

**Proposal to Establish A New Nursing Education Program
Carrington College in Mesquite, Texas
Associate Degree Nursing Education Program**

Summary of Request:

Consider the Carrington College proposal to establish a new Associate Degree Nursing (ADN) Education Program in Mesquite, Texas and the survey visit report (See Attachment #1). The final proposal was provided electronically to members of the Texas Board of Nursing (Board). A notice of public hearing has been posted (See Attachment #2).

Historical Perspective:

- Carrington College is a part of DeVry Education Group Inc., 3005 Highland Parkway, Downers Grove, Illinois. DeVry Education Group is also the parent company of American University of the Caribbean School of Medicine, Becker Professional Education, Chamberlain College of Nursing, DeVry Brasil, DeVry University, Ross University School of Medicine, and Ross University School of Veterinary Medicine.
- Carrington College currently has locations operating in Arizona, California, Idaho, Nevada, New Mexico, Oregon, Texas and Washington. Carrington College is accredited by the Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges (ACCJC/WASC), an institutional accrediting body recognized by the Council for Higher Education Accreditation and the US Department of Education. As of July 3, 2014, all Carrington College campuses are accredited by the ACCJC/WASC.
- The Texas Higher Education Coordinating Board (THECB) issued Carrington College an exemption for THECB approval based on the institution's accreditation with the Western Association of Schools and Colleges (WASC), a regional accrediting agency recognized by THECB. This exemption will continue as long as Carrington maintains accreditation standards acceptable to WASC and makes no substantive change that exceeds the basis on which it is exempt. The THECB Certificate of Authorization was issued on March 23, 2015 and will expire on December 31, 2019.
- Carrington College was issued a Certificate of Approval from the Texas Workforce Commission (TWC) on April 21, 2014 and the approval is valid through April 20, 2015. A routine survey visit was conducted on February 6, 2015 by TWC Career Schools and Colleges representatives for consideration of certificate renewal; the outcome letter set forth that no deficiencies were noted.
- A well-developed, comprehensive first draft of the proposal was received in the Board office in September 2014 and reviewed by Board Staff. The proposal was deemed complete in February 2015 and a site visit was conducted on March 17, 2015 by Board education consultant Gayle Varnell, PhD, RN, CPNP-PC.

Summary of Proposal:

Overview of the Proposal:

- Carrington College proposes to establish a new generic ADN Education Program in Mesquite, Texas. The proposal requests enrollment of an initial cohort of thirty (30) students, and a continuing annual enrollment of two (2) cohorts of thirty (30) students, to begin in Fall 2015. The projected graduation date for the first cohort will be February 2017. The program is designed to be delivered on campus for didactic learning and by faculty supervised hands-on clinical experiences in a variety of health care settings.
- The five-semester curriculum is comprised of sixty-six (66) semester credit hours, including twenty-four (24) hours of nursing prerequisites with three (3) hours of laboratory studies. The nursing program contains 675 hours of classroom time, 270 hours of laboratory time, and 540 hours of clinical learning experiences. The total hours for nursing content are 1485 over an eighty (80) week time period.
- Clinical learning experiences will be offered in health care facilities in the Dallas area. Clinical affiliations include Doctors Hospital in Dallas, Parkland Hospital in Dallas, Concentra Health Services in Mesquite, Methodist Richardson Medical Center, the Juliette Fowler Communities, and Timberlawn Mental/Behavioral Health System.

Rationale and Need for the Program:

- Survey results and literature review findings support the need for a new generic ADN program in the Mesquite, Texas area. Carrington College selected Mesquite, Texas as the location for a nursing program based on several factors including population growth, anticipated nursing shortage, lack of capacity in existing nursing schools, and the availability of employment opportunities for nursing graduates.
- A feasibility study, conducted by the Peachtree Foundation, was initiated to consider the impact of building two (2) new hospitals and an ambulatory care lifestyle center, or The Verde Center project. The Peachtree Foundation is headquartered in Mesquite and its primary mission is to promote the physical, emotional, and overall economic health of the communities.
- According to the findings of the study, Mesquite has a population of 140,000; however, over eighty (80) percent of Mesquite's diverse populations outsource their health care needs to providers located well outside of the Mesquite region. The study reported that 700,000 people live within thirty (30) minutes of the planned site for the regional acute care hospital and lifestyle center. Further, the study showed a shortage of approximately 700 primary care beds with only 243 hospital beds available in the immediate Mesquite community.
- Expanding the quality and availability of health care in the Mesquite region is expected to attract health care professionals to the community, provide cost-effective access to state-of-the-art medical services, and improve the health of patients. Nursing jobs will be created, both at the entry-level and beyond. The \$177 million project will create 2,395 direct, indirect, and induced jobs, including nursing, for the Mesquite community. It is anticipated that, one of the hospitals included in the project, The Verde Center Acute Care Hospital will be completed by 2016 or early 2017.

- Within a 25-mile radius of Carrington College in Mesquite, there are five (5) associate degree level nursing programs: Concorde Career College, Dallas Nursing Institute, Brookhaven College, El Centro College, and Mountain View College.
- Other nursing education programs in the Mesquite area have been notified that Carrington plans to establish an ADN program. The clinical sites for the Carrington College nursing students are those utilized less frequently by other professional nursing education programs; further, Carrington will utilize the evening and night shifts for many of the students' clinical learning experiences.
- Carrington College offers ADN education programs in Arizona, California, Idaho, New Mexico, and Nevada. The NCLEX-RN® pass rates for first-time test takers for the past two (2) years are as follows:

<u>2014</u>	<u>NCLEX-RN® Pass Rate</u>	<u>Number of First-time Candidates Passed/Total</u>
Arizona	84.4%	38/45
California	86%	41/48
Idaho	83.72%	36/43
New Mexico	85.7%	72/84
Nevada	91.26%	94/103

<u>2013</u>	<u>NCLEX-RN® Pass Rate</u>	<u>Number of First-time Candidates Passed/Total</u>
Arizona	56.82%	50/88
California	67.57%	25/37
Idaho	69.39%	34/49
New Mexico	72.29%	60/83
Nevada	86.67%	86/99

- Following review of the NCLEX-RN® pass rates, an extensive program review and revision was conducted. As an action plan, the national nursing program of study was revised to include five (5) semesters instead of six (6). The program changed from an intervention model to a concept-based curriculum that is based on the National League for Nursing (2010) Competencies Model with a Conceptual Framework. The proposed nursing education program in Mesquite will be the flagship model of the revised program.
- Carrington College has entered into an articulation agreement with Chamberlain College of Nursing for the Carrington ADN program graduates to complete their baccalaureate degree at Chamberlain College of Nursing.
- Letters of support from community leaders in the Dallas and Mesquite areas indicate strong support for the proposed nursing program.

Administration and Organization:

- The purpose of DeVry Educational Group is to empower students to achieve their educational and career goals. The mission of Carrington College is to provide learning opportunities to individuals in the communities it serves through postsecondary

programs of study, which include general studies and professional preparation in career focused majors. The mission, vision, and values of the ADN program, as an integral part of the college, are in concert with the mission, core values, and purposes of DeVry and Carrington College.

- The nursing program director reports directly to the Carrington College Dean of Nursing. The director has the responsibility and full authority to administer all aspects of the ADN program.
- Linda Gray, DNP, MSN, RN, NE-BC, the director of the proposed program, meets the qualifications of Board Rule 215.6 to assume administrative leadership. Dr. Gray has thirty-nine (39) years of professional nursing experience with twenty-five (25) years dedicated to nursing administration and five (5) years of service as a nurse educator.

Availability of Faculty and Clinical Sites:

- One faculty member, Trinket Edwards, APRN, FNP-C, was hired in March 2014 and has worked with Dr. Gray during the proposal development period. Ms. Edwards meets the requirements of Rule 215.7 to serve as faculty in a professional nursing education program.
- Potential sources for faculty recruitment is Carrington College's talent acquisition team that works with a national agency to identify and recruit nursing and faculty administrators. Carrington also posts faculty positions on career websites, in local newspapers and advertises faculty and administrative positions in *The Chronicle of Higher Education and Nursing Spectrum*. Carrington anticipates bringing new nurse educators to the Mesquite area through its national recruitment efforts.
- The proposed program will utilize clinical sites, as well as alternate shifts, for clinical learning experiences that will not impact the current use of clinical sites by other professional nursing education programs in the Dallas and Mesquite areas. The program has secured commitments for clinical learning experiences from a variety of health care institutions in the North Texas area, including: Doctors Hospital in Dallas, Parkland Hospital in Dallas, Concentra Health Services in Mesquite, Methodist Richardson Medical Center, the Juliette Fowler Communities, and Timberlawn Mental/Behavioral Health System.

Financial Support and Resources:

- The DeVry Education Group Board of Directors signed a resolution approving the expansion of Carrington College into the Mesquite area. Administrative approval and program support have been demonstrated through the involvement and collaboration with the campus executive director. Carrington has sufficient financial resources to support student learning programs and services and to improve institutional effectiveness. The distribution of resources supports the development, maintenance, and enhancement of programs and services.
- DeVry Education Group and its subsidiaries meet the requirements of the US Department of Education and various state regulatory agencies. PricewaterhouseCoopers LLP, DeVry's independent public accounting firm, annually audits the DeVry Education Group consolidated financial statements. Their audit opinion covers both DeVry Education Group's financial records and statements and its financial

controls and processes. The company has received an unqualified or “clean” audit opinion in each year of operation. The management team believes DeVry Education Group has adequate revenue streams and financial strength to maintain its educational responsibilities.

- The survey visit indicated that the requirements of Board Rule 215.11 regarding facilities, resources, and services are completely addressed in all categories.

Program of Study:

- The mission of the ADN education program is consistent with the mission of Carrington College to provide learning opportunities to individuals in the communities it serves through postsecondary programs of study, which include general studies and professional preparation in career-focused majors. The overall objective of the nursing program is to prepare graduate nurses to promote and enhance human flourishing, demonstrate sound nursing judgment, continuously develop a unique professional development, and maintain an inquiring mind.
- The nursing curriculum was developed by the faculty through an integrative approach that fosters the academic quality of Carrington College, and the needs of nursing students. Academic quality includes service excellence throughout the students’ life cycle. Emphasis is placed on evidence-based nursing practice, systematic program evaluation, and student outcomes.
- The program's conceptual framework is based on the National League for Nursing Educational Competencies Model and the components within it. Seven (7) core values are foundational for all nursing practice: caring, diversity, ethics, excellence, holism, integrity, and patient-centeredness. Six (6) integrating concepts were derived from the core values: context and environment; knowledge and science; personal and professional development; quality and safety; relationship-centered care; and teamwork.
- The Differentiated Essential Competencies of Graduates of Texas Nursing Programs (DECs) (2010) are embedded in the curriculum. Both the didactic and clinical learning experiences include the associated knowledge, behaviors, and clinical judgments required for the achievement of each competency.
- The proposed ADN program curriculum comprises five (5) semesters or sixty (66) semester credit hours. The proposed curriculum begins with general education courses in the first and second semesters and the first nursing course, Fundamentals of Nursing, begins in the second semester. Students will be required to pass Anatomy and Physiology I and Chemistry before progressing to the second semester. Semesters three (3) through five (5) include nursing courses in the following sequence: 1) Medical-Surgical Nursing, 2) Pharmacology, 3) Nursing Management Concepts and Legal/Ethical Issues, 4) Nursing Care of Specialized Populations, and 5) the National Council Licensure Examination (NCLEX) Review.

Total Evaluation Plan:

- The nursing program evaluation plan describes a process that enables the nursing program director and faculty to more adequately evaluate the total program. An ongoing program assessment is used as the continuous improvement process, and not as the evaluative process.

- The program evaluation plan incorporates criteria, methodology, and frequency of the evaluation. The assignment of responsibility is made by the program director with input from the faculty, and is based on the knowledge, skills, administrative and clinical judgment, and area(s) of preference of each faculty member. Indicators or benchmarks of program and instructional effectiveness are included in the evaluative process.
- The program's total evaluation plan is well developed and provides measurable indicators of achievement. Detailed indicators of academic effectiveness and ADN student learning outcomes are presented in the proposal. All required elements of Board Rule 215.13 are fully addressed.

Rationale for Recommendation:

Pros:

- Dr. Linda Gray, the proposed Program Director, meets all requirements of Board Rule 215.6 to assume the leadership position. Dr. Gray is an experienced nurse administrator and nurse educator, currently certified as a Nurse Executive through the American Nurses Credentialing Center.
- Carrington College has identified and established clinical affiliations with multiple and diverse clinical sites that are not presently being utilized by other nursing education programs.
- The administration has committed the resources to the implementation of this new program.

Cons:

- Making curriculum changes when a national curriculum is in place requires more time.

Staff Recommendation:

Move to grant initial approval to Carrington College to establish a new Associate Degree Nursing Education Program in Mesquite, Texas, and impose the condition and requirement in the attached Board Order (See Attachment #3).

**TEXAS BOARD OF NURSING
SURVEY VISIT PROGRAM REPORT**

Professional Nursing Education Program

NAME OF NURSING PROGRAM: Carrington College Associate Degree Nursing Education Program

PROPOSED DIRECTOR: Linda Roland Gray, DNP, MSN, RN, NE-BC

REASON FOR SURVEY: New Proposal **DATE:** March 17, 2015

SURVEY VISITOR: Gayle P. Varnell, PhD, RN, CPNP-PC

Met with: Linda Roland Gray, DNP, MSN, RN, NE-BC
Todd Paulsen, BBA, Executive Director
Trinket Edwards, MSN, RN, FNP-C
LaBarron James Boudreaux, MBA, Director II,
Enrollment Services
Tiffany Waddell, MBA, Director Career Services
LaTonia Baker, BBA, Registrar
Kimberly Morgan-Thompson, Student Services Consultant

In this report the nursing program met standards and criteria unless otherwise indicated by narrative. Narrative in the Evidence column documents findings of pertinent data, outstanding performance, or deficiencies. Narrative in the Comments column includes recommendations or requirements to be met based on analysis of the survey visit.

STANDARD/CRITERIA	EVIDENCE	COMMENTS
§215.11 Facilities, Resources, and Services	Carrington College Mesquite is honored to be considered for the provision of new nurses to complement best care for the residents of Texas. Provisions at the College indicate readiness to begin offering a nursing program.	Criteria Met
(a) The governing entity shall be responsible for providing: (1) educational facilities, (2) resources, and (3) services which support the effective development and implementation of the professional nursing education program.	In addition to the Student Success Center, 90 percent of the students at Carrington College Mesquite are recipients of financial assistance through Title IV Program Funding that includes federal Supplemental Educational Opportunity Grants (SEOG) and Pell grants. Periodically, students are granted scholarships based on need. On campus, financial counseling is provided by the Financial Advisor Team Leader	Criteria Met

STANDARD/CRITERIA	EVIDENCE	COMMENTS
	<p>and financial counseling assistants. Student Enrollment Services provide support by participating in the recruitment, interviewing and selection process for potential student candidates. The student support service staff is highly participative in the new student orientation and retention processes.</p> <p>The student assistance program, Access to Student Assistance Program In Reach of Everyone (ASPIRE) program, helps students achieve learning outcomes by offering them advice and solutions to many of the challenges they may face during their college experience. Students can obtain assistance in a confidential manner unless the student consents otherwise, or the law requires. ASPIRE is a one-stop shop for assistance inside or outside of the classroom twenty-four hours a day, seven days a week. Enrolled students and their families have access to a network of professionals to provide emotional support, life-coaching, financial and legal consultation and a wide range of resources to balance school and life. Child care and elder care referrals can be provided based on student location, budget, and specific need. For difficulties with academic performance, test anxiety, focusing on studies, and attendance, an ASPIRE clinician can provide tools, motivation and support students in overcoming challenges to stay on track with learning outcomes. For ASPIRE opportunities, there is no cost to students or family members. All contact is private and confidential, unless the law requires otherwise. ASPIRE can be accessed by phone, electronic mail, or online and is easy to use.</p>	
<p>(b) An appropriately equipped skills laboratory shall be provided to accommodate the maximum number of students allowed for the program.</p> <p>(1) The laboratory shall be equipped with hot and cold running water.</p> <p>(2) The laboratory shall have adequate storage for equipment and supplies.</p>	<p>The 43,000 square feet educational facility is appropriate in size with more than 330 parking spaces that include 21 spaces for handicap needs.</p> <p>Nursing skills laboratories: 4</p> <p>SimsLink Laboratory/ simulation: 1 with multiple rooms furnished with simulation equipment for different scenarios.</p> <p>Durable and nondurable supplies have been purchased and are available.</p>	<p>Criteria Met</p>

STANDARD/CRITERIA	EVIDENCE	COMMENTS
	<p>The laboratory space is sufficient for supplies and storage and equipped with hot and cold running water.</p> <p>Appendix W contains the Nursing Skills Lab and Simulation Lab Inventory for all of the current durable and non-durable equipment and supplies that are needed for student learning experiences and development learning outcomes. Additional and/or different equipment and supplies will be purchased as needed for student learning and development outcomes.</p>	
(c) The dean/director and faculty shall have adequate secretarial and clerical assistance to meet the needs of the program.	The secretarial position has been recently posted.	Criteria Met
<p>(d) The physical facilities shall be adequate to meet the needs of the program in relation to the size of the faculty and the student body.</p> <p>(1) The dean/director shall have a private office.</p> <p>(2) Faculty offices shall be conveniently located and adequate in number and size to provide faculty with privacy for conferences with students and uninterrupted work.</p> <p>(3) Space for clerical staff, records, files, and equipment shall be adequate.</p> <p>(4) There shall be mechanisms which provide for the security of sensitive materials, such as examinations and health records.</p> <p>(5) Classrooms, laboratories, and conference rooms shall be conducive to learning and adequate in number, size, and type for the number of students and the educational purposes for which the rooms are used.</p>	<p>The following resources include, but are not limited to:</p> <ul style="list-style-type: none"> • Private office for the program director: 1 • Private faculty offices: 7 • Student consultation/counseling offices: 3 • Nursing Classrooms: 3 regular with additional rooms available that holds 30-40 students each • Nursing dedicated computer lab: 1 with additional laboratory as needed • Secretarial work station: 1 • Additional faculty work stations for non-nursing faculty teaching nursing prerequisite courses and a clinical teaching assistant: 5 • Nursing skills laboratories: 4 • SimsLink Laboratory/ simulation: 1 with multiple rooms <p>Locked file cabinets are numerous and placed within the faculty work areas; Records will be maintained for: 1) clinical affiliation agencies, 2) minutes of faculty meetings for the past three years and school catalogs, 3) current program of study and curriculum, mission and goals (philosophy and outcomes), and course outlines, and 4) master plan of evaluation with most recent data collection. The Compliance Audit for Nursing Education Programs and the Nursing Education Program Information</p>	<p>Criteria Met</p> <p>Criteria Met</p>

STANDARD/CRITERIA	EVIDENCE	COMMENTS
<p>(6) Teaching aids shall be provided to meet the objectives/outcomes of the program.</p> <p>(7) Adequate restrooms and lounges shall be provided convenient to the classroom.</p>	<p>Surveys, and Board communications will be maintained in locked files as appropriate.</p> <p>Student lounges, vending machines, restrooms, and conference rooms are numerous and strategically placed conveniently to classrooms. Restrooms and lounges are in compliance with the Americans with Disabilities Act.</p> <p>Appendix V: campus floor plans and layout along with photos</p>	
<p>(e) The learning resources, library, and departmental holdings shall be current, use contemporary technology appropriate for the level of the curriculum, and be sufficient for the size of the student body and the needs of the faculty.</p> <p>(1) Provisions shall be made for accessibility, availability, and timely delivery of information resources.</p> <p>(2) Facilities and policies shall promote effective use, i.e. environment, accessibility, and hours of operation.</p>	<p>Student Success Center/Library: 1</p> <ul style="list-style-type: none"> • EBSCO, OVID, CINAHL, ERIC, Health Policy, Health Source, MEDLINE • Resources are current and available both in hard copy and electronically • Students have librarian support. 	Criteria Met

Pros and Cons from Survey Visit:

Pros:

- Facilities, resources, and services are adequate to meet the needs of the proposed ADN program.

Cons:

- None identified

Agenda Item: 3.2.10.a.
Attachment #2
Board Meeting: April 2015

BOARD OF NURSING FOR THE STATE OF TEXAS
333 Guadalupe Street, Suite 3-460
Austin, Texas 78701-3942

NOTICE OF PUBLIC HEARING
for
Consideration of a Proposal from Carrington College
To Establish An
Associate Degree Nursing Education Program
in Mesquite, Texas

Date and Time: April 16, 2015 at 2:00 PM
Place: Hobby Building
333 Guadalupe Street
Tower 2, Room 225
Austin, Texas

The Board will hear testimony from individuals who wish to present information concerning the proposal. Written testimony will also be considered and should be received in the Board's office by April 1, 2015.

Address written testimony to:
Katherine Thomas, MN, RN, FAAN, Executive Director
Texas Board of Nursing
333 Guadalupe Street, Suite 3-460
Austin, Texas 78701-3942

DRAFT LETTER

April 20, 2015

Linda Roland Gray, DNP, MSN, RN, NE-BC, Director
Associate Degree Nursing Education Program
Carrington College
3733 West Emporium Circle
Mesquite, Texas 75150

Dear Dr. Gray:

At the April 16-17, 2015 meeting, members of the Texas Board of Nursing discussed the Carrington College Proposal to Establish a New Associate Degree Nursing Education Program in Mesquite, Texas, and the report of the March 17, 2015 survey visit. The Board wishes to thank you and Mr. Todd Paulsen 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 Carrington College to establish a new Associate Degree Nursing Education Program in Mesquite, Texas, and impose the condition and requirement 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 512-305-7660.

Sincerely,

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

Copy: Todd Paulsen, Carrington College Executive Director
Texas Workforce Commission
Texas Higher Education Coordinating Board
Western Association of Schools and Colleges

BEFORE THE TEXAS BOARD OF NURSING

In the Matter of:

Carrington College
Associate Degree Nursing Education Program
Mesquite, Texas

ORDER OF THE BOARD

A public meeting of the Texas Board of Nursing, hereinafter referred to as the Board, was held on April 16, 2015, 333 Guadalupe, Tower II, Room 225, Austin, Texas, to consider the Carrington College proposal to establish a new Associate Degree Nursing Education Program in Mesquite, Texas, based upon the review of the proposal and survey visit report, pursuant to Section 301.157, Texas Occupations Code and 22 Tex. Admin. Code Chapter 215.

After review and due consideration of the filed materials, as well as the presentation by the representatives from Carrington College in Mesquite, Texas, and other interested parties, if any, the Board hereby grants INITIAL APPROVAL of the Carrington College Associate Degree Nursing Education Program in Mesquite, Texas and imposes the following condition and requirement:

1. The program shall not admit more than one (1) cohort of thirty (30) students in Fall 2015 and two (2) cohorts of thirty (30) students in subsequent years until the program achieves Full Approval from the Board.

Entered this 16th day of April, 2015

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