

**MEETING OF THE
ACADEMIC AFFAIRS/WORKFORCE COMMITTEE
OF THE BOARD OF TRUSTEES
HOUSTON COMMUNITY COLLEGE**

May 18, 2017

Minutes

The Academic Affairs/Workforce Committee of the Board of Trustees of Houston Community College held a meeting on Thursday, May 18, 2017 at the HCC Administration Building, Second Floor Auditorium, 3100 Main, Houston, Texas.

MEMBERS PRESENT

Adriana Tamez, Committee Chair
Robert Glaser, Committee Member
John P. Hansen, Committee Member
Neeta Sane, Alternate Committee Member
Zeph Capo
Carolyn Evans-Shabazz
Eva Loreda
Dave Wilson

ADMINISTRATION

Cesar Maldonado, Chancellor
Melissa Gonzalez, Vice Chancellor/Chief of Staff
Nicole Montgomery for Ashley Smith, General Counsel
Teri Zamora, Senior Vice Chancellor, Finance and Administration
Kimberly Beatty, Vice Chancellor, Instructional Services/Chief Academic Officer
Athos Brewer, Vice Chancellor, Student Services
William Carter, Vice Chancellor, Information Technology
Kurt Ewen, Vice Chancellor, Planning and Institutional Effectiveness
Julian Fisher for Madeline Burillo, President, Southwest College
Margaret Ford Fisher, President, Northeast College
Muddassir Siddiqi, President, Central College
Kathy Anzivino for Zachary Hodges, President, Northwest College
Phillip Nicotera, President, Coleman College
Irene Porcarello, President, Southeast College
Robert King, Interim Executive Director, HCC Foundation
Terrence Corrigan, Director, Internal Audit

OTHERS PRESENT

Melissa Mihalick, Board Counsel, Bracewell LLP
Melissa Miller-Waters, President, Faculty Senate
Other administrators, citizens and representatives from the news media

CALL TO ORDER

Dr. Adriana Tamez, Committee Chair, called the meeting to order at 12:49 p.m. and declared the Board convened to consider matters pertaining to Houston Community College as listed on the duly posted Meeting Notice.

(The following Trustees were present: Capo, Glaser, Hansen, Loreda, Sane, Tamez and Wilson)

TOPICS FOR DISCUSSION AND/OR ACTION

UPDATE ON DIVISION OF EXTENDED LEARNING CENTER OF EXCELLENCE

Dr. Maldonado noted the Division of Extended Learning is a revenue generating division that provides instruction and services to the community and apprised that Dr. Kimberly Beatty would provide an overview.

Dr. Beatty apprised that Dr. Terry Kidd, Dean of Extended Learning would provide an update on the Division of Extended Learning.

Dr. Kidd provided an overview to include the following:

- Division of Extended Learning:
 - Continuing Education Workforce Programs
 - Business
 - Public Safety
 - Construction Trades
 - Transportation
 - Information Technology
 - Health Sciences
 - Industrial Technology and Energy
 - Languages
 - Apprenticeship Programs
 - Independent Electrical Contractors (IEC)
 - Plumbers
 - Masonry
 - Ironworkers
 - Asbestos Workers
 - Operating Engineers
 - Painters
 - Glaziers
 - Pipefitters
 - Sheet Metal
 - Stationary Engineers
 - Corrections Education Program
 - Online Continuing Education Programs

- Center of Health Care Professionals
- The Accelerated Teacher Certification Program
- The VAST Academy
- Revenue Generating Sources
- Continuing Education to Credit Programs – CE Transfers to SCH
- Pathway: Continuing Education to Credit Programs
- Divisional Transformation
- Future Developments, 2017-2018

Mr. Capo expressed appreciation to administration for correcting the issues with the apprenticeship program. He noted he is interested in seeing a segment for the seniors and continued expansion to meet the needs of the senior adult culture community.

Mr. Capo noted he has concerns regarding the teacher accelerated program and inquired what will be done to fix the program. He inquired if qualified coaches have been identified for the students. Mr. Kidd noted the accelerated teaching program leadership is being replaced. He added that students are receiving more rapid responses to their inquiries. Mr. Kidd apprised that 75 people have been recruited to go through the program with an additional 35 being processed.

Ms. Loreda noted the programs for seniors needs to be streamlined to make it easier for them to register. She apprised that seniors inquired if the computer literacy program could be done at a slower pace.

Dr. Tamez inquired as to the process for engaging senior citizens to register for the programs. Dr. Kidd noted the college is working with various organizations where the programs are presented to the seniors. Dr. Tamez requested a listing of the community-based organizations the college works with in registering seniors.

Mr. Wilson inquired if the contact hour reimbursement rate for the apprentice and the jail programs are paid the same as the academic contact hours. Dr. Kidd noted the contact hour reimbursement is the same as that of the college.

Dr. Tamez requested clarification regarding reimbursement from Mrs. Zamora. Mrs. Zamora noted the rate is the same for the contact hour. Mr. Wilson noted that the CEU column in the CFAR is listed separately from the academic and workforce. Mrs. Zamora noted they are tracked separately and treated differently for reporting purposes; however, the same dollar amount is received for all types.

UPDATE ON VOCATIONAL NURSING PROGRAM

Dr. Maldonado noted an update on the status of the Vocational Nursing Program with some historical perspective would be provided by Dr. Beatty.

Dr. Beatty provided an update that included the following:

- Possible Nursing Educational Pathways
 - CNA
 - LVN
 - ADN
 - BSN

Dr. Maldonado noted the partnership with UHD will provide the last step for the BSN.

Dr. Beatty apprised that Dr. Nicotera would continue with the presentation. Dr. Nicotera presented on the following:

- Current Accreditation Status
 - Full Approval – ADN Program
 - Warning
 - Conditional – VN Program
 - Full Closure

Dr. Nicotera noted the VN program received a conditional status, which means the college is not able to accept any new students and provided a review of the contributing factors to the conditional status for the VN program:

- Decreased admission standards
- Increased enrollment
- Decreased skill attainment
- Vocational Nursing NCLEX-PN Pass Rates

Dr. Nicotera noted the passing score dropped significantly in 2014. He apprised that corrective measures were implemented in 2014 once the decline was realized and a self-study was created as part of the mandated corrective measures.

Dr. Tamez inquired if anything changed regarding the administration of the NCLEX. Dr. Nicotera noted there was no change in the administration of the exam.

Mrs. Sane inquired as to who sets the admission standards for the community colleges. Dr. Nicotera noted the standards are set by the individual college programs and standards were dropped in 2011-2013. He apprised that from 2011-2013 there was an enrollment of 130 students where the norm is 50-60 per year.

Mrs. Sane inquired if there are any checkpoints to assess the students. Dr. Nicotera noted the checkpoints have been implemented as they progress.

Mr. Glaser inquired of the student requirements prior to taking the NCLEX and if there were any warning signs showing a potential issue with taking the test. Dr. Nicotera noted students needed to complete the one year certificate program. He added that students were re-admitted into the program and were repeating courses when unsuccessful. Mr. Glaser noted his disappointment with not noticing the problem sooner.

Dr. Beatty noted a new president was hired in 2015 and corrective actions were put in place. She added that to date there is a 100% passing rate reflective of the results of the intervention.

Mr. Capo inquired of how are the test results are obtained. Dr. Nicotera noted results are provided once a year; however, the college is requesting an update from the Texas Board of Nursing every quarter for better tracking purposes.

Mr. Glaser inquired of the number of students included in the 100% pass rate. Dr. Nicotera apprised that ten students are included.

Mrs. Sane inquired of what corrective measures were taken since 2014 to prevent other programs from being in the same situation once the ADN program was placed on conditional status. Dr. Beatty noted the nursing timeline slide would address her concern.

(Dr. Evans-Shabazz joined the meeting at 1:20 p.m.)

Dr. Beatty provided an overview of the Nursing Program Timeline from 2011- 2017 as follows:

- 2011
 - Pre-requisite standards reduced (ADN)
 - Enrollment doubled in one year exceeding program capacity (ADN)
- 2012
 - Pre-requisite standards reduced (ADN & LVN)
 - Enrollment doubled in one year exceeding program capacity (ADN & LVN)
- 2013
 - Pre-requisite standards reduced (ADN & LVN)
 - Enrollment doubled in one year exceeding program capacity (ADN & LVN)
 - 2011 cohort takes NCLEX with a 66% pass rate
- 2014
 - President dismissed
 - Acting president appointed
 - LVN 2011 cohort, 68% NCLEX
 - ADN 2012 cohort, 70% NCLEX
 - ADN Self-study conducted
 - ADN Corrective measures identified
- 2015
 - LVN Warning Status

- New President named
- LVN Self-study conducted
- TBON approved self-study and corrective measures
- LVN pass rate increased to 76.5%
- ADN pass rate increases to 80%
- ADN corrective measures implemented
- ADN 2013 cohort 78% NCLEX
- 2016
 - Dean Health Sciences hired
 - LVN & ADN corrective measures implemented
 - LVN pass rate increase to 74%
 - Internal program audit commissioned by the Chancellor for LVN & ADN
 - TBON reinstates full approval status for ADN
- 2017
 - Dean of Nursing hired
 - LVN & ADN faculty take professional development
 - TBON places LVN program on conditional status
 - LVN & ADN Program Directors removed
 - LVN & ADN Program Directors identified
 - LVN continuing with corrective measures
 - As of May 17, LVN 100% pass rate

Mrs. Sane inquired how the LVN program reached the conditional status. Dr. Beatty noted the self-study was implemented in 2016 and the scores come in cycles, with the cycle ending in December. She added the corrective measures are reflective of the improved results.

Ms. Loreda noted the Board was not aware the 80% passing rate was needed every year. Dr. Nicotera apprised that if scores are below 80% for three consecutive years, the program is placed in conditional status.

Mr. Nicotera apprised that scores arrive in December and the Texas Board of Nursing (TBON) sends the scores to the colleges for examinee verification in February. He added the TBON meets in April to determine the status of the program and sends out letters notifying the college to prepare a self-study which takes place from April – August. Dr. Nicotera noted the approval letter of the corrective actions was received on September 15, 2016 but corrective measures were already being implemented that were carried over from the ADN program.

(Mr. Glaser stepped out at 1:30 p.m.)

Mrs. Sane noted she was not aware of the problems within the system prior to standards being lowered. Dr. Beatty noted the decline in the pass rate did not exist prior to reducing standards and increasing enrollment.

Mrs. Sane inquired how can personnel be held accountable and justify that personnel contributed to the issue. Dr. Beatty noted she was informed by faculty that they were pressured from previous administration to modify the standards beginning in 2014. She apprised that upon the arrival of Dr. Maldonado, the program was reviewed and corrective measures were implemented.

Mr. Wilson noted there may have been several mistakes made to get to this point and responsibility needs to be taken but directives came from the past Board to drop the standards. Mrs. Sane noted it could not be stated that the Board gave the directives to lower the admission standards. She noted that her inquiry was regarding what happened between 2014 and 2017.

Mr. Wilson noted that corrective measures need to be in place. He referenced Dr. Beatty's statement that immediate actions were taken and apprised that the definition of immediate could vary. Mr. Wilson noted he is embarrassed by the situation and apprised that everyone needs to share the blame for the issue and move forward.

Dr. Tamez noted they are all disappointed about the situation and that from her perspective, there needs to be continuous feedback on how the students are doing and not be taken by surprise. She inquired if the results were provided in 2016 to review, would the passing rate have been met. Dr. Nicotera noted the student scores are requested from the Nursing Board on a quarterly basis. He referenced the slide regarding Implementation of Best Practices and noted the students are required to take a simulated NCLEX exam, which gauges to see if the student is on task to be successful.

Dr. Tamez inquired if the pre-testing is taking place, why are the students not being successful. Dr. Nicotera noted the college cannot stop the students from taking the exam after they complete the program. He noted that after the implementation of best practices, more assistance is provided to the student for a greater opportunity to be successful on the exam. Dr. Beatty noted an evaluation model has been put in place to include success coaches to determine if all the measures are effective. She added this is the first year of the evaluation model.

Mr. Capo noted some level of responsibility is from the top down because the focus was on the ADN program to the detriment of the LVN program. He inquired as to what other programs outside of the nursing programs have industry related standards that could have potential downgrading of status and where are the warning flags for gauging a proactive approach. Dr. Beatty noted a planning cycle is in place where all programs are in a four year cycle with inputs that include the number of students enrolled, completers, and workforce placement. She noted changes are made based on the metrics as the evaluation cycle is reviewed to either modify curriculum or deactivate the program.

Mr. Capo noted he is concerned that there are issues not provided to the Board to review or monitor. He inquired how can it be worked out and asked if it could be placed on an annual calendar or divided among Trustees.

Dr. Tamez noted that when the scores are received for the nursing program, they should be reported to the Board.

(Mr. Glaser returned at 1:48 p.m.)

Ms. Loredo expressed appreciation for the update. She apprised she was on the Board during the timeframe regarding the issues and the focus was on improving the enrollment numbers and changes were discussed. She noted students should be encouraged to take advantage of the resources available. Ms. Loredo noted the staff should be willing to go over and beyond to assist the students.

(Dr. Tamez stepped out at 1:49 p.m.)

Mrs. Sane referenced the transformation implemented to correct the measures. She noted these measures should be part of the transformation. She referenced Ms. Loredo comments and noted she does not recall the Board approving to lower the admission standards or interfering in any changes.

Mrs. Sane requested that when the score report is provided as requested by Dr. Tamez, that it needs to explain what the report means, what is being presented and what is expected from the Board.

(Dr. Tamez returned at 1:50 p.m.)

Dr. Nicotera continued with the overview to include:

- Implementation of Best Practices
 - Modified admission standards
 - Implemented standardized exams
 - Hired Dean of Nursing
 - Developed review course
 - Offered structured open skills lab
 - Initiated adaptive quizzing
 - Implemented success coaches
 - Established mandatory remediation
- Next Steps
 - Identify new program leadership
 - Create a unified, collaborative nursing department
 - Assign faculty based on expertise and experience
 - Utilize faculty for both programs

- Increase use of simulation
- Strategically increase enrollment
- Strive for national accreditation

Mr. Glaser inquired if either of the programs were in conditional status before. Dr. Nicotera noted he was not aware of any. Mr. Glaser noted a system needs to be in place to avoid any future issues. He added that the nursing shortage is vital but a realistic look needs to be taken as to where the college fits in the area and use the review regarding future growth of the program. Mr. Nicotera apprised that the programs have been restructured to avoid any recurrences.

ADJOURNMENT

With no further business coming before the Board, the meeting adjourned at 1:56 p.m.

Minutes submitted by Sharon Wright, Director, Board Services

Minutes Approved: June 15, 2017