

**Report of Routine Survey Visit
 Houston Community College in Houston, Texas
 Associate Degree Nursing Education Program**

Summary of Request:

Consider the report of the April 25, 2013 routine survey visit to Houston Community College (HCC) Associate Degree Nursing (ADN) Education Program in Houston, Texas (See Attachment #1). The survey visit was conducted by LeAnn Wagner, MSN, RN, contract Program Evaluator employed by the Board of Nursing (BON). The previous survey was conducted in March 2002.

Historical Perspective:

- The ADN program has been in operation since 1979.
- The program has tracks for licensed vocational nurses (LVNs), paramedics, and military healthcare personnel.
- The program has articulation agreements with six (6) BSN programs, as indicated in the 2012 Nursing Education Program Information Survey (NEPIS).
- The program is located in the Texas Medical Center complex in downtown Houston.
- The NCLEX-RN® examination pass rate for the past five years are listed below:

Exam Year	NCLEX-RN® Pass Rate	Number of First Time Candidates (Passed/Total)	BON Approval Status
2012	85.80%	139/162	Full
2011	87.74%	136/155	Full
2010	90.97%	141/155	Full
2009	92.27%	167/181	Full
2008	94.44%	136/144	Full

- A copy of the Board Report and Survey Visit Report were provided to the program director and administration at HCC. The administration's responses to the reports may be found in Attachment #3. Though the intent seems to be to move toward compliance with the rules with all due diligence, it is not clear whether faculty were involved in the decisions and resolutions to the requirements.

Summary of the Survey Visit:

Administration and Organization

- Vivian Dawkins, PhD, RN, NEA-BC, was appointed as director of the program in March 2012. The previous directors were:
 Maria C. Reyes, MS, FNP-C, APRN, Interim Director, appointed August 2011
 Marion Cole, MEd, RN, Interim Director, appointed July 2009 with a Board-approved waiver
 Wilhelmina Rich, PhD, RN, Director, appointed January 2008
- The organization chart given to the Program Evaluator indicated lines of communication, authority, and responsibility between the nursing program and the Executive Dean for Instruction, the College President, and the System Chancellor.
- The ADN program has comparable status with the other health care programs located on the Coleman Campus, however, faculty indicate that the starting salary is not competitive with other schools of nursing in the medical center. This limits their ability to attract qualified nursing faculty

to HCC. There are currently fourteen (14) nursing faculty employed and there are eight (8) nursing faculty vacancies.

- Statements during the interviews with the director and with faculty indicated that the program director does not have the authority to direct the program. Many decisions about the program are made by upper administration without input from the director or faculty. Specific examples were cited.
- Nursing faculty decisions about student failures and readmission policies are not always supported by administration.

Program of Study

- The program director indicated that the Curriculum Committee and the faculty have reviewed the philosophy/mission of the program recently, but documentation in faculty minutes was not found.
- The Program Evaluator did not locate the program objectives or goals. The College requires an annual analysis of Program Student Learning Outcomes but these do not reflect nursing goals.
- Nursing faculty are able to discuss the pervasive concepts and progressive concepts that are found throughout the curriculum, but these are not codified.
- The curriculum contains 30 semester credit hours of general education support courses and 42 semester hours of nursing courses, totaling 72 semester credit hours in the program requirements, taught over 6 semesters.
- The curriculum is clearly based on Rule 215 and incorporates the *Differentiated Essential Competencies for Graduates of Texas Nursing Programs*.
- The faculty have been involved with the CABNET consortium and plan to standardize their support courses and move to a concept-based curriculum in the near future.

Faculty

- Many of the nursing faculty have been employed with HCC for many years and are very committed to the program, but indicated that resources are inadequate.
- The program does not have a Nursing Faculty Handbook where faculty and program policies are usually found.
- There is a college faculty handbook with general information about performance evaluation criteria and job responsibilities. The job descriptions are generic and not specific to nursing faculty. The program director's job description does not reflect the actual job responsibilities.
- The faculty organization is not described in writing but faculty committees are functioning. A written description of the purpose and membership of committees is not available. There are no students on faculty committees. A sampling of faculty minutes were reviewed.
- Faculty workload makes it difficult for faculty to engage in effective nursing committee work.
- There is no written orientation plan for new nursing faculty.
- Faculty teaching assignments are made by the program director and are based on educational preparation, clinical experience, and previous teaching experience.
- The program director is not required to teach courses.
- Funds are available for faculty development.
- Faculty suggested that a Lab Coordinator would be beneficial because it would allow faculty to devote more time to didactic instruction and carrying out the business of the nursing program.
- Faculty are responsible for supervising the students' clinical experiences. The program does not use preceptors, teaching assistants, or observation experiences.
- At the time of the survey visit, there were fourteen (14) full-time and fourteen (14) part-time nursing faculty. There is significant faculty turnover because of low salaries.

Students

- In Spring 2013, there were 422 nursing students enrolled in the program with an additional 161 enrolled in the Pharmacology course.
- Approximately 150 generic students are admitted in the fall and 100 are admitted in the spring each. LVN transition students are usually admitted in the summer semester, but none have been admitted for the past two (2) years.
- It is not clear whether student admissions are altered based upon the adequacy of the number of nursing faculty or the availability of clinical placements.
- It is unclear whether students are given the required information about eligibility and discipline, or if they sign a receipt acknowledging that they were given the information. No receipt was found.
- Though student policies for readmission, dismissal, progression, and graduation are found in the ADN or in the HCC student handbooks, none of the policies for dismissal of students reflect concern for patient safety or violations in professional behavior. Reasons for dismissal in the policies in place relate more to policy violations.
- Students expressed concerns about program processes, about the constant turnover of adjunct faculty, and the apparent lack of faculty orientation to the adjunct faculty role.

Clinical Learning Experiences

- Contracts with clinical affiliating agencies are current. It is becoming increasingly difficult to establish clinical learning experiences for ADN students in the Houston area because of preference being given to BSN students by acute care settings.
- The recent reformatting clinical courses to an eight-week session has made it more difficult to find adequate clinical experiences.
- Students are concerned about obtaining adequate clinical experiences in the program.
- The program does not have an evaluation tool to evaluate clinical experiences and clinical settings.
- Clinical objectives are stated in behavioral terms and reflect progression throughout the curriculum.

Facilities, Resources, and Services

- The ADN program is housed in a modern building that provides a good learning environment.
- The current crowded conditions have provided an impetus for a new building that will be started soon to accommodate more students.
- Faculty participate in the budget process by providing a list of requests for items. A further process determines which items will be funded.
- The skills laboratory is equipped with adequate supplies and manikins, but is shared with other health care programs which limits their availability for the practice time.
- Accommodation for simulation experiences with high-fidelity equipment is available, but limited, because of the necessity of sharing the labs with other programs.
- Only one administrative assistant is available for the program director, faculty and nearly 600 students, and seems inadequate to all involved.

Total Program Evaluation

- The Total Program Evaluation plan does not comply with Rule 215. Reasons for decisions are based more on anecdotal information rather than data.

Pros and Cons from the Survey Visit:

Pros:

- Many of the faculty have been at the HCC ADN Program for many years and are very committed to making the necessary changes to improve the quality of the program if they receive adequate support from the college administration. Their dedication is evident by the NCLEX® examination pass rate which has been above the threshold for the past five years.

Cons:

- The program director does not have the authority to direct all phases of the program including approval of teaching staff, admission, progression, probation, and dismissal of students, and enforcement of student policies. (The director does have the authority to select clinical sites.) Support from administration is not apparent.
- There is an absence of an ADN Faculty Handbook that outlines all the policies for the faculty to use to operate the program. The job descriptions that are available are generic job descriptions for the college and do not address the responsibilities of the director and nursing faculty.
- The Total Program Evaluation is not in compliance with Rule 215.13 nor does it follow Education Guideline 3.11.1.a.
- Though the faculty function in committee work, a written organizational structure with by-laws is not available. A sample of faculty minutes were reviewed.
- Students are not formally involved in governance of the program.
- There are no signed receipts indicating that students received BON information related to eligibility issues, nor information about good professional character, licensure of persons with criminal offenses, criteria and procedure regarding intemperate use of drugs, and lack of fitness in eligibility and disciplinary matters. Information in the Student Handbook related to Board rules and the Nursing Practice Act is inaccurate and out of date.
- Faculty workload does not allow time for faculty to carry out other faculty responsibilities, such as engage in appropriate programmatic review and revisions.
- The high turnover of clinical adjunct faculty has an impact on consistent instruction in the clinical learning experiences.
- Adequate secretarial assistance is not available for the program with one administrative assistant for over 600 students, the program director, and 14 full-time faculty.
- The number of students admitted each semester does not appear to be adjusted to the number of available faculty and the number of clinical spaces available.

Rationale for Recommendation:

Since there are numerous areas of noncompliance, Board Staff recommend issuing requirements for each deficiency. Requiring the program director to have full authority over the program will facilitate the director and faculty to make changes toward compliance in the other areas.

Rule 215.6(i) states “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.”

Staff Recommendation:

Move to accept the report of findings from the routine survey visit to the Houston Community College Associate Degree Nursing Education Program in Houston, Texas, and issue the requirements in the attached Board Order (See Attachment #2).

**Summary of Routine Survey Visit
Houston Community College in Houston, Texas
Associate Degree Nursing Program**

Purpose of Visit: routine survey visit

Date of Visit: April 25, 2013

Board Contracted Program Evaluator: LeAnn Wagner, MSN, RN

Board Surveyor met with:

- Michael Edwards, JD, Executive Dean for Instruction
- Vivian Dawkins, PhD, RN, ADN Program Director
- Sheila Ballinger, EdD, RN, Skills Lab and Clinical
- Jason Smith, DNP, RN, MSII Nursing Skills Lab
- Theresa Wooten, MS, RN, Psychiatric Nursing/Mental Health
- Sheila Tyne, MSN, RN Clinical only OB/Pedi/MSII
- Delores Sadler, RN, PhD, MSI, MSII, Assessment, Management
- Diane Mosqueda, DNP, RN, Pharmacology, Pediatric Clinical
- Shana Westerfield, PhD, RN, Psychiatric Nursing/Mental Health
- Marian Cole, MSN, MEd, RN, Foundations, Psych/Mental Health, MSI, MSII
- Tyrone Sharp, PhD, RN, MSI, MSII, Mental Health
- Rita Callahan, PhD, RN, MSII
- Wilhelmina Rich, MSN, RN, MSI, MSII, Pediatrics, Pharmacology, Foundations
- Sofia John, MSN, RN, Pediatrics, Pharmacology
- Jolly Joseph, PhD, RN, Obstetrics
- Modesytica Sanchez, Administrative Assistant to Dr. Dawkins
- 20 current ADN students

Program Evaluator:

- Reviewed the curriculum materials including all syllabi
- Reviewed the ADN Student Handbook and the HCC Faculty Handbook
- Reviewed the clinical evaluation tools
- Reviewed the total program evaluation plan, conceptual model, and committee minutes
- Reviewed student assignments and tests
- Reviewed student files, faculty files, and clinical affiliation agreements
- Toured the nursing offices, classrooms, and skills labs
- Conducted exit conference

Summary of Findings

Philosophy/Mission and Objectives/Outcomes

- The Program Director indicated that the faculty had recently reviewed the Philosophy and Mission but there were no specific minutes available to document this review.
- The program does not have an ADN Faculty Handbook so there is no central site where all program policies are found.
- The program does not have identified Program Objectives or Program Outcomes outlining graduate achievements upon completion of the program. The College requires an analysis of a set of *Program Student Learning Outcomes* each year, but these outcomes focus on a small area of student achievement that may change each year.

- The conceptual framework mentioned in the Curriculum Overview is based upon the rule requirements to teach Medical, Surgical, Pediatric, Obstetric, and Mental Health Nursing. The faculty have identified *Pervasive Concepts* that are found throughout the curriculum and *Progressive Concepts* that increase in complexity as the student progresses through the curriculum.
- Clinical objectives are stated in behavioral terms and reflect progress throughout the curriculum.

Administration and Organization

- The organizational chart that was given to the Program Evaluator during the visit demonstrates lines of communication, authority, and responsibility between the nursing program and the Executive Dean for Instruction, the College President, and the System Chancellor.
- The ADN Program has comparable status to the other health care programs located on the HCC Coleman Campus. However, the faculty expressed that the beginning salary is not adequate to attract new faculty and is not competitive with other schools of nursing in the medical center.
- The organizational chart indicated that there are currently 8 faculty vacancies with 14 full-time faculty members employed.
- The facility where the program is housed is very new and inviting, but is crowded. A bond issue was recently passed to build a new facility that would be able to accommodate more students for all the health care programs.
- Examples were cited by both the faculty and the program director that the program director does not have the authority to direct the program in all its aspects.
- Faculty members discussed instances when program policies have not been followed such as when student grades were changed.
- The faculty organization is not described in any document but there is a list of committees with faculty members who are assigned to those committees. A written description of the purpose or method of functioning of any of the committees was not available. There is no student representation on any of the committees.
- The faculty stated that their workload does not allow for time for effective committee work.
- The program director is not responsible to teach courses.

Faculty

- No ADN Faculty Handbook exists which usually includes faculty policies, but some program policies are outlined in the ADN Student Handbook and in the course syllabi.
- There is a college faculty handbook which has some general information about performance evaluation criteria and job responsibilities. The job descriptions are generic and not specific to the nursing program. The description and qualifications of the program director's job do not reflect the actual job responsibilities.
- The faculty workload is listed as a 40-hour work week, but this does not acknowledge the differences in responsibilities related to class size. The faculty reported that it is difficult for them to accomplish activities related to the teaching-learning process including reviewing, evaluating and making appropriate changes to the program because of a heavy teaching load.
- There is no written orientation plan for new nursing faculty.
- Faculty assignments are made by the program chair and are based on educational preparation, clinical experience, and previous teaching experience.
- Faculty indicate that there are funds available for professional development activities. A workshop was held recently during faculty preparation week on item writing for tests.
- The program director and administrative assistant are responsible for validating current licensure of all faculty. This information is kept in the faculty files. No faculty members are waived at this time.
- There is no lab coordinator employed at this time; the faculty indicated that hiring a lab coordinator would greatly facilitate their abilities to focus on excellence in curriculum and instruction.

- Faculty are responsible for supervising the students' clinical experiences; the program does not use preceptors, teaching assistants, or observational experiences.
- There are 14 full-time and 14 part-time faculty members with significant turnover in the part-time faculty because of the low salary. Full-time faculty expressed concern about the consistency of teaching and evaluation from part-time faculty who teach for only one or two semesters.

Students

- Admission requirements are found on the ADN Program web site with step-by-step instructions on how to apply to the program, but students stated that they find the instructions unclear.
- Readmission, dismissal, progression, and graduation policies are found in the ADN and/or HCC Student Handbooks. However, there is no mention of dismissal for evidence of actual or potential harm to patients, clients, or the public; criminal behavior; intemperate use, abuse of drugs or alcohol, or diagnosis of or treatment for chemical dependency, mental illness, or diminished mental capacity, or lack of good moral character. The reasons for dismissal relate more to policy violations.
- Students indicated that the grading scheme that appears in the syllabi is often changed.
- In the Spring 2013 semester, there were 422 nursing students enrolled in the program with an additional 161 students enrolled in the Pharmacology course. Approximately 150 generic students are admitted in the fall and 100 students are admitted in the spring. In the past LVN transition students were admitted in the summer, but none have been admitted for the past two (2) years. It is unclear whether the adequacy of the number qualified faculty or availability of clinical placement opportunities affect the number of students offered admission.
- The only information that is given to students in the ADN Student Handbook from the Texas Occupations Code is Section 301.257. Other information may be given to the students in some of their course work but this is done at a later time. Students do not sign any receipt of this information and there is nothing in their file to document this receipt. In addition the reference in the Handbook is to the 2000 Texas Nursing Practice Act rather than the Texas Occupations Code (Nursing Practice Act 2011). The information that is printed in the Handbook is a summary of information related to Declaratory Orders and it needs updating.
- At this time there is no formal mechanism for students to participate in the ADN Program governance.

Program of Study

- The curriculum contains 30 semester credit hours of general education support courses and 42 semester hours of nursing course for a total 72 semester credit hours. These courses are taught over 6 semesters. Generic students are admitted in both the fall and spring semesters and LVN transition students are admitted in the summer.
- The curriculum is clearly based on the content requirements in Rule 215 and on *the Differentiated Essential Competencies of Graduates of Texas Nursing Programs*.
- Pharmacology is taught using distance learning delivery but all other courses are taught face-to-face.
- The faculty has been working with the CABNET Consortium and hopes to standardize their support courses and move to a concept-based curriculum in the near future.

Clinical Learning Experiences

- Review of files indicated that clinical contracts for the program were current. With many of the hospitals in the Medical Center receiving Magnet status, it is becoming more and more difficult to secure adequate clinical placements, even outside of the Medical Center.
- Students have expressed concern that the number of clinical experiences in acute care has dropped significantly in the past few semesters and they are concerned about their preparation to work in a fast-paced acute care facility.

- Each clinical faculty member has 10 students or less in the clinical setting if they are supervising direct patient care. Patient assignments are given to the student the day before the experience if the student finds out in time, otherwise it is given the day of the assignment.
- The program does not have a tool that is used to evaluate facilities for potential clinical learning experiences.

Facilities, Resources, and Services

- The facilities where the ADN Program is housed is a modern building that is inviting providing a pleasant atmosphere for learning. However the building is quite crowded and a new building will be started soon to accommodate more students.
- The faculty are able to request items for the budget by submitting their requests to the program director. Funding is dependent upon the budget.
- The learning laboratory is well stocked with supplies and there are adequate manikins for student practice, but it is shared with other health care programs which makes practice time for the large number of students quite limited.
- The department has access to high fidelity manikins but again they share with other programs and there is no designated simulation coordinator for the ADN Program to assist faculty in developing their skills with high fidelity simulation. As a result simulation is used sparingly throughout the program.
- Secretarial support for the department is inadequate with one administrative assistant for the program director, 14 faculty members, and nearly 600 students.

Records and Reports

- All confidential files are kept in a secure location.
- Student files appear to be complete except for the lack of a signed receipt regarding Board license eligibility information.
- Faculty files appeared to be complete.
- Clinical affiliation agreements appear to be up to date.
- Only a sampling of minutes of all faculty meetings were reviewed.
- Many of the documents such as the Student Handbook and the organizational charts were out of date.

Total Program Evaluation

- The Program's Total Program Evaluation does not list evaluative criteria related to program and instructional effectiveness, the methodology of data collection, actual data that has been collected, or benchmarks of program and instructional effectiveness.
- The results that are listed are nearly always anecdotal in nature with no specific follow-up plans for problem areas that are identified.
- The program's NCLEX-RN® pass rate has declined from 94.44% in 2008 to 85.8% in 2012 but there is nothing in the Total Program Evaluation regarding a systematic study of factors contributing to this decline.

DRAFT LETTER

July 22, 2013

Vivian Dawkins, PhD, RN
Director of the Associate Degree Nursing Education Program
Houston Community College
1900 Pressler Drive, Suite 344
Houston, Texas 77030

Dear Dr. Dawkins:

At the July 18-19, 2013 meeting, the members of the Texas Board of Nursing discussed the report of the April 25, 2013 survey visit to the Houston Community College Associate Degree Nursing Program in Houston, Texas. The Board members wish to thank you and --- for being present to answer questions.

Based upon the discussion and review of the survey visit report, it was the decision of the Board to accept the findings of the survey visit and to issue the requirements in the attached Board Order. Board members also wish to stress the importance of the program director to have the authority to function in the full role described in the rules and education guideline.

Requirements are mandatory criteria based upon program assessment directly related to the rules that must be addressed in the manner prescribed.

If you have questions or if Board Staff can assist in any way, please do not hesitate to contact Janice.hooper@bon.texas.gov or (512-305-6814).

Sincerely,

Kathy Shipp, MSN, RN, FNP
President of the Board

Janice I. Hooper, PhD, RN, FRE
Lead Nursing Consultant for Education\

Copy: Michael Edwards, JD, Executive Dean for Instruction
President, Houston CC
Texas Higher Education Coordinating Board

BEFORE THE TEXAS BOARD OF NURSING

In the Matter of:

Houston Community College
Associate Degree Nursing Education Program
in Houston, Texas

ORDER OF THE BOARD

A public meeting of the Texas Board of Nursing, hereinafter referred to as the Board, was held on July 18, 2013, 333 Guadalupe, Tower II, Room 225, Austin, Texas, to consider the report of the survey visit to Houston Community College Associate Degree Nursing Education in Houston, Texas, pursuant to Section 301.157, Texas Occupations Code and 22 Tex. Admin. Code Chapter 215.

Board members in attendance were: Kathy Shipp, MSN, RN, FNP; Nina Almasy, MSN, RN; Deborah Hughes Bell, CLU, ChFC; Patricia Clapp, BA; Tamara Cowen, MN, RN; Sheri Denise Crosby, JD, SPHR; Marilyn J. Davis, RN, BSN, MPA; Shelby Ellzey, BBA; Richard Robert Gibbs, LVN; Kathy Leader-Horn, LVN; Mary LeBeck, MSN, RN; Josefina Lujan, PhD, RN; and Beverly Jean Nutall, LVN.

After review and due consideration of the findings from the survey visit, as well as the presentation by representatives from Houston Community College in Houston, Texas, and comments from other interested parties, if any, the Board hereby accepts the survey visit report and imposes the following conditions/requirements:

1. The administration shall empower the program director with full authority to administer the program in all its aspects. The administration shall provide written evidence that the program director has the authority to make all decisions and to administer the program in compliance with Rule 215 no later than September 1, 2013.
2. The faculty shall develop a Faculty Handbook for the ADN faculty that includes all required faculty policies in Rule 215.7 and a full description of the ADN faculty organization as described in Rule 215.7(n). The program shall submit a Faculty Handbook that includes required faculty policies and a description of the faculty organizational structure and plans for committee functioning to Board Staff no later than January 1, 2014.
3. The faculty shall develop a plan to include student representation in the governance of the ADN program. The program shall submit the plan for student representation in the ADN program to Board Staff no later than January 1, 2014.

4. The faculty shall develop a process to provide students with verbal and written information regarding conditions that may disqualify graduates from licensure and of their rights to petition the Board for a Declaratory Order of Eligibility as described in Rule 215.8(b). The program shall develop a process to maintain evidence of student receipt of the Board's license eligibility information. The program shall submit the written process and sample of receipt for student signature to Board Staff no later than September 1, 2013.
5. The administration shall review and revise the nursing faculty workload to allow faculty time to be involved in departmental committee work and in curriculum evaluation and revision. In addition, the administration shall review salaries for nursing faculty in the Houston area and make adjustments to be more competitive in attracting qualified faculty to teach full-time and part-time in the program. Also, the program director shall study the use of part-time clinical faculty in an effort to retain part-time faculty for clinical instruction and decrease turnover. The program director shall submit the revised faculty workload policy, salary adjustments, and strategies to retain part-time faculty in the program to Board Staff no later than September 1, 2013.
6. The faculty and administration shall review the admission process and shall devise a formula to determine the optimum number of students chosen for admission based upon the availability of qualified faculty and clinical practice settings. The program director shall provide a report of decisions made about the admission process and its relationship to the adequacy of faculty and clinical facilities to Board Staff no later than October 1, 2013.
7. The administration shall provide funding for adequate secretarial assistance by September 1, 2013, and submit the resolution of this deficiency to Board Staff no later than September 1, 2013.
8. The faculty shall review and revise the Total Program Evaluation Plan to comply with Rule 215.13, and shall submit the revised Total Program Evaluation Plan to Board Staff no later than January 1, 2014. The Plan shall include methods to evaluate all aspects of the program, including the clinical affiliating agencies.

Failure to comply with these requirements may result in further consideration of the program's approval status, including the imposition of additional restrictions, conditions, monitoring, or other negative changes in the program's status up to withdrawal of approval.

Entered this 18th day of July, 2013

Kathy Shipp, MSN, RN, FNP
President of the Board

**Response to the Report of Routine Survey Visit
Houston Community College, Houston Texas
Associate Degree Nursing Education Program**

The following BON conditions/requirements are being met as follows:

1. *The administration shall empower the program director with full authority to administer the program in all its aspects. The administration shall provide written evidence that the program director has the authority to make all decisions and to administer the program in compliance with Rule 215 by September 1, 2013.*

HCC Response:

The director is required to follow HCC policies and procedures and adhere to the district guidelines for all faculty instructional leaders. Such guidelines, policies and procedures do not conflict with Rule 215 and can be found on the HCC website under Guidelines-Faculty Instructional Leaders at www.hccs.edu/hccs/faculty-staff/faculty-administrative-support

2. *The faculty shall develop a Faculty Handbook for the ADN faculty that includes all required faculty policies in Rule 215.7 and a full description of the ADN faculty organization as described in Rule 215.7(n). In addition, the faculty shall develop a template and a plan for taking minutes that document faculty decision-making based upon evaluation data. The program shall submit the revised Faculty Handbook, plan for effective documentation of minutes and decision-making, and sample faculty minutes that provide evidence of faculty decision-making based upon data to Board Staff no later than January 1, 2014.*

HCC Response:

A team of senior faculty, under the lead of the former Director of Nursing, Marion Cole, has been charged with the task of reviewing and revising the Faculty Handbook for ADN faculty in accordance with Rule 215.7. This same team shall develop the template for taking minutes of departmental meetings including specifically where data is used in evidence based decision-making. This team is also responsible for submitting this information to the Director of Nursing to be reviewed and submitted to the Board Staff before January 1, 2014.

3. *The faculty shall develop a plan to include student representation in the governance of the ADN program. The program shall submit the plan for student representation in the ADN program to Board Staff no later than January 1, 2014.*

HCC Response:

The first year class and the second year class will each elect a representative to be a member of the ADN advisory committee and as appropriate to attend ADN department meetings to provide input from the student perspective to the program. A faculty team, led by Dr. Rita Callahan, ADN faculty, will develop the process for elections and provide documentation to the program director for submission to the Board Staff by January 1, 2014.

4. *The faculty shall develop a process to provide students with verbal and written information regarding conditions that may disqualify graduates from licensure and of their rights to petition the Board of a Declaratory Order of Eligibility as described in Rule 215.8(b). The program shall develop a process to maintain evidence of student receipt of the Board's license eligibility information. The program shall submit the written process and sample of receipt for student signature to Board Staff by September 1, 2013.*

HCC Response:

A team of faculty from the ADN program has been assigned to develop the appropriate material in compliance with rule 215.8(b). All currently enrolled students, in April 2013, were provided with the

documents from the TBON regarding declaratory orders and all other pertinent information as required by the rule. Beginning with the fall 2013 cohort, this information will be distributed and will be discussed in the ADN new student orientation conducted by the ADN faculty before students begin their program. This material will include a document for students' signature acknowledging the same. As our application materials become more automated this document will be included in the application process assuring students have the information as early in the process as possible to assist them in decisions they make regarding their pursuit of the ADN.

- 5. The administration shall review and revise the nursing faculty workload to allow faculty time to be involved in departmental committee work and in curriculum evaluation and revision. In addition, the administration shall review salaries for nursing faculty in the Houston area and make adjustments to be more competitive in attracting qualified faculty to teach full-time and part-time in the program. Also, the program director shall study the use of part-time clinical faculty to determine a model to retain part-time faculty for clinical instruction to decrease turnover in this group. The program director shall submit the revised faculty workload policy, salary adjustments, and strategies to retain part-time faculty in the program to Board Staff no later than September 1, 2013.*

HCC Response:

HCC has a workload policy for faculty. Full-time faculty is required to teach 15 credit hours per semester. This policy is consistent for faculty. Faculty workload policy can be found under Guidelines-Workload at www.hccs.edu/hccs/faculty-staff/faculty-administrative-support

We have conducted a salary survey and have found that nursing faculty salaries at Houston Community College are comparable to those of our nearest community colleges, Lone Star Community College and San Jacinto Community College. In 2011, we began offering a ten percent of base salary stipend to all nursing faculty who complete the Certified Nurse Educator designation, all new faculty receive the stipend when hired and have two years to complete the CNE. In 2011, we changed 12-month faculty to 10.5 month faculty positions but did not reduce salaries which effectively increased the wages of ADN faculty. We acknowledge that area universities and proprietary colleges do have higher salaries and higher revenue models to support those salaries.

Additionally, the HCC BOT has recently approved a general salary increase for all HCC employees of 3% beginning September 1, 2013 and a 2% increase in February 2014 if funding is available. The BOT also approved a one-time disbursement of a lump sum at 1.5% base salary, respectively.

In 2010, the HCC BOT approved an increase for health science adjuncts from an hourly rate of 19.50 to 29.50 in an effort to support the retention and recruitment of qualified adjuncts.

- 6. The faculty and administration shall review the admission process and shall devise a formula to determine the optimum number of students chosen for admission based upon the availability of qualified faculty and clinical practice settings. The program director shall provide a report of decisions made about the admission process and its relationship to the adequacy of faculty and clinical facilities to Board Staff by October 1, 2013.*

HCC Response:

We are working to secure a template indicative of best practice for such instructional coverage which will be inclusive of the frequency and duration of appropriate clinical experiences for our students in the Texas Medical Center and beyond.

- 7. The administration shall provide funding for adequate secretarial assistance by September 1, 2013, and submit the resolution of this deficiency by September 1, 2013.*

HCC Response:

The position was released from the HCC Chill, a budget reduction strategy, and has been posted to be filled immediately.

- 8. The faculty shall review and revise the Total Program Evaluation Plan to comply with Rule 215.13 and shall submit the revised Total Program Evaluation Plan to Board Staff by January 1, 2014. The Plan shall include methods to evaluate all aspects of the program including the clinical affiliating agencies.*

HCC Response:

The administration and faculty are working on such plan inclusive of current key performance measures per district mandates, state law and Texas Higher Education Coordinating Board (THECB) compliance features.

Total program evaluations for the last two years have been revised utilizing program data including trending figures. A revised plan to conduct the Total Program Review will be developed and submitted per the deadline that will include methods of evaluation for all aspects of the program.