

**Report of Survey Visit  
 Texas State Technical College in Harlingen, Texas  
 Associate Degree Nursing Education Program**

**Summary of Request:**

Consider the report of the April 9, 2015 survey visit to the Texas State Technical College Associate Degree Nursing (ADN) Education Program in Harlingen, Texas pursuant to the January 2015 Board Order.

**Historical Perspective:**

- Texas State Technical College (TSTC) was established in 1965 in Waco, Texas, as the James Connally Technical Institute (JCTI) of Texas A & M University.
- In 1967, JCTI expanded to include a South Texas campus in Harlingen. In 1969, the colleges separated from Texas A & M University and became an independent state system known as Texas State Technical Institute (TSTI).
- In 1991, it was renamed as Texas State Technical College (TSTC).
- The TSTC System includes four (4) colleges: TSTC Harlingen, TSTC Marshall, TSTC Waco, and TSTC West Texas with extensions in Abilene, Breckenridge, Brownwood, Sweetwater, Ingleside, and Red Oak. More than 10,000 students attend TSTC in credit programs alone.
- TSTC Harlingen ADN program has been in operation since 2012.
- Texas State Technical College Harlingen is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The most recent program evaluation occurred in 2005. The next evaluation is scheduled for 2015.
- The NCLEX-RN® examination pass rates for the past two (2) years are provided in the following table:

<b>Examination Year</b>	<b>NCLEX-RN® Examination Pass Rate</b>	<b>Number of First Time Candidates (Passed/Total)</b>	<b>BON Approval Status</b>	<b>BON Requirements</b>
2014	63.16%	12/19	Initial	Change to Initial Approval with Warning at January 2015 Board meeting  Self-Study Report submitted in 2014
2013	63.16 %	12/19	Initial	

- Antonio Jayoma, MSPHN, RN, CCRN was appointed ADN Program Director in 2013 and is the second Program Director since the program began. Mr. Jayoma resigned from the position effective May 15, 2015. Jean Lashbrook, RN, Director of the Allied Health Division at TSTC, is currently serving as contact person for the program.

- Due to the 2014 NCLEX-RN® examination pass rate of 63.16%, the approval status of the program was changed from Initial Approval to Initial Approval with Warning at the January 2015 board meeting.
- Beverly Skloss MSN, RN, Contract Program Evaluator, and Jo Queen, LTC (R), PhD, MS, MSN, RN-CCNS, Education Consultant, conducted a site visit on April 9, 2015, as authorized in the January 2015 Board Order.

**Summary of Survey Findings:** (See Attachment #1):

**Pros and Cons from Survey Visit:**

Pros:

- Administration expressed full support for the ADN program and a strong desire to continue fulfilling the need for nurses in the area.
- The Texas State Technical College-Harlingen includes large open areas, spacious library facilities, and a five (5) bed simulation lab.
- The program has a number of active contracts with clinical affiliating agencies that provide a variety of clinical learning experiences.
- ADN graduates are able to obtain employment in long term care agencies, home health agencies, clinics, and acute care hospitals.

Cons:

- For the past two (2) years the program has experienced turnover in leadership and faculty.
- Mr. Jayoma was responsible for teaching and clinical supervision in excess of three (3) hours per week as allowed in Rule.
- Faculty are teaching overload due to lack of qualified faculty for the number of students enrolled and subsequently have little time for committee work, including program development.
- Mr. Jayoma indicated that he did not have full authority to direct the program in all its phases.
- There is no evidence of the Total Program Evaluation (TPE) being used for decision making.
- Students expressed dissatisfaction with the lack of organization and structure, insufficient leadership, inconsistency in policy enforcement and limited use of the skills/simulation lab.
- The nursing facilities do not include a nursing student lounge, break area, or study area.

**Staff Rationales for Requirements and Recommendations:**

Board Staff have provided rationales for requirements and recommendations in the Board Order.

**Staff Rationale for Requirement #1:**

Rule 215.6(i) 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.

Rule 215.6(f)(6) requires that “The dean or director shall not carry a teaching load of more than three (3) clock hours per week if required to teach.”

At the time of the survey visit, Mr. Jayoma stated he did not have full support and authority from administration to direct the program in all its phases. He also stated that he was assigned to provide clinical learning experiences for at least sixteen (16) hours per week and classroom

instruction for at least three (3) hours per week. The current job description for Program Director does not limit teaching load expected of Directors nor does it empower the Director with full authority to direct the program.

**Therefore**, the program shall submit documentation to Board Staff no later than September 1, 2015 of a copy of the Program Director job description that includes a full description of the Program Director role, authority to administer the program in all its phases, and workload consistent with Board Rule 215.6(f)(6).

**Staff Rationale for Requirement #2:**

Rule 215.7(b) requires that “A professional nursing education program shall employ sufficient faculty members with graduate preparation and expertise necessary to enable the students to meet the program goals...” In addition Rule 215.7(h) requires “Teaching assignments shall be commensurate with the faculty member’s education and experience in nursing.”

During the survey visit, the Program Director and administration stated that the program has experienced a high faculty turnover rate and difficulty in recruiting qualified faculty for the past two (2) years. This resulted in a lack of adherence to their hiring policies and consequently a mismatch of faculty practice experience to assigned course content.

Ms. Lashbrook advised Board Staff during a phone conversation on June 30, 2015, that the instruction is currently being carried out by four (4) adjunct nursing faculty to provide instruction for the twenty-seven (27) students currently enrolled. These students will graduate in August, 2015. At that time no students will be enrolled. Ms. Lashbrook advised Board Staff that their plan is to employ a qualified director and full-time faculty, and make corrections and improvements to the program for enrollment of a new cohort in January.

**Therefore**, the program shall submit evidence to Board Staff no later than September 1, 2015 of their plan for recruiting/hiring a new Director and future faculty to enable appropriate teaching assignments and to enable the students to meet the program goals and outcomes.

**Staff Rationale for Requirement #3:**

Rule 215.7(a) requires that written personnel policies include faculty workload policies that allow sufficient time for faculty to accomplish activities related to the teaching-learning process. In addition, Rule 215.7(n) requires that the faculty shall be organized with written policies to guide the faculty organization through committee membership.

During the survey visit, a review of the faculty handbook revealed that the handbook does not clearly describe workload expectations or department specific committee membership and duties.

**Therefore**, the program shall submit to Board Staff no later than January 1, 2016 a copy of the revised faculty handbook that includes written policies for faculty workload and department specific committee membership, and duties.

**Staff Rationale for Requirement #4:**

Rule 215.13(c) states that “Implementation of the plan for TPE shall be documented in the minutes.”

During the survey visit, a review of the minutes revealed that the TPE program was not followed and decisions based upon evaluation data were not documented.

**Therefore**, the Program Director and faculty shall review and update the TPE and submit to Board Staff no later than January 1, 2016 a copy of the updated TPE and a plan for documenting faculty decisions based on evaluation data.

**Staff Rationale for Requirement #5:**

Board Rule 215.10(d) requires that "The faculty member shall be responsible for the supervision of students in clinical learning experiences and for scheduling of student time and clinical rotations. "

During the survey visit, students expressed dissatisfaction with the current organization of clinical learning experiences and use of the simulation and skills labs.

**Therefore**, the program shall submit to Board Staff no later than January 1, 2016 a written policy for scheduling clinical learning experiences and skills practice that enable students to fulfill clinical objectives in an organized manner.

**Staff Rationale for Requirement #6:**

Rule 215.11(d)(7) states that "Adequate restrooms and lounges shall be provided convenient to the classroom."

During the survey visit it was noted that the nursing program does not have a defined nursing student lounge.

**Therefore**, the program shall submit to Board Staff no later than January 1, 2016 pictorial evidence of the presence of a nursing student lounge.

**Staff Rationale for Recommendation #1:**

Rule 215.6(d) states that "Salaries shall be adequate to recruit, employ, and retain sufficient qualified nursing faculty members with graduate preparation and expertise necessary for students to meet program goals."

During the survey visit the Program Director and administration stated that faculty salary may be one of the difficulties in recruiting qualified faculty.

**Therefore**, the administration should review faculty salaries to assure they are adequate for recruitment of qualified faculty.

**Staff Recommendation:**

Move to accept the report of the survey visit to the Texas State Technical College Associate Degree Nursing Education Program in Harlingen, Texas, and impose the requirements/recommendations/conditions as indicated in the attached letter and Board Order (See attachment # 2).

**Summary of Survey Visit  
Texas State Technical College in Harlingen, Texas  
Associate Nursing Education Program**

**Purpose of Survey Visit:** Follow-up survey visit pursuant to the January 2015 program approval status change. Changes in program leadership and faculty since the survey visit are reflected in the Board report.

**Date of Visit:** April 9, 2015

**Contract Program Evaluator and Education Consultant Conducting Visit:** Beverly Skloss, MSN, RN, Contract Program Evaluator, and Jo Queen, LTC (R), PhD, MS, MSN, RN-CCNS

**Contract Program Evaluator and Education Consultant met with:**

- Stella E. Garcia, PhD, Interim President
- Antonio Jayoma, MSPH, RN, Program Director
- Jean Lashbrook, RN, Director of Allied Health Division
- Rebecca L. Silva, M.Ed., MPH, Vice President for Student
- Barbara Bennett, Associate Vice President for Student Learning
- Karen Genovise, MSN, RN, Part-time Faculty
- Six (6) associate degree nursing (ADN) students

**Contract Program Evaluator and Education Consultant:**

- Reviewed:
  - The curriculum and all syllabi;
  - Student Handbook and Faculty Handbook;
  - Exams, assignments, and clinical evaluation tools;
  - Clinical affiliation agreements;
  - Records and documents including: student and faculty files, minutes of faculty meetings, and the Total Program Evaluation (TPE) Plan
- Held initial conference with Program Director and administration;
- Observed classroom teaching;
- Interviewed Program Director;
- Interviewed six (6) students;
- Toured facilities housing the nursing program;
- Met with 2 faculty members;
- Conducted exit interview with Program Director and administration.

**Summary of Survey Findings:**

Administration:

- Administration indicated the nursing program fulfills a continued need in the local community for nurses.
- Antonio Jayoma, MSPH, RN, CCRN was appointed ADN Program Director in 2013 and is the second Program Director since the program began. Mr. Jayoma resigned the position effective May 15, 2015.
- Mr. Jayoma carried a teaching load of more than three (3) didactic hours and at least sixteen (16) clinical hours per week. He stated he did not have time to conduct his administrative work.

- Mr. Jayoma indicated that he did not have full support and authority from administration to direct the program in all its phases. The Program Director job description does not reflect Program Director authority for the program.
- Administration stated they will not admit a Fall 2015 cohort due to the need for evaluation of adequate salaries and recruitment of qualified faculty.

#### Program of Study:

- The program of study is designed to be completed in twelve (12) months consisting of three (3) semesters.
- The curriculum is comprised of seventy-two (72) total credit hours including didactic, lab hours, simulation hours, direct patient care, and pre-requisite courses.
- In order to comply with the Texas Higher Education Coordinating Board requirement for ADN programs to reduce credit hours to 60 credit hours, the program is planning a curriculum change.
- The organization of the curriculum is based upon simple to complex levels and designed to ensure students are competent in skills prior to entering the clinical setting.
- The *Differentiated Essential Competencies* (DECS) (2010) have been fully incorporated into the curriculum.
- Standardized testing is not consistently used throughout the program for progression, remediation, and readiness for the NCLEX-RN examination.
- An effective process for testing and testing analysis is not consistently used.
- The process for remediation and strengthening of testing rigor is not consistently used.
- Syllabi are not developed in a uniform manner throughout all courses.

#### Faculty:

- In addition to the Program Director, one (1) full-time faculty and one (1) adjunct faculty teach in the ADN program.
- Administration is reviewing faculty qualifications and hiring processes. At the time of the survey visit, there were three (3) unfilled faculty positions.
- Open faculty positions have not been filled and administration expressed the need for enhanced faculty recruitment. It was noted that faculty salaries are not competitive.
- Administration stated faculty workload is twenty-four (24) hours per week. However, this is not included in the faculty handbook.
- Faculty meetings are held periodically but minutes do not reflect actions or outcomes of actions reflecting back to the TPE.
- Each faculty has a professional development form in their file but without a written plan.
- The faculty handbook has department committees listed but does not indicate the function of the committee or duties of members.
- Faculty members stated they are teaching outside of their area of expertise.

#### Students:

- The current cohort was admitted in July 2014.
- At the time of the survey visit, twenty-seven (27) students were enrolled in the program and scheduled to graduate in August, 2015.
- The program has decided not to admit a Fall 2015 cohort.
- Students stated they enrolled in the ADN program because of convenient location and availability of enrollment positions.
- Students cited hands-on learning experiences as being the most rewarding part of the program.
- Student policies were well defined and are written to include all Board content.

- Interviewed students stated that a lack of strong leadership, insufficient numbers of qualified faculty, inconsistent application of policies, syllabi and schedules not being followed, and lack of ownership among instructors hindered their learning experiences.
- Students stated they do not have enough time in the simulation and skills lab.
- Students stated their learning management system is not accurate and they do not know their actual grades.

#### Clinical Learning Experiences:

- The program has active clinical contracts with a variety of affiliating agencies that provide clinical learning opportunities. Skills lab and simulation lab activities are also used.
- Faculty provides supervision during all clinical learning experiences and maintains BON required ratios.
- Clinical preceptors are used and guidelines are well written.
- Clinical learning experiences are scheduled to correlate with didactic content.
- Criteria for selecting clinical agencies are well-defined.
- The clinical evaluation tools are based upon course content and indicate progression in the level of expectations.
- Clinical tools are used throughout the program, including formative and summative evaluations.
- Student expectations are detailed but lack consistency as to what constitutes a passing grade.

#### Facilities, Resources, and Services:

- A full array of student services is offered on site.
- Modern, spacious classrooms with audiovisual equipment and furniture are dedicated to the ADN program and conducive to learning.
- Computer labs are available in a building across campus, close to the library.
- Students use their personal laptops to access twenty-four (24) resources. However, they reported connectivity problems and timing out during testing.
- There is ample parking available in front of the building and adjacent to the nursing building.
- Skills and simulation labs are equipped with high and medium fidelity manikins, equipment, and resources.
- The Program Director is provided with a fully furnished private office. Faculty share offices in a building adjacent to the nursing building with each having their own cubicle space. Private rooms are available for student conferences.
- The program shares clerical and secretarial support with several programs.
- The Program Director and faculty agreed that physical resources are adequate to meet teaching needs.
- The nursing facilities did not include a nursing student lounge, break area, or study area.

#### Records and Reports:

- Faculty files provide evidence of faculty qualifications, responsibilities, and evaluations.
- The program has a TPE Plan to use for decision making, but do not use it effectively.
- Meeting minutes do not reflect the use of the TPE for decision making.
- The majority of student files reviewed did not contain clinical evaluations for Fall 2014 as required by Board Rule 215.12(a)(1).
- Clinical affiliation agreements are current and readily accessible.
- Storage of records meets the requirement of Rule 215.12(a).

DRAFT LETTER

July 27, 2015

Jean Lashbrook, RN, Director of Allied Health Division  
Associate Degree Nursing Education Program  
Texas State Technical College  
1902 N. Loop 499  
Harlingen, TX 78550

Dear Ms. Lashbrook,

At the July 23, 2015 meeting, the members of the Texas Board of Nursing considered the report of the April 9, 2015 survey visit to Texas State Technical Associate Degree Nursing Education Program in Harlingen, Texas. It was the decision of the Board to accept the report of the survey visit and impose the requirements/recommendations/conditions indicated in the attached Board Order.

A requirement is a 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 questions or if we may provide assistance, please contact Board Staff at [janice.hooper@bon.texas.gov](mailto:janice.hooper@bon.texas.gov) or 512-305-6814.

Sincerely,

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

Copy: Stella E. Garcia, PhD, Interim President, Texas State Technical College, Harlingen



## BEFORE THE TEXAS BOARD OF NURSING

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### **In the Matter of:**

Texas State Technical College  
Associate Degree Nursing Education Program  
Harlingen, Texas 78550

### **ORDER OF THE BOARD**

A public meeting of the Texas Board of Nursing, hereinafter referred to as the Board, was held on July 23, 2015, 333 Guadalupe, Tower II, Room 225, Austin, Texas, to consider the survey visit to the Texas State Technical College Associate Degree Nursing Education Program in Harlingen, Texas, based upon Board action at the January 2015 quarterly meeting, pursuant to Section 301.157, Texas Occupations Code and 22 Tex. Admin. Code Chapter 215, and findings of the May 4, 2015 survey visit.

After review and due consideration of the filed materials, as well as the presentation by representatives from the Texas State Technical College in Harlingen, Texas, and other interested parties, if any, the Board hereby ACCEPTS the report of the survey visit to the Texas State Technical College Associate Degree Nursing Education Program in Harlingen, Texas, and hereby imposes the following requirements/recommendations/conditions:

#### Requirements:

1. The program shall submit documentation to Board Staff no later than September 1, 2015 of a copy of the Program Director job description that includes a full description of the Program Director role, authority to administer the program in all its phases, and workload consistent with Board Rule 215.6(f)(6).
2. The program shall submit evidence to Board Staff no later than September 1, 2015 of their plan for recruiting/hiring a new director and future faculty to enable appropriate teaching assignments and to enable the students to meet the program goals and outcomes.
3. The program shall submit to Board Staff no later than January 1, 2016 a copy of the revised faculty handbook that includes written policies for faculty workload and department specific committee membership, and duties.
4. The Program Director and faculty shall review and update the TPE and submit to Board Staff no later than January 1, 2016 a copy of the updated TPE and a plan for documenting faculty decisions based on evaluation data.
5. The program shall submit to Board Staff no later than January 1, 2016 a written policy for scheduling clinical learning experiences and skills practice that enable students to fulfill clinical objectives in an organized manner.
6. The program shall submit to Board Staff no later than January 1, 2016 pictorial evidence of the presence of a nursing student lounge.

Recommendation:

1. Board Staff recommends that the program administration review faculty salaries to assure they are adequate for recruitment of qualified faculty.

Entered this 23<sup>rd</sup> day of July, 2015

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