

Final Assessment Report & Implementation Plan for the Cyclical Program Review of the Academic Programs in the School of Nursing

In accordance with Queen's University Quality Assurance Processes (QUQAP), this final assessment report provides a synthesis of the external evaluation and the internal response and assessments of the graduate and undergraduate programs delivered by the School of Nursing. This report identifies the significant strengths of the programs, together with opportunities for program improvement and enhancement, and it sets out and prioritizes the recommendations that have been selected for implementation.

The report includes an Implementation Plan that identifies who will be responsible for approving the recommendations set out in the Final Assessment Report; who will be responsible for providing any resources entailed by those recommendations; any changes in organization, policy or governance that will be necessary to meet the recommendations; who will be responsible for acting on those recommendations; and timelines for acting on and monitoring the implementation of those recommendations.

Summary of the Cyclical Program Review of the Academic Programs in the School of Nursing

The School of Nursing submitted a self-study to the Faculty of Health Sciences, the School of Graduate Studies and the Office of the Provost and Vice-Principal (Academic) on January 21, 2013. The self-study presented the program descriptions and learning outcomes, an analytical assessment of the academic programs, and program data, including the data collected by the Office of Institutional Research and Planning and the School of Graduate Studies. Appended to the Self-Study were a number of documents, including CVs, for each member of the School of Nursing and the Library Report.

Three arm's-length external reviewers (Dr. Anita Molzahn, Professor and Dean, Faculty of Nursing, University of Alberta, Dr. Lynne Young, Associate Director Graduate Education and PhD Program Coordinator, University of Victoria and Dr. Victoria Remenda, Associate Professor, Department of Geological Sciences and Geological Engineering) were selected by the Deputy Provost in consultation with the Deans of Health Sciences and the School of Graduate Studies, from nominations submitted by the School of Nursing. The Review Team evaluated the self-study documentation and then conducted a site visit to Queen's on March 4-6, 2013. The site-visit included interviews with the Provost and Vice-Principal (Academic), the Vice-Provost and Dean of the School of Graduate Studies, the Dean of Health Sciences and meetings with undergraduate students, graduate students, librarians, cognate heads, clinical instructors, clinical agency CEOs, staff and faculty.

In their report (May 24, 2013), the Review Team provided feedback that describes how the School of Nursing programs meet the QUQAP evaluation criteria and are consistent with the University's mission and academic priorities. The Review Team noted that the academic programs offered by the School of Nursing were of high quality and that the School was a strong and vibrant environment for teaching, learning, research and service. The Review Team also noted that the relationships among staff, faculty, students and community stakeholders are strong and respectful, providing a strong foundation for future successes.

The Review Team did report on a number of challenges, including the need for: adequate physical facilities; increased tenure-track faculty members; the integration of metaparadigm concept of transitions and social/political issues throughout the curricula; continued efforts to convert didactic lectures into small-group inquiry-based learning discussions and on-line formats; stable funding for the Queen's Joanna Briggs Collaboration (QJBC) and the Practice and Research in Nursing Group (PRN); strong recruitment plan to attract doctoral students; exploring opportunities to collaborate with other doctoral programs in Canada; and guidelines for sharing authorship and intellectual property rights between faculty and students.

The Vice-Dean and Director of the School of Nursing, after consultation with faculty and staff in the School, submitted a response to the Review Team Report (June 20, 2013). The Dean of the School of Graduate Studies (July 2, 2013) and the Dean of Health Sciences (August 1, 2013) also submitted their responses to the Office of the Provost. Specific recommendations were discussed, and clarifications and corrections were presented.

Subsequent to receipt of the Review Team Report and the internal responses from the School of Nursing, the Dean of Health Sciences and the Dean of the School of Graduate Studies, the Senate Cyclical Program Review Committee (SCPRC) dedicated its meeting of September 24, 2013 to this particular discussion.

The SCPRC would like to recognize the following strengths:

- Clearly articulated Learning Outcomes for all academic programs offered by the School of Nursing (SON)
- High quality of programs offered and outstanding contributions to the larger clinical communities
- Dedication of faculty, staff and students to maintaining a respectful and productive work/study environment
- Introduction of new graduate degree program (Master of Science in Healthcare Quality [MSCHQ]) that demonstrates innovation, creativity and commitment to quality
- Successful partnerships with other external institutions
- Robust, longstanding, successful partnerships with other Queen's Departments and Service Units (e.g. CTL, Four Directions Aboriginal Centre)
- Dedication to an interdisciplinary approach to all aspects of teaching and research
- Success of students working/studying in a wide variety of settings, including clinical, small groups, traditional classrooms, on-line, etc.
- Willingness to stay current and adjust graduate programs to remain competitive and relevant.

The SCPRC would like to identify the following opportunities for enhancement. The School of Nursing is encouraged to explore:

- additional credentials such as the proposed combined MBA/MSCHQ degree program
- new opportunities for experiential learning and innovative methods of instruction, including blended and online delivery modes
- purposeful use of modes of delivery for core curriculum to accommodate all types of learners

The School of Nursing is encouraged to continue to:

- sustain low rates of attrition and address any variances when they occur
- sustain effective monitoring and management of graduate students' time-to-completion
- seek optimal complement of tenure-track and adjunct positions
- continue efforts to convert didactic lectures into small-group inquiry-based learning discussions and on-line formats
- seek partnerships with community agencies to ensure Queen's nursing students continue to have access to excellent clinical practice and placements

Summary of the Reviewer's Recommendations with the School's and Deans' Responses

Graduate Program

1. The Review Team recommends development of joint authorship and intellectual property guidelines.

The School's response indicated that a first draft of a guideline document has been written. The School also acknowledged the need to ensure that students' intellectual property rights are understood by both students and faculty.

The Dean of the School of Graduate Studies responded that the SGS has resources that would be useful to the School of Nursing, including a template agreement in their "Guide to Graduate Supervision".

Undergraduate Program

1. The Review Team strongly urged the School to continue its efforts to convert didactic lectures into small-group inquiry-based learning discussion and on-line format.

The School responded that small-group learning is incorporated into most of their courses and that on-line formats are being used increasingly to elicit discussion, particularly in courses when students are not resident in Kingston.

Structure

1. The Review Team recommended that the School seek stable funding for the Queen's Joanna Briggs Collaboration (QJBC) and the Practice and Research in Nursing Group (PRN).

The School responded that it agreed that stable funding for research centres is critical in order to keep well-qualified staff and research associates. The School indicated that they are looking to attract additional research funding, contracts and endowments to stabilize the QJBC and the PRN. In addition they plan to create new partnerships with Joanna Briggs Institute members in North and South America.

The Dean of Health Sciences indicated that a review of the research productivity is underway. The response also noted that the conversion to the new budget model makes it important that all research units be evaluated in terms of their financial sustainability coupled with their academic productivity.

Implementation Plan:

Recommendation	Proposed Follow-up	Responsibility for Leading Follow-up	Timeline for Addressing Recommendation
1. The current physical space and the appropriateness of infrastructure supporting the academic programs in the School of Nursing have been identified as inadequate. It is recommended that the Faculty of Health Sciences adhere to the timeline outlined in the Dean's response to: hire an architectural firm for concept of building (2014); seek approval for concept through campus planning and the Board of Trustees (2015); start Capital Campaign to raise funds (2016). In the meantime, discussions with the School of Rehabilitation Therapy regarding a combined building should continue. Also, greater sharing of the adjacent new School of Medicine building should be explored.	Initiate conception of new/renovated building; Consult with Schools of Medicine and Rehabilitation Sciences about future collaborations and use of space	Dean of Health Sciences in consultation with the Director of the SON and Campus Planning	Dean of Health Sciences' <i>Annual Report</i> to the Provost 2015
2. As identified in the self-study, men are underrepresented in nursing, as are visible minorities and Aboriginal peoples, especially at the Ph.D. level. In an effort to diversify, it is recommended that the School of Nursing strive to deepen its pool of male applicants and other underrepresented groups. The School of Graduate Studies should be enlisted to help develop a recruitment strategy to attract additional graduate students, especially for the Ph.D. program.	Consult with other Canadian Schools of Nursing and the Schools/Faculties of Graduate Studies to identify best practices	Director SON, Dean SGS and Dean FHS	Dean of the School of Graduate Studies' <i>Annual Report</i> to the Provost 2015 Dean of Health Sciences' <i>Annual Report</i> to the Provost 2015

3. Although there have been no reported problems, it is recommended that the School of Nursing develop guidelines on joint authorship and intellectual property between faculty and students to minimize the risk of potential future conflict. The School of Graduate Studies should be enlisted to help develop these guidelines.	SON and School of Graduate Studies collaborate in writing guidelines	Director SON, Dean SGS and Dean FHS	Dean of the School of Graduate Studies' <i>Annual Report</i> to the Provost 2015 Dean of Health Sciences' <i>Annual Report</i> to the Provost 2015
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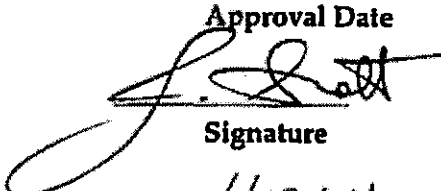
The Deans of Health Sciences and School of Graduate Studies, in consultation with the Director of the School of Nursing shall be responsible for monitoring the Implementation Plan. The details of progress made will be presented in the Deans' Annual Reports and filed in the Office of the Provost and Vice-Principal (Academic). Monitoring reports will be posted on the University web site.

Final Assessment Report & Implementation Plan

8.04.14

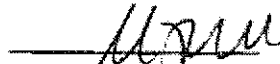
Approval Date

Vice-Provost (Teaching and Learning)



Signature

Dean, Faculty of Health Sciences



Signature

Dean, School of Graduate Studies



Signature

Final status of academic programs in the School of Nursing

Approved to Continue

Date of next program review

2020/2021 Academic year

Queen's University
Executive Summary of the Review of the Academic Programs in the School of Nursing

In accordance with Queen's University Quality Assurance Processes (QUQAP), the School of Nursing submitted a self-study in January 2013 to the Office of the Provost and Vice-Principal (Academic), the Dean of the Faculty of Health Sciences and the School of Graduate Studies to initiate the cyclical program review of its undergraduate and graduate programs. The approved self-study presented program descriptions, learning outcomes, a library report and analyses of data provided by the Office of Institutional Planning and the School of Graduate Studies. Appendices to the self-study contained CVs for each full-time member in the School of Nursing.

Three arm's-length reviewers (Dr. Anita Molzahn, Professor and Dean, Faculty of Nursing, University of Alberta, Dr. Lynne Young, Associate Director Graduate Education and PhD Program Coordinator, University of Victoria and Dr. Victoria Remenda, Associate Professor, Queen's Department of Geological Sciences and Geological Engineering) examined the materials and conducted a site visit on March 4, 5 & 6, 2013. The site-visit included interviews with the Provost and Vice-Principal (Academic), Vice-Provost and Dean of the School of Graduate Studies, Dean of Health Sciences and meetings with undergraduate students, graduate students, librarians, cognate heads, clinical instructors, clinical agency CEOs, staff and faculty.

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Based on all of the above documentation, a *Final Assessment Report* and an *Implementation Plan* were prepared by the Vice-Provost (Teaching and Learning) and approved by the Provost (February 27, 2014).

The academic programs in the School of Nursing have been approved to continue and are scheduled for their next review in 2020-2021.

Prepared by the Vice-Provost (Teaching and Learning)
February 27, 2014