

SIMPLE STATISTICS: MAKING IMPROVEMENT IN TEACHING AND TESTING

GOALS:

- 1. Encourage nursing faculty to determine their statistical educational variables for consistent review and comparative analyses.
- 2. State the definition and purpose of the National Council Licensure Exam (NCLEX).
- 3. Establish an active faculty effort to identify current facts related to student NCLEX testing success, what appears to have worked in nursing education to prepare for the NCLEX test, and what seems to have failed in nursing education as a part of NCLEX preparation.
- 4. Define, recognize, and use the concept of leadership and management in the pursuit of educational perfection.
- 5. Recognize the use of learning management systems (LMS) to meet the need for basic faculty understanding of simple statistical data.
- 6. Increase a faculty's understanding of collective and unique testing trends leading to testing success or failure.
- 7. Recognize the existence of prepared pre-entrance nursing exams.
- 8. Use simple statistical calculations to understand better the correlation between faculty teaching methods and NCLEX testing outcomes.
- 9. Correlate faculty teaching, teaching methods, NCLEX outcomes, and pre-requisite nursing program testing scores.
- 10. Differentiate between different charts and graphs that could effectively represent collected data.
- 11. Increase awareness related to encouraging student success.

KEYWORDS FOR APPLICATION

- 1. National Council Licensure Exam (NCLEX)
- 2. Test of Essential Academic Skills (TEAS)
- 3. HESI A2 (Online Practice Tests)
- 4. HOBET (Health Occupations Basic Entrance Test)
- 5. Entropy
- 6. Entrance Exam(s)
- 7. Statistics
- 8. Learning Management Systems (LMS)
- 9. Predictive Analytic Systems
- 10. Canvas (LMS)
- 11. Leadership
- 12. Management
- 13. Statistical Analysis
- 14. Multiple Choice Questions
- 15. Critical Thinking
- 16. Comparative Statistics

- 17. Correlation
- 18. Correlation Analysis
- 19. Data
- 20. Item Analysis
- 21. Mean
- 22. Median
- 23. Mode
- 24. Product
- 25. Quantitative Data
- 26. Qualitative Data
- 27. Range
- 28. Ratio
- 29. Reliability
- 30. Validity
- 31. Value
- 32. Variable
- 33. NCLEX-RN
- 34. NCLEX-PN
- 35. Pie Charts
- 36. Line Graphs
- 37. Bar Graphs
- 38. Feynman Technique of Learning
- 39. Mentors
- 40. Transformational Leadership
- 41. Nurse Administrator
- 42. Nurse Leader
- 43. Nursing Program Director

Faculty, according to the working collaborative ability and willingness of its members, can be strengthened by sharing with other faculty members statistical student testing information for meeting and improving teaching and program outcomes. With the right attitude by all faculty members and the expectation and guidance of a supportive nursing program director, shared simple categorically determined (according to mutually selected types of testing or situations) will provide the basis of improved program teaching and testing outcomes.

This document is not intended to tell a nursing faculty specifically "how to do it." However, this document is designed to increase knowledge and information about testing and basic simple statistics to the point of encouraging nursing faculty to mutually (together) determine their own "best way" through the use of simple statistics. It strengthens all nursing program testing outcomes. Figuratively speaking, the fuel and a statistical road map to increase success are shared in this document. The best road to travel and means to reach a goal to improve student testing success is ultimately related to the sharing of agreed-upon and faculty-acquired simple statistics related to student success (or lack thereof).

FACULTY APPROACH TO NCLEX TESTING SUCCESS

The National Council Licensure Exam (NCLEX) is a national exam for the licensing of nurses in the United States and Canada. There are two types of exams—NCLEX-RN (Registered Nurse) and NCLEX-PN (Practical Nurse). After graduation from a school of nursing, he/she becomes eligible to take the NCLEX exam. This test is considered to be the crowning determinate of nursing educational success.

As nursing educators, we feel a significant amount of responsibility for our student's NCLEX testing outcomes. There is probably nothing more satisfying to nursing instructors than to have a high percentage of graduate nursing students pass their first try at taking the NCLEX exam. Conversely, there is nothing more disheartening to have too high a percentage of graduate nursing students who *do not* pass their NCLEX examination on their first try. Since we are nursing educators, we have to ask ourselves why some of our students did not pass on their first try—after all, he/she seemed to do just fine?! The lingering questions are: What could we have done better to help encourage all student NCLEX testing success? The increase in ongoing faculty awareness and accountability will most likely result in the occasional entrance and teaching adjustments that will result in more positive NCLEX testing outcomes.

By considering national research and prepared testing trends by various testing companies, there is some hope of beginning to understand, at least, their findings that help to encourage NCLEX testing success. However, we cannot ignore the fact that faculty-prepared nursing classroom tests and entrance exams can be a profound over-all indicator of NCLEX success.

There are many reasons for the lack of NCLEX examination success by graduating nursing students. This document addresses some related research to enhance/improve NCLEX success. Any nursing faculty can use the faculty-shared student statistical testing outcomes when systematically, collectively, and graphically documented over-time. The purpose is to increase a faculty's understanding of specific, ongoing, and personally unique statistical trends that result in continuing student and program testing success.

PREPARED TESTING TO ENCOURAGE SUCCESS

There are efforts by some nursing programs to have pre-admission company-prepared testing and pre-NCLEX practice situations to produce positive testing outcomes. TEAS (Test of Essential Academic Skills) HESI A2 (Online Practice Tests), HOBET (Health Occupations Basic Entrance Test), were determined to be commonly used pre-admission tests by nursing programs.

On a pre-admission test, the section on SCIENCE was the best indicator of nursing education that resulted in NCLEX success. (Science Categories: Math and Logics, Biological, Social Science, and Physical Science). Perhaps, selective student science astuteness could be a significant part of a program's pre-admission test.

THE ROAD TO SUCCESS

As a basis of understanding of how to be NCLEX-success savvy, a director of a nursing program should consider and know when/how to practice the concept of faculty leadership and faculty management.

Leadership means that the director of a nursing program <u>involves</u> faculty in determining activities that will result in determining the faculty's chosen statistical assessments, evaluations, and outcomes. Management, conversely, means that the nursing director <u>tells</u> the faculty what to do, maybe how to do it. Determining effective *strategies of management or leadership could significantly improve an NCLEX no-pass problem*.

Collectively, as a group of nursing educators, blaming and pre-determining the *supposed* problem by one or a few of the faculty member(s) can happen. Also, finding generalized undocumented fault with nursing experiences or clinical practices can happen, but (let's face it) finding the <u>real</u> problem is not that easy. You know it is far more complicated than that!! Through the use of the faculty establishing and using simple collective statistics, the assessment and evaluation of a problem become <u>more</u> <u>objective</u>. It becomes a far more acceptable collection of information that negates just "what feels right/good." The faculty collective problem-solving efforts support the concept of effective leadership.

Nursing faculty do not need to perform "high math!" Just basic easy to understand differences that are the most pre-determinates of NCLEX testing success. By the entire faculty working together to keep ongoing documentation of simple statistics related to scores of like-tests (e.g., multiple-choice, fill in the blank, critical thinking responses, essay, etc.), faculty members can pre-determine successful student outcomes. Effective in-class exam outcomes will (in most cases) identify a successful or unsuccessful student outcome.

There are many testing and observational opportunities for faculty to apply a numerical value to student performance. For example, it includes an examination by taking and developing multiple-choice questions, the regularity of attendance, and classroom problem-solving/creative Thinking related to multiple-choice options. All responses are noted by faculty and documented. These retrospective observations and documentation by faculty over time are easily compared to eventual individual student NCLEX success or lack of success.

Teaching methods that often prepare students for NCLEX success are related to a student learning the process of writing course-appropriate multiple-choice questions and related answers to those multiple-choice questions. Also, (and just as important) students must practice the skills for selecting the correct multiple-choice answer as it relates to the stem of the question---and know *why*.

By comparing each graduating class regarding individual student's statistical testing trends in each course and according to categories, existing program entrance testing outcome, and their NCLEX exam outcome, it does not require miraculous energy, academic prowess, or costly computer programs for a faculty to recognize a student's academic trends.

Consequently, there is no excuse for a faculty to dismiss this simple (and documented) data collection as a significant factor to assist in better understanding of determinates that will result in more successful NCLEX outcomes. Simple displays of retained graphical comparisons, when kept correctly and consistently, will identify, disaffirm, or confirm predisposing factors/trends that seem to be precursors to academic and NCLEX testing success.

Once a nursing director and nursing faculty identify the persistent scores and recurrent educational student behaviors as a precursor to determining NCLEX success, the outcome must be reliable and valid. (See the following definitions)

Academic outcomes (when applied to each student) will predict future testing NCLEX success for a student. Some students will not consistently meet the established criteria for probable NCLEX testing success. It, then, becomes an academic responsibility to keep hoping that testing and behavioral outcomes will improve over time. Or, as a nursing educator interested in promoting student success, at what point in nursing education is a failing student (according to established criteria) encouraged to pursue another profession? Is it considered to be academic honesty to have a student understand upon admission to the nursing program the testing and behavior requirements to *remain* in the nursing program? For a nursing administrator/director and faculty to make that determination takes courage. It places a responsible onus on nursing faculty to consistently judge performance and make necessary changes to help assure graduation and NCLEX success. It is better to redirect students to educational programs that would be more likely to support a student's success than to continue to encourage a student that obviously or is not likely to succeed in a nursing program. A nursing faculty can only come to the most accurate decisions of what will indicate future student NCLEX success by performing overtime a thorough study of student indicators of success and failure.

TIME CHANGES EVERYTHING

The concept of entropy says that every student (and faculty) over time will have their personality and characteristic changes requiring ongoing awareness of the need for constant monitoring. It means that faculty should take note of the current statistical *trends* that lead to academic success or failure due to the changing uniqueness of faculty and students! After all, faculty are professionals that are *expected* to explore possible inconsistencies and to alter teaching trends and behaviors that will lead to student academic success.

Very important---An accurate and consistently successful *faculty-determined Program Entrance Criteria* and *faculty testing* must be determined over time! Making assumptions and appropriate adjustments as a result of faculty member's increased variable awareness is a dynamic procedure resulting from faculty ongoing statistical research. Making necessary educational changes to either course work, clinical experience, or testing are determined by comparative statistical studies. It will change somewhat, according to the fact that there are different characteristics, over time, of students and unknown factors! Therefore, the statistical pursuit of the most current, reliable, and accurate nursing program entrance requirements and exam outcomes followed by course testing must go on!

It is easy to recognize, usually, the increased awareness by all nursing faculty as to course testing outcomes and mutual consideration of testing variables and their results. Such intellectual collective concern by all faculty members will result in a positive and goal-oriented working behavior that highly encourages (and maybe forces) faculty teaching excellence.

ENTRANCE EXAM CONSIDERATIONS FOR SUCCESSFUL NCLEX RESULTS

Let us consider a very few possible examples of nursing program entrance considerations that could be predisposing factors of future program/state board test success or failure. For example, consider data/variables that are, probably, some general differences within a student group —and indeed, the five (5) stated, hereafter, are just a few.

Whether you are using a purchased corporate pre-nursing entrance exam or use your nursing program entrance exam for admission, be careful in your selection of questions. Use carefully selected items so as not to appear discriminatory in your queries or entrance criteria.

Some possible and simple statistical evaluation questions to be considered by the nursing faculty are:

- 1. What was the average passing score of all students taking the entrance exam?
- 2. What are the percentages of student passing and non-passing?
- 3. What is the age range of potential students taking the exam?
- 4. What are the differences in past years of health care experience?
- 5. What is the correlation between passing scores with science knowledge?

At the end of the courses and post taking the NCLEX exam, what is the relationship/correlation between the student's entrance exam score and the NCLEX score? (There are numerous possibilities for statistical comparisons).

From this information and many other possible questions, simple statistics through the gathering of this data can be used to improve awareness for increased NCLEX success.

A faculty should be able to identify possible successful trends that could become a part of an entrance exam and course expectations by comparing admission information and NCLEX outcomes.

Duo-testing is a possibility. That is, there is no problem in giving both a company-generated researched entrance exam and, then, giving a faculty researched and generated entrance exam. You might find the duo-testing outcomes exciting and productive in making more accurate future predictions. Compare both tests to determine if the pre-admission tests show/predict somewhat the same information about each student.

INTRODUCTION TO LEARNING MANAGEMENT SYSTEMS (LMS)

An excellent place to start this unique road toward the collection of successful educational statistical outcomes is to learn about the learning management computer systems on the market that are used for analyses, predicting outcomes, and determining outcomes.

Understanding the need and use of sophisticated Predictive Analytic Systems (LMS) as a choice of analyses would be helpful (and expensive), no doubt! However, in most cases, the general LMS information and intelligent use of simple comparative analyses by faculty, over time, will produce distinct collective details as to "what is going on." The result is a common-sense testing outcome.

LMS became well-known and in widespread use in 1990. LMS could provide a technological advantage for tracking and ultimately understanding the statistics related to the variables a faculty identifies to help determine a student's success. Through purchase, it is intended to be the answer for many administrative needs, such as documentation, tracking, reporting, and delivering educational/training programs. Historically, LMS has been used to help instructors provide material/information and test students, perform administrative tasks and other assignments, track student progress, and manage

record-keeping. However, historically most LMS programs have been for online courses and blended learning educational offerings.

The program entitled, "Canvas" is just one example of a purchased LMS used by some colleges/universities. If any such sophisticated computer program is used, it requires an administrator of the computer program (so research tells us) that is in constant contact with faculty and controlling the accurate input and evaluation of faculty data input and statistical outcomes. The computer efforts for use can certainly be helpful. It requires time to set-up appropriately and correctly use the information for a specific need. Another option might be "Moodle," which is reported to be "possibly helpful."

The LMS variables/factors might help to support information related to NCLEX success or show areas of academic educational weakness—that is, testing outcomes, attendance, grades, etc. The faculty becomes the resource for data input, therefore, determining what wanted/needed as trackable variables.

An LMS administrator is already in place in many colleges/universities. The LMS administrator involvement increases the chance of reliability and validity in the generated results. (See the following definitions)

ASSESSING THE EDUCATIONAL PROCESS

Leadership (involvement of faculty) to direct an assessment of "what is going on" is needed. It is *not* the director of the nursing program that has the answers—it is the faculty. It is time for all faculty members, together, to develop a down-to-earth and soul-searching statement regarding nursing program information:

- 1. Current Facts
- 2. What has worked (the good)
- 3. What did not/does not work (the failings)

Initially, this three-prong process by the entire nursing faculty (stating and recording current facts, what has been known to work--the good), and what did not work --the failings) forces objectivity and rewards what is *right and good*. It gives credit where credit is due, but does not ignore what might be *wrong or should be improved*. Sometimes it is difficult to ascertain what works and where to start to improve! That is normal. Force what is known by asking and documenting the three questions. Start from there! What is the old "saying"?--Never throw out the baby with the bathwater!? So--Keep what is right and build on what needs to be improved to eradicate the possible failings.

Once you finally identify what did not work (item #3), *prioritize* the identified failings that need to be addressing. When prioritizing the identified failings, be sure that the faculty votes on and agrees on the *significant failing*. Then, assign faculty to work on each identified failing.

Maybe it is one person that works on a failing, or perhaps several, or a committee. And—when we say "works" on a failing, we mean clearly defining the problem, resolutions, alternatives, and produces researched ideas that help resolve the failing. Regardless, it should be recorded and known by the entire faculty as to who is responsible and held accountable for the pursuit of resolutions and accompanying research to back up suggestions. Frequent meetings for reporting by each person or group to update and ultimately accept responsibility for suggested changes or recommendations are to be expected by the director of the nursing program. (Be sure these expectations are a part of the faculty member's job description!)

There is an exciting happening that occurs if the MAJOR WRONG/PRIORITY PROBLEM is identified and resolved! Once a major problem is solved (all or almost all), the other minor failings/problems/wrongs seem to be reduced or go away. If this phenomenon does not happen, it is usually because the MAJOR FAILING/PROBLEM/WRONG has not been accurately identified.

TEACHING FOR NCLEX SUCCESS

A well-known college faculty found the following increased their percentage of first-time NCLEX passing by requiring students to:

- 1. Write multiple-choice questions according to testing multiple-choice question theory.
- 2. Know and differentiate, theoretically, the different components (types of choices) related to multiple-choice questions.
- 3. Have students, individually or in a group, answer each other's approved multiple-choice questions as a part of a paper and pencil, group, or computerized exam.
- 4. Substantiate the reason for their answer choice from a multiple-choice question either in writing or verbally in class.
- 5. Discuss and provide a rationale for the correct answers of faculty generated multiple-choice questions related to course content.
- 6. Have all courses include multiple-choice questions (in some manner) as a determinant of the course grade.
- 7. Use the computer to answer multiple-choice questions.

Through this process (stated above) of critical Thinking by all nursing students in all nursing courses, they found the personal use of paper and pencil testing and computer testing of multiple-choice questions to be an essential and useful conditioning component of future NCLEX success. It required consideration of selecting an answer from several options by using taught theoretical reasoning. They claimed their tenacious, collective, and consistent uniform multiple-choice testing efforts by all faculty resulted in a notable increase in their state-board passing percentage. And—such cooperation and collaboration between faculty resulted in more significant effort to support educational endeavors between faculty members.

Faculty members are often sure that one company or one testing method is better than another. However, it most often depends on the student and their propensity for a learning style and approach. Consistent, frequent, repetitive, applicable, and alternative learning opportunities produce the most positive outcomes. It encourages (almost forces) students to increase the intensity of their **critical thinking skills,** which ultimately provides a better testing outcome.

REVIEWING THE LANGUAGE AND DEFINITION OF SIMPLE STATISTICS

Simple statistical language is necessary for the overall and over-time comparative mathematical language related to testing outcomes. The standard deviation from the mean (quantifying the amount of testing variation) might be or might not be as useful; however, this specific statistical information is not covered in this document. There is no big mysterious mathematical equation or statistical language! It is a shared language by all who are universally educated. It often involves just a comparison of a group of numbers. For a faculty to mutually, consistently, and accurately relate to simple statistics, the shared language, definitions, and samples (when appropriate) are as follows:

Comparative Statistics/Studies: Compares and contrasts two things to determine differences or similarities that on the surface appear to be different.

Correlation: Mutual relationship between two or more things.

Correlation Analysis: Analysis used to understand the nature of relationships between two different variables.

(A positive correlation is said to occur when the movement of one variable is similar to or accompanied by the movement of another variable on a graph or chart.)

Data: Facts and statistics collected together for reference or analysis.

Item Analysis: Examines responses to individual test questions to assess the quality of each test question and the test as a whole.

Mean: Average score.

(It requires an adding up of all the testing scores of all students who took the test and, then, dividing that number by the total number of scores; such as, if the scores were 10, 12, 15—the added total of the scores is 32 divided by three scores—equals 10.66.)

Median: Middle score in a listing of scores from least to greatest.

(If there is an even number of scores, then the median is the average of the two (2) middle scores.)

Mode: Score that shows up most frequently.

(30, 56, 32 56, 56 = mode of 56) There can be more than one mode, or there can be no mode.)

Product: Answer to a multiplication problem.

(The product of $2 \times 6 = 12$.)

Quantitative Data: Defines data with measurable information that is numerically expressed and is objective.

Qualitative Data: Describes data that are not able to be measured and is subjective.

Range: Difference between the maximum score and the minimum test score.

(In other words, it is the spread of test data; such as the difference between 92 and 70 is 22.)

Ratio: Indicates a relationship between two numbers.

(If the total number of students taking a test is nine and only seven pass the test, the ratio is 7/9, 7:9, or 7 out of 9.)

Reliability: Quality assessment of performing consistently well.

Statistics: Practice or science of collecting, analyzing, interpreting, and presentation of quantitative data.

Validity: Quality assessment of being factually sound.

Value: Quantity or the amount of something.

(The value of 100 plus 100 = 200.)

Variable: Element within a program that tends to change.

USE OF PIE CHARTS, LINE GRAPHS, AND BAR GRAPHS

There are three common types of graphs and charts used for constant comparisons. Each graph or chart requires creative thought in the determination of variables to be considered on each graph or chart. Some simple examples are the Pie Chart, Line Graph, and Bar Graph. By using any of these charts and graphs, we surpass speculation and enter a realm of visual comparative statistics. One chart or graph might be more appropriate than another for a specific purpose. Graphs and charts allow for comparisons using numbers or percentages over time. It encourages a nurse administrator and nurse faculty to be knowledgeable about student trends to modify or predict future outcomes.

Pie Charts--

A Pie Chart (by definition) is a recognizable division of a circle into different colored parts that represent collectively to be 100%. It provides a visual depiction representing different percentages of specific data/variables. Pictorially, it is like when you cut an edible pie into wedge sections. One of its most useful factors is that it is easy to read and understand. As with any other type of chart, a pie chart can be replicated again and again over time and new percentages for each pie chart compared with past pie chart percentages. Over time, it can become an impressive colored transparent overlay to show improvement or decline in any percentage change. (Examples of Pie Charts: HTTP: Pie Chart Templates.)

Line Graphs---

A Line Graph (by definition) can be a horizontal or vertical line that can show the progression or regression of data/variables over time. The graph (horizontal or vertical) could represent a time frame. In contrast, the *other direction* of the graph (horizontal or vertical) could represent a degree or an amount. (Examples of Line Graphs: HTTP: Line Graph Example.)

Bar Graphs---

A Bar Graph (by definition) is a creative visual depiction of horizontal or vertical bar heights that provide enhanced visual comparisons of data/variables. Bar Graphs are for easy visual understanding through the comparison of data/variables. (Examples of Bar Graphs: HTTP: Bar Graph Example.)

IMPROVING SIMPLE STATISTICAL OUTCOMES THROUGH STUDENT LEARNING ACTIVITIES AND SUPPORTIVE PROCESSES

Many possible supportive faculty endeavors have been recommended in literature and used by different nursing programs as an outcome of improved simple and ongoing statistical understanding. Some out-of-the-ordinary successful behavior ideas that appear to enhance learning or personal student success have been stated in literature as follows:

- 1. Use peer tutoring.
- 2. Determine learning areas that need more study by performing a test item analysis.
- 3. Use case-based learning.
- 4. Require waiting one year before allowing a re-take of a course if course failure occurs.
- 5. Use computer-based testing.
- 6. Require one-on-one counseling.
- 7. Change or require an alternative study path.
- 8. Incorporate part-time study or courses.
- 9. Refer the student to disability services.
- 10. Require repeating the course.
- 11. Have a faculty open-door policy.
- 12. Have a caring attitude as a faculty member.
- 13. Identify areas that need more study.
- 14. Show commitment to the student's success.
- 15. Arrange a private meeting with the chair of the department.

The Feynman Technique of Learning Involves---

- 1. Choose a Concept.
- 2. Teach a Toddler (In this instance, a student teaches another student under supervision).
- 3. Identify Gaps (Grading student's ability to teach another person correctly using the necessary steps of a procedure).
- 4. Review and Simplify (optional).

What the Best Mentors Do---

- 1. Put relationships before mentorship.
- 2. Focus on character rather than competency (obviously mentorship involves mastering competency; however, go beyond skill to integrity, values, self-awareness, empathy, and capacity for respect).
- 3. Shout with your optimism, and keep quiet with your cynicism.
- 4. Be loyal and available to your mentee.

CRITICAL THINKING QUESTIONS

- 1. As a director of a nursing program, how can you increase nursing educational accountability through the use of simple statistical faculty input?
- 2. As a director of a nursing program, to what extent do you need to assist faculty members in understanding better simple mathematical processes and how to incorporate this information into meaningful outcomes?
- 3. What organization is currently using LMS programs and who, by name and title, will/can be of assistance to nursing educators in the collection, computerization, and evaluation of statistical information?
- 4. How does the faculty plan to use statistical information to improve NCLEX outcomes?
- 5. What graphs are best utilized to increase the understanding of educational outcomes?
- 6. What collected statistical information best identifies what processes need to occur for positive educational outcomes?
- 7. What variables are/have been identified by the faculty that need to be the basis of statistical information?
- 8. What are alternative educational processes used/taught by faculty that will ultimately increase the opportunity for the first-time passing of NCLEX?
- 9. What methods will be used to keep what is "good" in the program and will encourage positive NCLEX outcomes?
- 10. What processes are or will be used to change the "deficits" in the program? These deficits will possibly result in less than acceptable NCLEX outcomes.
- 11. What in-class or course expectations occur by each instructor that encourages the theoretical concepts of multiple-choice test-taking?
- 12. What statistics and processes are necessary for the development of a nursing program's unique preentrance exam?
- 13. What faculty behaviors are known to improve student learning and academic success?

LAST THOUGHTS

*WE CANNOT ACCURATELY PREDICT OR ACCURATELY CHANGE THE FUTURE WITHOUT BEING KNOWLEDGEABLE ABOUT THE PAST!

RECOMMENDED READING

Transformational leadership by this author (Reference for Problem Conquering)

Understanding Test Preparation and Application by this author

Critical Thinking by this author

The Feynman Technique: The Best Way to Learn Anything, http://getpocket.com/feynman-technique

Secrets of Success for High NCLEX-RN Pass Rates for BSN Nursing Programs, Nonie Wiggins, Volume 2, Issue 3 CONFERENCE PROCEEDINGS: October 4th-5th, 2012

What the Best Mentors Do, Anthony K. Tjan, Harvard Business Review, February 2017

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