

**Proposal to Establish a New Nursing Education Program
Arizona College in Dallas, Texas
Baccalaureate Degree Nursing Education Program**

Summary of Request:

Consider the Arizona College proposal to establish a new Baccalaureate Degree Nursing (BSN) Education Program in Dallas, Texas, and the May 31, 2018 survey visit report (See Attachment #1). The final proposal was provided electronically to members of the Texas Board of Nursing (Board).

Historical Perspective:

- Arizona College is a private, degree-granting institution that was established in Glendale, Arizona for the purpose of educating healthcare professionals for careers in nursing and allied health. Arizona College began as Arizona School of Pharmacy Technology in 1991. In 1995, Eduvision, Inc., an education service corporation with experience in allied health education, purchased the school and expanded the program offerings to include allied health professions. Eduvision, Inc., changed its name to Arizona College of Allied Health. In 2012, the name was officially changed to Arizona College.
- The main campus is located in Glendale, Arizona, with a second campus in Mesa, Arizona. There are approximately 781 students enrolled on these two campuses each year. Of these, 130 students are in the Mesa, Arizona nursing program with 212 students in pre-nursing general education courses.
- In February 2013, the Arizona Board of Nursing approved the first BSN program on the Mesa, Arizona campus. Three students were accepted and graduated from the first cohort in 2014/2015. A total of 42 students have graduated from this program, in five cohorts with from nine to 28 students per cohort for a total of 130 enrolled students. The 2017 NCLEX-RN® pass rate was 80% (16/20).
- A second BSN education program began in Las Vegas, Nevada in 2015. Currently, there are 116 students enrolled in five cohorts at the Las Vegas campus, with 215 in pre-nursing general education courses. The first cohort of three students graduated in April 2018 and have passed the NCLEX-RN®.
- Arizona College proposes to start a third nursing program in Dallas, Texas, which will be the only program of study offered at this site.
- In addition to the BSN Education Programs, which are offered at the Mesa, Arizona and Las Vegas, Nevada campuses, Arizona College offers the following additional programs

at the Mesa and Glendale, Arizona campuses: Associate Degree in Healthcare Administration; and Certificate Programs in Medical Assistant with Phlebotomy Training, Health Information Specialist, Pharmacy Technician, Dental Assistant, and Massage Therapist at the Mesa and Glendale, Arizona campuses.

- Arizona College has maintained continuous accreditation by the Accrediting Bureau of Health Education Schools (ABHES) since 1994. The most recent accreditation visit occurred in August 2015, with continued accreditation through February 2022. The United States (U.S.) Department of Education recognizes ABHES as an approved accrediting body.
- In October 2016, the Commission on Collegiate Nursing Education (CCNE) accredited the nursing education program in Mesa, AZ. CCNE accredited the nursing education program on the Las Vegas, NV campus in May 2018.
- Arizona College is approved by the Texas Workforce Commission (TWC) Career Schools and Colleges. TWC issued an updated Certificate of Approval to Arizona College, documenting a March 14, 2019 date of expiration. The Texas Higher Education Coordinating Board (THECB) issued approval to Arizona College on May 15, 2018.
- The first draft of the nursing program proposal was received in the Board office in December 2017 and reviewed by Board Staff. A consultant visit was provided to program representatives by Board Staff on May 11, 2018. The proposal was deemed complete in May 2018 and a site visit was conducted on May 31, 2018 by Education Consultant Susan Lee, PhD, RN, CNE.

Summary of Proposal:

Overview of the Proposal:

- Arizona College proposes to establish a new BSN Education Program in Dallas, Texas. The proposal requests enrollment of an initial cohort of thirty (30) students in September 2018, and a continuing annual enrollment of two cohorts of 30 students each during the second year and each year thereafter. The projected graduation date for the first cohort will be May 2020.
- The proposed BSN Education Program curriculum is 120 semester credit hours (50 credit hours in general education and 70 credit hours in nursing courses). The content in a number of the nursing courses has an interdisciplinary focus. Following completion of the general education coursework, the student will progress to the nursing curriculum that is divided into five, 16-week semesters. The student is expected to complete the nursing curriculum in 20 months of full-time study. The proposed program includes faculty-supervised hands-on skills laboratory and clinical experiences in a variety of healthcare facilities.

- All Arizona College nursing programs utilize the same face-to-face nursing course curricula, program outcomes, and course outcomes. However, Texas-specific (i.e. *Differentiated Essential Competencies*) content has been added to the curriculum, and to student and faculty handbooks.
- Clinical learning experiences will be offered in health care facilities in the Dallas area.

Rationale and Need for the Program:

- The school is located at 8330 LBJ Freeway in Dallas, Texas. This location offers easy access from all areas of Dallas, including the surrounding communities of Fort Worth and Arlington. Dallas is the third largest city in Texas and is at the heart of the Dallas/Fort Worth (DFW) Metroplex, which encompasses 13 counties. The DFW Metroplex is the largest metropolitan area in the southern region of the U.S. A 10% growth in the Dallas County population occurred from 2010 to 2016. The DFW Metroplex is anticipated to experience steady population growth over the next 30 years.
- To meet the healthcare demands of the increasing population, the number of nurses needed in the DFW Metroplex will continue to increase.
- As Texas faces a potential shortage of Registered Nurses (RNs), Arizona College proposes to prepare students for employment, respecting the role RNs play in healthcare, and recognizing that the need for RNs will increase.
- Arizona College conducted surveys of acute care hospitals and hospital systems in the DFW area to obtain information regarding employment statistics for RNs, including the number of RNs currently employed, the number of vacancies; and projected need for the next five years. Analysis of the data revealed a need for RNs in the DFW area, with current vacancies and a need for RNs over the next five years as hospitals open new facilities and expand existing services in present locations.
- The 14 schools within a 50-mile radius of Arizona College in Dallas are Baylor University-Louise Herrington School of Nursing; Brookhaven College; Carrington College; Chamberlain College of Nursing- Irving; Collin College; Concorde Career College; Dallas Nursing Institute; El Centro College; Mountain View College; Tarrant County College; Texas Christian University; Texas Woman's University; University of Texas at Arlington; and West Coast University. Six of these schools offer BSN programs.
- Letters of support from community leaders in the Dallas area indicate support for the proposed nursing program.
- Survey results indicate the need for a new BSN program in the Dallas, Texas area as 12 out of 14 programs within a 50-mile radius of Arizona College have more qualified applicants than enrollment capacity permits.

- The 30 qualified applicants for the Arizona College BSN Education Program are not expected to adversely affect any of the existing programs in the area.

Administration and Organization:

- The administration has made every effort to comply with Board regulations and policies.
- The mission of Arizona College is built on the values of altruism, autonomy, human dignity, mindfulness, integrity, and social justice.
- The mission and goals of Arizona College align with those of the BSN Education Program to meet the needs of the community through dedication to student success by providing supportive learning environments and fostering personal and professional growth of the community of interest.
- Nick Mansour, Arizona College President, is committed to providing support and resources, including financial support, for the implementation and continuation of the BSN Education Program.
- Cassie DelCheccolo, PhD, RN, CNE, the director of the proposed program, meets the qualifications of Board Rule 215.6 to assume administrative leadership. Dr. DelCheccolo has 27 years of professional nursing experience in nursing education and practice, mainly in the State of Massachusetts.
- The BSN Program Director reports directly to the Chief Operating Officer, Marie Hallinan, MA. She is located in Phoenix, AZ. The director has the responsibility and full authority to administer all aspects of the BSN Program.

Faculty:

- The school has hired one faculty member in addition to the Program Director. This individual has experience in nursing and teaching and meets the Board rule requirements for faculty. Prior to students entering the five semesters of nursing courses, additional nursing faculty will be hired to teach in the didactic and clinical courses to accommodate up to 30 students. Potential faculty will be hired for clinical instruction who can connect theory and practical applications in teaching and learning activities for the student. Potential full-time nursing faculty may be assigned a combination of didactic, clinical, and skills lab instructions appropriate to their expertise in nursing. Arizona College plans to hire additional faculty members during the second and subsequent years for 60 students from two cohorts with thirty (30) students each.
- Arizona College intends to recruit and hire faculty from diverse backgrounds and regionally accredited institutions of higher learning who have Master's or doctoral degrees. Faculty candidates who hold credentials, such as Certified Nurse Educator (CNE) or clinical certifications, are preferred. Recruitment will come from local job fairs, print/online

publications, online job sites, online professional organizations, and the Arizona College website.

Students:

- The proposal requests enrollment of an initial cohort of up to thirty (30) students in September 2018, and a continuing annual enrollment of two cohorts of up to 30 students each the second year and thereafter. A marketing agency has been contracted to assist with recruitment of students. The projected graduation date for the first cohort will be May 2020.
- The faculty/student ratio for patient care in clinical instruction will be limited to 1:10. The faculty/student ratio in simulation will be 1:5.
- The 30 qualified applicants for the Arizona College BSN Education Program are not expected to adversely affect any of the existing programs in the area.

Program of Study:

- The philosophy of the Arizona College BSN Education Program is to create a climate of nursing education that fosters professional accountability and excellence where students learn they have the authority, not just the responsibility, to practice nursing.
- The BSN curriculum is designed as a progressive curriculum based on the latest research in nursing education with a focus on community-based healthcare. The curriculum is responsive to the call to action of the Institute of Medicine's Future of Nursing landmark report and the impact of the Affordable Healthcare Act.
- The major curriculum concepts integrated within the BSN Education Program include the Differentiated Essential Competencies (DECs, 2010) for Graduates of Texas Nursing Programs, the Institute of Medicine's Core Competencies for Health Professionals (2003), Quality and Safety Education for Nurses (QSEN) (2007); the Essentials of Baccalaureate Education for Professional Nursing Practice (2008), the American Nurses Association Standards for Professional Nursing Practice (2010), and Benner and colleagues' research in Educating Nurses: A Call for Radical Transformation (2009).
- The conceptual framework of the Arizona College BSN Education Program is built on the nursing paradigm as being central to concepts of nursing education and practice: person, environment, health, and nursing. Nursing encompasses knowledge development and ways of knowing, ways of doing, and ways of being.
- The proposed curriculum includes general education courses and nursing courses. The proposed nursing curriculum include 15 general education courses that provide nine semester credit hours (SCH) of written communication, six SCH of quantitative principles, 23 SCH of natural and physical sciences, six SCH of humanities, and six SCH of social and behavioral sciences for a total of 50 SCH. The general education semesters are

divided into two eight-week accelerated sessions with the students taking four courses per semester. The general education courses are taught in the first four semesters. The nursing course work begins in the fifth semester. The nursing courses are concentrated in semesters five through nine in 16-week semesters with both didactic and clinical learning experiences. The nursing curriculum is designed to be completed in 20 months of full-time study. The curriculum progresses from basic to complex and builds on the general education coursework.

- The nursing curriculum follows a linear progression with courses in each semester as prerequisite to the next semester. Students will be limited to one readmission after failing a course. Clinical courses must be completed with a passing score and students must demonstrate satisfactory performance in clinical objectives to progress. The program plan provides for didactic, lab, and patient care clinical learning at each level to integrate nursing knowledge with clinical reasoning and skills acquisition.

Clinical Learning Experiences:

- The proposed program will utilize faculty-supervised hands-on clinical experiences that will be conducted in a variety of health care settings in the Dallas/Fort Worth Metroplex. The program has secured commitments for clinical learning experiences from health care institutions, including: Texas Rehabilitation Hospital of Fort Worth; Medical City Alliance; Crescent Hospital; Head Start of Greater Dallas; HealthSouth Corporation; Dallas Regional Medical Center; Texas Health Resources; and 2435 Clinic.
- AC proposes to utilize planned simulation activities within each clinical course to assist in meeting the clinical requirements for the program. Simulation will be limited to no more than 50% of the scheduled clinical time for each course.
- Arizona College 's proposed BSN Program Director and faculty will work collaboratively with the clinical partners to schedule clinical experiences for students.

Facilities, Resources, and Services:

- Arizona College inhabits the 12th floor of a modern office building and has invested over \$1,000,000 in developing a state-of-the-art skills/simulation learning center.
- A budget for the first two (2) years of operation for the Arizona College BSN Education Program was prepared by the administration. The budget includes funds allocated to salaries, consultant fees, library, computer lab, audiovisuals, skills and simulation lab, furniture, consumable supplies, administrative expenses.
- The survey visit indicated that the requirements of Board Rule 215.11 regarding facilities, resources, and services are addressed in all categories.

Records and Reports:

- Plans are to store faculty and student records; administrative records, including meeting

minutes and school catalogs; program of study and curriculum; agreements with affiliating agencies; and the master plan of evaluation in a dedicated record room with locked file cabinets.

- Required elements of Board Rule 215.12 are addressed.

Total Program Evaluation:

- The Nursing Department and Administration of Arizona College are committed to consistently assess program performance and evaluate curriculum, policies, and procedures.
- The Arizona College Total Program Evaluation (TPE) plan will encompass all elements as required by Board Rule 215.13, in a clear, concise, and measurable format.
- Plans for the TPE include recommendations such as revising or making policy or procedure changes to address concerns, revise the methodology of evaluative criteria, and change the frequency of evaluations.
- The ten broad areas that are periodically evaluated are further subdivided into smaller, specific components that follow the Commission on Collegiate Nursing Education guidelines.
- The program evaluation plan incorporates criteria, methodology, and frequency of the assessment. The assignment of responsibility is made by the Program Director with input from the faculty. Implementation, achievement, supporting documentation, and reference to Board Rules in the documentation phase of the evaluative process.
- Required elements of Board Rule 215.13 are addressed.

Rationale for Recommendation:

Pros:

- Cassie DelCheccolo, PhD, RN, CNE, the proposed Program Director, is an experienced nurse educator and has administrative experience.
- Arizona College has identified and established clinical affiliations with multiple and diverse clinical sites. Of the eight clinical sites identified in the proposal, two of the sites do not currently have students from other nursing education programs. The Program Director is working proactively to ensure cooperation with other nursing education programs that may utilize the contracted clinical sites.
- The administration has committed the resources to the implementation of this new program.

Cons:

- Arizona College is not experienced in providing a BSN Education Program in Texas.
- The national curriculum is new and little evidence is available of its success.

Staff Recommendation:

Move to grant initial approval to Arizona College to establish a new Baccalaureate Degree Nursing Education Program in Dallas, Texas, and impose the condition and requirement in the attached Board Order (See Attachment #2).

**TEXAS BOARD OF NURSING
SURVEY VISIT PROGRAM REPORT
Professional Nursing Education Program**

NAME OF NURSING PROGRAM: Arizona College Baccalaureate of Science in Nursing Education Program

PROPOSED DIRECTOR: Cassie DelCheccolo, PhD, RN, CNE

REASON FOR SURVEY: New Proposal **DATE:** May 31, 2018

SURVEY VISITOR: Susan Lee, PhD, RN, CNE, Education 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		
(a) The controlling agency/governing institution shall be responsible for providing: (1) educational facilities, (2) resources, and (3) services which support the effective development and implementation of the nursing educational program.	Arizona College is located on the 12th floor of a 12-story office building at 8330 LBJ Freeway in Dallas, Texas. The Arizona College campus has sufficient classroom and academic support space for the proposed professional nursing education program. The nursing courses will be taught in the newly renovated space, which will provide seven classrooms, nursing simulation/skills labs, and ancillary support space. The owners of Arizona College have supported the development of the new program. The campus has equipped a nursing skills	Criteria Met

STANDARD/CRITERIA	EVIDENCE	COMMENTS
	<p>lab, computer labs/resource center, and student lounges.</p> <p>The school is in an accessible Dallas location. The facility has adequate space for the projected number of students and is adequately equipped. There is ample designated parking in a parking garage and bus services are accessible.</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>One room is equipped as a skills laboratory. The lab area is spacious and is equipped with five traditional hospital cubicle spaces, five hospital beds, five headwall units with oxygen and suctioning, IV pumps, and five medium fidelity mannequins. The lab will be used for teaching fundamental skills and has adequate equipment and supplies for up to thirty (30) students. There are two (2) sinks in the laboratory with hot and cold running water.</p> <p>There is a simulation lab set up as four individual patient rooms, each equipped with a high-fidelity mannequin, hospital bed, headwall unit with oxygen and suction, and a computer-on-wheels. Each of these patient rooms have dedicated control rooms, where faculty may observe and communicate with students, and record the simulations. A crash cart and medication cart are available. There is also an area that will be converted and equipped as an out-patient clinic exam rooms. Two rooms with white boards and audio-visual accessibility are designated for debriefing.</p> <p>Ample storage space for equipment and supplies is provided in the skills/simulation labs with an additional designated storage room.</p> <p>There will be a simulation coordinator for the nursing program.</p>	<p>Criteria Met</p>

STANDARD/CRITERIA	EVIDENCE	COMMENTS
<p>(c) The dean/director and faculty shall have adequate secretarial and clerical assistance to meet the needs of the program.</p>	<p>There will be one full time administrative assistant for the nursing program.</p>	<p>Criteria Met</p>
<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>(6) Teaching aids shall be provided to meet the objectives/outcomes of the program.</p> <p>(7) Adequate restrooms and lounges shall be provided</p>	<p>The proposed Program Director has a private office. There are private conference rooms on the 12th floor where faculty may meet privately with students.</p> <p>Faculty and clerical office space is provided. Full-time faculty will share fully-furnished offices, while adjunct faculty will share furnished cubicles. Space is designed so that faculty have access to a workroom, faculty lounge, and equipment.</p> <p>Arizona College plans to keep records and reports in alignment with the Texas Board of Nursing rules, federal regulations, and the U. S. Department of Education rules. Security for sensitive records and materials is adequate. A designated room with locking file cabinets has been identified.</p> <p>The seven classrooms, the conference rooms, and the skills/simulation labs are spacious, and conducive to learning. Each of these is equipped with white boards and audio-visual capabilities.</p> <p>Adequate student and faculty lounges are available on the 1st and 12th floors of the 12-story building. The student lounge will be equipped with a refrigerator, microwave, vending machines, and seating area. A café, which serves breakfast and lunch, is available next door on the first floor. There are also rooms for small group study.</p>	<p>Criteria Met</p>

STANDARD/CRITERIA	EVIDENCE	COMMENTS
convenient to the classroom.	<p>A student success room provides an area for quiet study, three computers, and a printer for student use. A coordinator will office in this room to provide counseling. An online appointment program will be utilized for scheduling tutoring.</p> <p>An 85-seat auditorium is located on the first floor, which is proposed to be used for graduation and guest speakers.</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>Arizona College has one computer laboratory with 40 computers for student use and five computers in the testing center. Each classroom has a white board and a projector installed for audiovisual presentations.</p> <p>A virtual library is provided for student and faculty access to nursing databases, including CINAHL Complete, EBSCO, Discovery, and MedLine. The campus offers current editions of nursing textbooks.</p>	Criteria Met

Pros and Cons from Survey Visit:

Pros:

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

Cons:

- None identified

DRAFT LETTER

July 19, 2018

Cassie DelCheccolo, PhD, RN, CNE, Dean
Baccalaureate Degree Nursing Education Program
Arizona College
8330 LBJ Freeway
Dallas, Texas 75243

Dear Dr. DelCheccolo:

At the July 19, 2018 meeting, members of the Texas Board of Nursing discussed the Arizona College Proposal to Establish a New Baccalaureate Degree Nursing Education Program in Dallas, Texas, and the report of the May 31, 2018 survey visit. The Board wishes to thank you, Nick Mansour, Chief Executive Officer and President, and Marie Hallinan, Chief Operating Officer, 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 Arizona College to establish a new Baccalaureate Degree Nursing Education Program in Dallas, Texas, and impose the conditions and requirements in the attached Board Order.

We wish you success with the program. If you have questions, or if we may be of assistance, please contact Board Staff at Janice.hooper@bon.texas.gov or 512-305-6814.

Sincerely,

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

Copy: Nick Mansour, Chief Executive Officer and President, Arizona College
Commission on Collegiate Nursing Education

BEFORE THE TEXAS BOARD OF NURSING

ORDER OF THE BOARD

In the Matter of
Arizona College
Baccalaureate Degree Nursing Education Program
Dallas, Texas

A public meeting of the Texas Board of Nursing, hereinafter referred to as the Board, was held on July 19, 2018, 333 Guadalupe, Tower II, Room 225, Austin, Texas, to consider the Arizona College proposal to establish a new Baccalaureate Degree Nursing Education Program in Dallas, 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 Arizona College in Dallas, Texas, and other interested parties, if any, the Board hereby grants INITIAL APPROVAL of the Arizona College Baccalaureate Degree Nursing Education Program in Dallas, Texas and imposes the following condition and requirement:

1. The program shall not admit more than one cohort of 30 students in 2018 and two cohorts of 30 students each in subsequent years until the program achieves Full Approval from the Board.

Entered this 19th day of July, 2018

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