistent use of clinical evaluation tools.
- After review of the SSR, Board Staff acknowledged the findings in the SSR and the plan for corrective measures.
- During 2022, Board staff conducted several telephone calls and communicated via email with the program director regarding policy enforcement, student remediation, faculty development, and utilization of testing strategies.
- In July 2022, Board staff held a telephone call with the program director regarding the program's pass rate and received a status report on the 2021 SSR that included the following information:
  - Admission criteria rigor was increased for Fall 2022 admissions;
  - Faculty development was enhanced to allow for some faculty to attend workshops;
  - Annual peer evaluation process was now incorporated;
  - Testing policies including use of ATI and exit exams was now being implemented; and
  - Faculty working to incorporate total program evaluation documentation by reviewing SACCOC Report, and NCLEX results.
- Due to the 2021 NCLEX-RN® examination pass rate of 66.67%, the Program Director and faculty decided to submit a brief Self-Study Report (SSR) in July 2022 that identified current factors that may have contributed to the graduates' performance on the NCLEX-RN® examination and a description of new corrective measures to be implemented:
  - Continue to enforce all policies as written;
  - Evaluate student remediation as conducted in lab setting to ensure successful student clinical outcomes and enhance retention;
  - Develop post-graduate survey to gather information to improve and strengthen the program;
  - Continue to utilize peer evaluations to improve teaching strategies;
  - Utilize improved communication techniques between main and extension campus to ensure continuity; and
  - Continue to monitor the total program evaluation to make improvements as needed.
- The September 27 – 28, 2022, survey was conducted as a focus visit in response to the Board Order of April 20, 2022, when the approval status for the ADN program was changed to Full Approval with Warning. The visit focused on the current ADN program and processes in place for quality improvement.
- The preliminary 2022 NCLEX-RN® examination pass rate is reported as 73.53%.

### **Summary of Survey Visit:**

#### Documents Provided to Board Staff Prior to Visit:

- Mission, Philosophy, Purposes
- Faculty and Student Files
- Organizing Framework
- Administration and Faculty List
- Faculty and Program Director Job Descriptions
- Faculty and Student Handbooks

- Curriculum Plan
- Policies
- Syllabi for all Courses
- Clinical Evaluation Tools
- Faculty Minutes
- Total Program Evaluation (TPE) Plan
- Budgets and Resources

Consultants also reviewed the 2021 NEPIS and CANEP Surveys

Individuals Participating in the Virtual Survey Visit:

Amanda Poole-Guerrero MSN, RN, Director of Allied Health

CC Administrators:

- Tex Buckhaults, MA Ed., BS, President/CEO
- Bradley Clayton Vanden Boogaard MA, BS, Vice President of academic Affairs
- James Michael Davis PhD, MA, BA, Dean of Career, Technical, and Continuing Education
- Donna Smith, Clarendon College Dean of Childress Center

CC ADN Faculty Participating in the Virtual Survey:

- Sherrie Ann Denham MSN, RN
- Deborah Lynn Casida MSN, RN
- Ryan Dean Bennett BSN, RN, BS Ed
- Darla Nicole Watson BSN, RN, LVN
- Michael Scott Beimer MBA, BSN, RN
- Non-participating part-time faculty: Carly Sue Cano, MSN, RN

CC ADN Program Students:

- Two previous LVN-to-ADN students who graduated in 2021.
- Two, level two, LVN-to-ADN students with an anticipated May 2023 graduation date.

Board Staff:

- Lisa Donnelly, DNP, MA, RN
- Janice Hooper, PhD, RN, FRE, CNE, FAAN, ANEF

Process for the Survey Visit:

Mrs. Poole-Guerrero placed all the documents typically reviewed for a survey visit on the SharePoint site including a video tour of the campus, facilities, and resources. Board Staff received a secure login and password to retrieve the information and all additional files.

- Mrs. Poole-Guerrero scheduled online meetings between Board Staff and CC representatives and hosted the following meetings:
  - September 27, 2022: 9:00 am – 10:00 am – Meeting with Program Director
  - September 27, 2022: 10:15 am – 11:00 pm – Meeting with Nursing Administration
  - September 27, 2022: 11:15 am – 12:15 pm – Meeting with ADN Program Faculty
  - September 27, 2022: 1:15 pm – 1:45 pm – Meeting with ADN Students

- September 28, 2022: 9:30 am – 10:20 am – Pre-Exit Meeting with Program Director
- September 28, 2022: 10:30 am – 11:15 am – Exit Meeting with CC Administration, Nursing Administration, and Faculty

Administration and Organization:

- Mrs. Poole-Guerrero reports directly to Dr. James Michael Davis, Dean of Career, Technical, and Continuing Education; and Dean Davis reports to Tex Buckhaults, President of CC.
- Dr. Davis stated open communication exists between administration and the nursing department declaring that he and Mrs. Poole-Guerrero talk, “every day and as needed.”
- CC president voiced support of the nursing program and Program Director stating that the nursing program was, “Vital to the area” and that nursing was, “one of the largest programs” at CC.
- Mrs. Poole-Guerrero, as the Director of Allied Health has the full authority to direct the LVN-to-ADN Program; however, it appears she has limited involvement in program budgetary matters. Currently, Mrs. Poole-Guerrero does not have a teaching assignment.
- It is unclear whether the CC LVN-to-ADN Program has a comparable status with other academic units pertaining to the area of faculty leave as required in Board Rule 215.6(c).
- Concerns were voiced to Board Staff regarding the adequacy of salaries in order to recruit and retain qualified nursing faculty as required in Board Rule 215.6(d).

Faculty:

- The LVN-to-ADN Program instruction is carried out by one full-time and two part-time faculty. At the time of the survey visit, one part-time faculty member was not currently teaching in the fall semester choosing to instead pursue a Master of Science in Nursing degree full-time.
- A full-time Clinical Simulation Coordinator manages simulations for the ADN and VN programs.
- Mrs. Poole-Guerrero stated the nursing department has one full-time faculty vacancy.
- Faculty are well qualified and diverse in their educational and professional backgrounds. The length of service at CC of the interviewed faculty varies from one to six years.
- Of the five faculty members interviewed, one is enrolled in a doctoral program, two are masters prepared, one with a Master of Business Administration, and two with BSN degrees.
- It was evident during the virtual survey visit that the faculty are dedicated to the students and to the mission at CC. Faculty stated that they “loved to teach.”
- Equally evident during the survey visit was the support of faculty for one another, and the dedication to work collaboratively to achieve positive student learning outcomes. Faculty voiced an appreciation for each other and their pride working beside one another and wanting “to be part of the team” at CC.
- During COVID, faculty were instrumental in preparing simulation, and online instruction for students.
- Faculty appear to be actively engaged in committee and senate work on campus and minutes of faculty organizations and meetings are clearly documented.
- CC faculty stated they are given opportunities for professional development.

- Faculty expressed they felt supported by the current Program Director.
- Faculty expressed the need for more faculty in the LVN-to-ADN Program stating that recruitment and retention of qualified faculty is an issue as well as the lack of information technology support, and connectivity issues due to limited broadband.
- One area of concern relates to Rule 215.7(a)(4) and the lack of a clear faculty workload policy as there is little consistency in the teaching load and expectations among the faculty at CC. All faculty willingly work overload.

#### Students:

- At the time of the survey visit, there were a total of 26 students enrolled in the LVN-to-ADN Program. The 2022-2023 cohort is comprised of 20 students at the Pampa Campus and six students at the Childress Campus.
- CC admits one cohort of students in May. The next cohort will graduate in May of 2023.
- Four LVN-to-ADN students were available to interview – two students who just graduated from the program in 2022, and two currently enrolled in the program.
- Students expressed a high degree of satisfaction with the program. When asked why they choose CC, the responses included:
  - they attended the VN program and wanted to continue at CC,
  - they liked the small class sizes,
  - it was convenient,
  - it was recommended by others,
  - positive reputation in the community, and
  - faculty availability and accessibility.
- Students stated that faculty are supportive and caring.
- Students appear to be involved in student governance and all voiced an opportunity to evaluate faculty, courses, and learning resources.
- Student policies are included in the student handbook and include all Board-required content.

#### Program of Study:

- CC offers a full-time 12-month LVN-to-ADN Program and encourages LVNs with current, non-encumbered Texas LVN licenses to apply.
- A total of 39 credit hours are needed to complete the requirements of the LVN-to-ADN Program. Pre-requisite requirements include 11 credit hours that must be completed prior to entering the program.
- The *Differentiated Essential Competencies (DECs) (2021)* have been fully incorporated into the curriculum.
- The curriculum is provided in an integrated format.
- Syllabi are consistent in format and include appropriate content with clearly articulated learning objectives/outcomes.
- The nursing curriculum follows a linear progression making each term a prerequisite to the next.
- The Assessment Technologies Institute (ATI) standardized testing is utilized throughout the program.
- Formal articulation agreements are in place, current, and include Texas Tech University, Midwestern University, Grand Canyon University, and West Texas A&M University.
- The program of study includes all Board required content.

### Clinical Learning Experiences:

- The LVN-to-ADN Program has diverse clinical learning experiences with ample and varied affiliating agencies. Clinical learning experiences take place in either acute care settings (75%), long-term care settings (10%), community settings (10%), or mental health and maternity settings (5%).
- Students spend a total of 530.5 clinical learning contact hours while enrolled in the LVN-to-ADN Program with hands-on patient care experiences included in medical/surgical, maternal/child, mental health, pediatrics, and gerontology.
- The comprehensive clinical evaluation tools are used for formative and summative evaluations; and all Clinical Evaluation Tools are based upon the 2021 *DECs*.
- Faculty provide direct supervision during all clinical learning experiences at the clinical sites.
- The clinical experiences are scheduled to be aligned with or follow related didactic content in the classroom.

### Facilities, Resources, and Services:

- Mrs. Poole-Guerrero provided pictures of the Pampa and Childress campuses including the library, the learning resource center, classrooms, as well as the nursing buildings which specifically present:
    - ADA compliant restrooms,
    - faculty offices and workrooms,
    - common areas,
    - conference rooms,
    - simulation lab and skills lab facilities containing low, intermediate, and high-fidelity manikins,
    - computer labs, and
    - supply rooms.
  - Classrooms, labs, and conference rooms are designed to be conducive to student learning and adequate in size.
  - The computer labs offer access to the internet and have a combined total of 70 computers available for student use (Pampa with 44 computers and Childress with 26 computers).
  - The nursing simulation lab on the Pampa campus contains seven high fidelity simulators including one birthing simulator, one medium fidelity simulator, and six low fidelity manikins. The Childress campus simulation lab contains six high fidelity simulators including one birthing simulator, one medium fidelity simulator, and five low fidelity manikins. During Level two clinicals, students participate in an interactive Poverty Simulation experience with Texas Tech University nursing students.
  - Mrs. Poole-Guerrero has a private office at the Pampa location.
  - All nursing lab areas have sinks with hot and cold running water, and minimal storage space to secure equipment.
  - A full-time administrative assistant provides support to the LVN-to-ADN Program and the nursing department.
  - The pictures provided show evidence that the campus meets the requirements of Board Rule 215.11. Facilities, Resources, and Services.
-

### Records and Reports:

- Confidential student and faculty files, as well as meeting minutes were reviewed by Board Staff prior to the virtual survey. All Board required documents are locked and maintained by the program director in compliance with Board 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, and other items.
- All clinical affiliation agreements are current.
- While the Total Program Evaluation Plan (TPE) that was provided demonstrated adherence to Board rules, its effectiveness as a decision-making tool as evidenced in faculty meeting minutes was not supported.

### **Pros and Cons of Program Review:**

#### Pros:

##### Quality Indicators Recognized (Spector et al., 2020):

1. There is demonstrated support of the CC LVN-to-ADN Program by the Administrative Team, indicating the program is vital to the area, and serves as staff resource for healthcare agencies in the community.
2. The proven curriculum is sound and emphasizes critical thinking and clinical reasoning skills. The 2021 *DECs* are fully incorporated into all aspects of the program.
3. There are significant clinical learning opportunities and abundant active contacts with clinical affiliating agencies available for students that provide a variety of clinical learning experiences with diverse populations.
4. The LVN-to-ADN Program offers quality simulation that is used to augment clinical experiences.

#### Cons:

1. The program has experienced a faculty shortage and currently has one, full-time faculty vacancy.
2. Faculty voiced uncertainty about workload policies.
3. The Total Program Evaluation Plan (TPE) is in place, but its usefulness as a decision-making tool could be more effective.

Board Staff have considered information in the program documents, NCLEX reports, Self-Study Report, and findings from the survey visit in the following recommendation:

### **Staff Recommendation:**

Move to accept the report of the September 27 - 28, 2022, Board ordered virtual survey visit to the Clarendon College LVN-to-ADN Program in Pampa, Texas, and issue the following recommendations as outlined in the attached letter (Attachment #1).

### **Staff Rationale for Recommendation #1:**

In order to provide adequate faculty supervision for students in various clinical areas where student assignments are limited, faculty willingly work hours as needed to cover didactic and clinical learning experiences. Clearly written workload policies will assist in handling faculty teaching work assignments and provide consistency across campus. Workload policies may also include policies regarding leave time that is consistent with faculty policies across campus.

**Recommendation #1:**

It is recommended that the policies for nursing faculty workload and faculty leave time clearly identify faculty workload, expected faculty responsibilities, and leave time for LVN-to-ADN faculty as described in Rule 215.7(b)(1). Please provide a copy of the clarified policies to Board Staff no later than April 16, 2023.

**Staff Rationale for Recommendation #2:**

Rule 215.13(c) states that “Implementation of the plan for total program evaluation shall be documented in the minutes.” While the LVN-to-RN Program total program evaluation (TPE) plan includes all required components was made available, there is not sufficient evidence in faculty minutes that it is being utilized as a regular decision-making tool.

**Recommendation #2:**

It is recommended that the Total Program Evaluation Plan is reviewed and implemented in full for its most effective benefit in evaluation and decision-making by the faculty. Please provide copies of faculty meeting minutes to indicate the optimal use of the Total Program Evaluation no later than April 16, 2023.

Spector, N., Silvestre, J., Alexander, M., Martin, B., Hooper, J. I., Squires, A., & Ojemeni, M. (2020). NCSBN regulatory guidelines and evidence-based quality indicators for nursing education programs. *Journal of Nursing Regulation*, 11(2), S1-S64.



January --, 2023

Amanda Poole-Guerrero, MSN, RN  
Director of Allied Health  
Clarendon College  
1601 W. Kentucky  
Pampa, Texas 79065

Dear Mrs. Poole-Guerrero:

At the January 19, 2023, quarterly meeting, the members of the Texas Board of Nursing (Board) considered the virtual survey visit to the Clarendon College LVN-to-ADN Program in Pampa, Texas. It was the decision of the Board to accept the report of the virtual survey visit conducted on September 27 - 28, 2022, and to issue two recommendations as indicated below.

1. It is recommended that the policies for nursing faculty workload and faculty leave time clearly identify faculty workload, expected faculty responsibilities, and leave time for LVN-to-ADN faculty as described in Rule 215.7(b)(1). Please provide a copy of the clarified policies to Board Staff no later than April 16, 2023.
2. It is recommended that the Total Program Evaluation Plan is reviewed and implemented in full for its most effective benefit in evaluation and decision-making by the faculty. Please provide copies of faculty meeting minutes to indicate the optimal use of the Total Program Evaluation no later than April 16, 2023.

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 [Lisa.donnelly@bon.texas.gov](mailto:Lisa.donnelly@bon.texas.gov) or (512) 463-4631.

Sincerely,

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

Copy: Tex Buckhaults, President