



**Internal Academic Review Committee**  
Report to Senate – Thursday, April 22, 2004

**Report on the Review of the School of Nursing**

**Introduction**

The Internal Academic Review of the School of Nursing has been completed. The Internal Academic Review Committee (IARC) has examined and discussed all of the submissions related to the IAR. It has also sought input from the Dean of the Faculty of Health Sciences, and the Associate Dean (Health Sciences)/Director of the School of Nursing concerning progress that has been made on the major recommendations. This feedback appears in the “outcomes” section of the IARC report.

**Analysis and Discussion**

The following documentation is attached:

- Internal Academic Review Committee (IARC) Report on the Review of the School of Nursing
- Review Team Report

**Conclusions / Recommendation**

Recommendation:

that Senate approve the IARC Report on the School of Nursing.

Respectfully submitted,

Dr. Suzanne Fortier  
Chair, Internal Academic Review Committee

Committee Members

A. Antoszkiewicz  
D. Beauchemin  
B. Burge  
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S. Fortier (Chair)  
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K. Nakatsu  
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**Report on the Review of the School of Nursing**

The Reports of the External Consultants and the Review Team underscore the excellent national reputation of the School of Nursing and the high quality of the programs it offers. The faculty and staff are dedicated and committed. Moreover, the research profile of the School has, over the past few years, benefited from the addition of new faculty who have active research and scholarship programs.

It is also noted that the School faces a number of strategic planning and budgetary challenges. These challenges are associated with the development and implementation of the new collaborative undergraduate program with St. Lawrence College, and the fact that the faculty complement has decreased in size primarily as a result of early retirements.

The IARC recognizes that the School of Nursing is at a crossroads. The School must decide on the direction it will take with respect to its undergraduate and graduate programs, while continuing to recruit dynamic new faculty from a limited pool of PhD trained nurses. The following recommendations address these issues.

Major Recommendations

1. **ACADEMIC PROGRAMS:** The School of Nursing has completely redesigned its undergraduate program in partnership with St. Lawrence College in response to the shift to a baccalaureate degree as entry into the profession and a request from government that universities and colleges collaborate in the delivery of undergraduate nursing education. The result of these efforts is an excellent academic program; however, the program

cannot be delivered under current funding arrangements primarily because of the historical low BIU (Basic Income Unit) weight of undergraduate Nursing programs. Although discussions with government are ongoing, the future of the undergraduate program in its current form is unclear.

On the graduate studies side, the School currently offers one program (M.Sc.). While noting the strengths of this program, the reviewers suggested that it could be enhanced through greater collaboration both with other units within the University as well as with hospitals and other health care organizations. The reviewers also made suggestions with respect to the possible future direction of graduate studies within the School of Nursing. Among the options suggested were adding a doctoral program and/or a professional Masters program. While recognizing that these discussions need to take place in the School, the IARC wishes to note that it agrees with the Review Team that it would be ill-advised to consider the addition of a PhD program at this time. Furthermore, the outcome of the collaborative undergraduate program will directly affect the decisions the School will make about its graduate offerings.

*Given current uncertainty in programming, the IARC recommends that as a matter of priority, the School of Nursing undertake a planning process to determine the suite of academic programs that can be successfully delivered.*

2: RESEARCH: As noted above, the research activity in the School of Nursing has significantly increased in the past few years, and has been enhanced by the recruitment of talented research-focused faculty members. However, the total number of faculty members in the School remains small.

*The IARC reiterates the advice of the Review Team and recommends that the School continue its successful faculty recruitment strategies. At the same time, it is recommended that the School actively pursue additional opportunities to raise its research profile by taking advantage of externally funded positions as well as cultivating and enhancing partnerships and collaborative opportunities with members of other health professional communities.*

### Outcomes of the Review

*Response submitted by the Dean of the Faculty of Health and Sciences and the Director of the School of Nursing:*

#### **Clinical Placements in Undergraduate Program**

We will be completing the review of clinical placements for the undergraduate program as we plan the last year of the new undergraduate curriculum that began in 2001. In the 2004-05 academic year, the final year of the program will be implemented. As part of this undertaking, we have established an Advisory Committee on Preceptorship which has representation from all key clinical placements sites for our program. The Council of Ontario University Programs in Nursing (COUPN) has received provincial funding to develop provincial and regional data bases on clinical placements that will assist in the planning for and placement of students in health care settings. COUPN and the Nurse Executives of the Ontario Council of Teaching Hospitals (OCOTH) are proposing a structure for regional committees to address placement and other issues as this is a province-wide issue. The Canadian Association of Schools of Nursing is collecting survey data on clinical placements, as this is also a national issue, given the widespread restructuring of health care.

The undergraduate program underwent a Candidacy Accreditation review by the Canadian Association of Schools of Nursing and a review team visited the program in November, 2003. In January, 2004 we were informed that our program has been granted Candidacy Accreditation.

#### **Graduate Program**

The graduate program has been revised and the revisions implemented in 2003-04. We will be undertaking a survey of graduates of the program, the results of which will be used in future program planning. Admission policies to the M.Sc. Program have been reviewed by graduate faculty and no changes have been made. One PhD-prepared nurse researcher is co-supervising a Master's thesis and a Queen's faculty member from another department who is a PhD-prepared nurse now has a cross-appointment to the School of Nursing and is also co-supervising a thesis.

**Research**

Faculty in the School are involved in the Centre for Studies in Primary Care and the Centre for Health Services and Policy Research, two emerging research foci in the Faculty of Health Sciences. In 2003, two faculty members with research awards (MOHLTC and CIHR) have founded “Practice in Research and Nursing” (PRN), a research group at Queen’s, with the Director of Nursing Research from Kingston General Hospital, who also has a research award from MOHLTC.

**Faculty**

Two new faculty members have been appointed, one who begins May 1 and the other July 1, 2004. A new Director has been appointed who will also begin July 1, 2004. The School is currently engaged in a search to fill two additional tenure track positions and the Appointments Committee is reviewing applications and a candidate visit is planned for this month. In September, 2003, two term adjunct appointees began and have provided strength and stability to our undergraduate program.

**Financial Issues**

Despite budgetary constraints, an increased number of students and debt repayments, the School has maintained a balanced operating budget to date. Early retirement payouts since 1996-97 have amounted to \$1,483,315. As a result, the School has paid \$628,000 of its share of early retirement payouts since 1996-97 and has an outstanding debt of \$701,000. A repayment plan is in place that requires significant amounts of operating dollars each year. The IAR external and internal reviewers both noted that the debt is a severe challenge to the School. On the basis of their compelling rationale, and the magnitude of the reimbursement already provided by the School of Nursing, the Faculty of Health Sciences budget submission for 2004/2005 requested the University forgive this debt.

Follow-up on these recommendations and issues will take place in the annual budget and staffing strategy meetings between the Dean of the Faculty of Health Sciences and the Vice-Principal (Academic).