

AGREEMENT

BETWEEN

Trent University & Fleming College

For Operating a Collaborative Nursing Program

through the

TRENT/FLEMING SCHOOL OF NURSING

January 1, 2014 to December 31, 2018

Preamble

Trent University and Sir Sandford Fleming College began operating a collaborative BScN program in September 2001. The program was subsequently approved by both the College and the University in 2004. The program was accredited by the Canadian Association of Schools of Nursing (C.A.S.N.) in 2005, 2008, 2010 and 2013. The parties mutually agree to maintain accreditation status as a condition of this Memorandum of Understanding.

1. School Administrative Structure

The administrative structure of the School of Nursing is attached as Appendix A.

The Dean of the School of Nursing (the Dean, Trent) is a faculty member of Trent University. The Dean reports through the Provost and Vice-President Academic, Trent University, on all academic matters and on matters relating to the partnership with Fleming College. The Vice-President Academic, Trent, liaises with the Vice-President Academic at Fleming.

The Dean, Trent, consults with the Dean, School of Community Development and Health, Fleming College (the Dean, Fleming) regarding collaborative program staffing and other matters as appropriate. The Dean, Fleming, is a member of the Trent/Fleming School of Nursing (TFSON) External Advisory Committee, a voting member of TFSON Council and serves as a non-voting ex-officio member of the selection committee for the Dean, Trent, position. The Dean, Trent serves similarly on the selection committee for the Dean, Fleming position.

The Dean, Trent, and the Dean, Fleming, work collaboratively and collegially to maintain a quality program that supports the goals of all nursing students and the quality of work-life of all nursing faculty and staff in the School of Nursing. This includes collaborative planning for the purpose of ensuring appropriate placement access for both BScN and PN students.

The BScN Collaborative Program Co-ordinator position will be held by a full-time Fleming faculty member appointed to the School. The BScN Compressed Co-ordinator position will be held by a full-time Trent faculty member appointed to the School. The Co-ordinators work collaboratively with each other and with the Dean, Trent, on matters relating to the day-to-day operations of the BScN program. The BScN Collaborative Program Coordinator liaises with the Dean, Fleming, and any other coordinators as appropriate at Fleming on matters that require coordination with Fleming programs and any Collective Agreement issues. The Coordinator's workload will be one-half time coordination and one-half time teaching, committee work and scholarship. The term length of the position will be 4 years (renewable). The principles and processes of the selection of the BScN Collaborative Program Coordinator will be consistent with those utilized at Fleming College. See Appendix B for criteria and process for appointment of the Collaborative Program Coordinator.

Year Leads, one per year of the program, coordinate classroom and clinical activities across the year. The Year Lead is a full time faculty member. He/she serves as the point of first contact for students with academic or clinical concerns not resolved at the faculty/instructor level. The workload adjustment necessary to reflect this additional assignment will be agreed upon by the Dean, Trent and the Dean, Fleming. When possible operationally, two of the Year Leads will be from Trent, two from Fleming.

Academic advising of students in the School of Nursing is the shared responsibility of all full-time Trent and Fleming appointed faculty. Academic advising re: progression of upper year students is the responsibility of the Program Co-ordinator(s), with involvement of the Trent/Fleming School of Nursing Academic Coordinator and the Dean, Trent, as necessary.

All support staff positions will be Trent University employees. Given the effect on budgets at both institutions, positions will not be added without prior consultation.

The Dean, Fleming, retains responsibility for Fleming faculty members appointed to or teaching in the School regarding terms and conditions of their employment at the College. There will be consultation between the Dean, Trent and the Dean on such matters.

2. Academic Standards

As the degree granting institution, all courses offered in the School of Nursing are approved through the normal channels at Trent University. The academic program and courses of all BScN students are subject to the normal regulations and processes that apply to all Trent degrees.

3. Faculty Appointment To and Teaching in the School of Nursing

The minimum number of full time Fleming appointees in the Collaborative program will be five, excluding the Collaborative Coordinator. Growth in the nursing faculty members in the collaborative program of the School will be maintained in balance between Trent and Fleming, excluding the positions of the Dean, Trent, and the Coordinators, Trent or Fleming, by alternating new hires between the two institutions.

By appointing faculty to the School on a full-time basis, on-going commitment to the School, continuity of the program, and adequate time for scholarly activities is ensured. All faculty members appointed to the School of Nursing will continue to be employees of either Trent University or Fleming College.

a) Fleming Faculty:

Selection of Fleming faculty for appointment to the School of Nursing is based on academic credentials, related experience (teaching and professional), related scholarly activities or experience, clinical expertise and evidence of teaching effectiveness. Probationary faculty will be eligible to apply and their evaluation process will remain with Fleming's Dean.

The selection committee is comprised of the Dean, Trent, Dean, Fleming, the Collaborative Program Co-ordinator, a Trent nursing faculty member and a faculty member from Fleming.

In terms of academic credentials, the minimum requirement to apply for appointment to the School of Nursing is a Master's degree in nursing or a Master's degree in a related discipline, with a baccalaureate degree in nursing. Preference will be given to doctoral-prepared applicants in the following order:

Preference will be given in the following order:

- i)* applicants possessing an earned doctoral degree in nursing;
- ii)* applicants with a doctoral degree in nursing in process (demonstrating continuous study and nearing completion);
- iii)* applicants with a doctoral degree in another discipline with a graduate degree in nursing, completed or in process;
- iv)* applicants with a graduate degree in nursing completed or a graduate degree in a related discipline with a baccalaureate degree in nursing, completed.

See Appendix C for the selection process for full time appointees.

The term of appointment to the School for Fleming faculty is four years, renewable. Previously appointed faculty may apply for a renewed term, using the reappointment process described. See Appendix D for the reappointment process.

The Fleming faculty appointment letter contains information pertaining to ending the appointment if necessary. The decision to leave the School before the end of the appointment period requires discussion with the Dean, Trent and the Dean, Fleming. If leaving the School prior to the end of their appointment, Fleming faculty must take into account the Fleming year-round scheduling cycle in order to ensure a workload is available.

Each faculty member appointed to the School will meet with the Dean, Trent, and the Dean, Fleming, to discuss his/her plans for professional development and scholarship activities soon after being appointed to the School, and annually thereafter.

In the event that a faculty member appointed by Fleming is on extended leave for any reason (parental, illness, sabbatical), he/she will be replaced by a short-term Fleming appointment, subject to the qualifications noted above. In the event that a replacement is not able to be obtained in this manner, the Dean, Fleming will request the Dean, Trent to

hire a short-term contract replacement to cover the leave. A similar process will exist for Trent faculty vacancies.

Although part time appointments are not recommended, there will be opportunities for full-time Fleming nursing faculty, not appointed to the School, to teach in the program.

b) Trent Faculty:

Trent faculty members, whether tenure track, limited term or sessional, will be fully appointed to the School using university-established processes for appointing faculty to academic units. The selection committee for full-time faculty is the TFSON Personnel Committee; this committee will follow the procedures outlined in the Collective Agreement of the Trent University Faculty Association. The selection committee for sessional faculty is the CUPE subcommittee of the TFSON Personnel Committee.

As per the Trent University Faculty Association Collective Agreement and the Canadian Association of Schools of Nursing Accreditation Standards, candidates for teaching positions will hold the following minimum qualifications:

- i) Tenure track – earned doctoral degree or doctoral degree in process
- ii) Limited term appointment – master's degree
- iii) Sessionals – Bachelor's degree in nursing (clinical instructors, clinical learning centre instructors); master's degree completed or in progress (course instructors, workshop leaders, course coordinators).

Each full-time faculty member appointed to the School will meet with the Dean, Trent to discuss her/his plans for professional development and scholarship activities soon after being appointed to the School, and annually thereafter.

A minimum of five Trent faculty members will be maintained exclusive of the Dean, Trent.

c) Expansion of Faculty:

There may be a need for an increase in full time faculty positions in the Collaborative BScN program in the future as a result of any or all of increased student numbers, changes in course delivery format or conversion of part-time positions to full-time.

Growth in the compressed program will be managed through the appointment of additional Trent faculty, subject to the usual policies and procedures of the University.

4. Process and Issues Regarding Workloads for Faculty Fully Appointed to and Other Faculty Teaching in the School

All faculty appointed to or teaching in the School of Nursing are responsible to the Dean, Trent in collaboration with the Co-ordinators and Year Leads, for activities related to their workload assignment within the BScN program.

Workload allocations will reflect and respect the requirements of the relevant collective agreements, and as such may vary from one member of the School to another. Year round scheduling will be assumed within the School and Fleming appointees will be assigned workload according to principles exercised at Fleming College.

The workload model proposed for faculty teaching in the BScN program is based on the annual review and agreement of workload assumptions done in the context of the deliberations surrounding the BScN Finance Committee meetings. This model will be used for all Fleming faculty appointed to the School. This workload model will provide an opportunity for all full time appointees to the School to engage in scholarly activity, upgrading of credentials, as necessary or desired, and committee work. A 5 year limit will be placed on reduced workload designed to enable the achievement of PhD credentials. The definition of scholarship for all faculty teaching in the BScN program will include, but not be limited to, that used by the Canadian Association of Schools of Nursing (CASN) for accreditation.

Consultation will be undertaken with Fleming's Academic Union/College Committee prior to implementing any new workload model for Fleming faculty. Faculty who are appointed to the School will have a full workload assigned before courses are made available to faculty not appointed to the School. If any courses or parts of courses still need to be staffed, once faculty are hired through Trent University or Fleming College, then the School will approach full time Fleming faculty who have the qualifications, and are not appointed to the School, to see if they are interested in teaching in the BScN program. These faculty members will have a regular SWF that will include the BScN course(s) with adherence to the OPSEU collective agreement, related contractual agreements, Fleming College/OPSEU memoranda of understanding, and workload monitoring group decisions. There will not be an expectation of scholarly activity for these individuals and therefore they will not receive a time allowance for scholarship.

Teaching assignments are the responsibility of the Dean, Trent, and are developed in collaboration with the Dean, Fleming. Teaching assignments are based primarily on the needs of the program, taking into consideration the individual's academic and professional credentials, teaching effectiveness, expertise and his/her interests. Professional credentials are defined as current certifications or license classifications or other forms of accreditation. Experiential qualifications may include research focus, clinical expertise, teaching experience or other forms of practice related to the individual's area of emphasis.

Any courses or sections of courses that are still not covered will then be posted for application by part-time faculty who meet the requirements.

Each faculty member fully appointed to the School of Nursing will normally take his/her vacation during the July-August period. Exceptions must be approved by the Dean, Trent for Trent faculty and the Dean, Fleming, in consultation with the Dean, Trent, for Fleming appointees. Trent faculty will follow the guidelines for vacation in the TUFA Agreement. Fleming faculty will follow the guidelines for vacation in their OPSEU Collective Agreement.

Full time appointees to the School will be provided with office space and facilities at Trent University. One shared office space will be maintained for all appointed faculty at the Fleming site.

5. Academic and Professional Credentials for Fleming Faculty to Teach in the School, for Individuals not Appointed to the School.

The minimum academic credentials required to teach in the BScN program for individuals not appointed to the School are:

1. a baccalaureate in nursing and a master's degree in a non-nursing discipline to teach a theory course (lecture, seminar)
2. a baccalaureate degree in nursing to teach in a nursing practice course or in a nursing laboratory setting.

Professional credentials are defined as current certifications or license classifications or other forms of accreditation. Experiential qualifications may include research focus, clinical expertise, teaching experience and effectiveness or other forms of practice related to the individual's area of emphasis.

6. Hiring of Contract Clinical Faculty

All first year clinical faculty will be hired by Fleming's Academic Chair, in consultation with the Collaborative Coordinator. No funding assessment will be applied to clinical faculty year one related to collaborative/ compressed student status. Upper year clinical faculty will be hired by Trent, subject to the usual procedures, through the Fleming Academic Chair Dean, Trent, in consultation with the Compressed Coordinator. The Dean/Chairs are responsible for the completion of performance evaluations for each clinical faculty member in accordance with the relevant collective agreement.

7. Professional Expenses Fund

Professional development support is currently available to Trent faculty as part of the TUFA Agreement. All full time Fleming faculty appointees to the School of Nursing receive similar financial consideration. The cost of the professional development support for Fleming faculty appointed to the School will be covered by the BScN professional

expense fund and built into overhead costs. Professional development activities and programs will be co-ordinated through the Dean, Trent and the Dean, Fleming, as appropriate.

8. Course Evaluation Procedures

The proposed minimum course evaluation model is developed by the Curriculum Committee and submitted to the Dean, Trent and the Dean, Fleming for approval. The Dean, Fleming, may require additional teaching evaluations as deemed necessary for Fleming appointees. The Dean, Trent, may require additional teaching evaluations as deemed necessary for Trent faculty.

9. Faculty Evaluation Procedures

Faculty evaluations will be done in accordance with the relevant collective agreements.

10. School of Nursing Committees

The parties recognize that committee structures change from time to time to meet the evolving needs of the program. The Dean, Trent, and the Dean, Fleming, will review the committees and their membership with the goal of ensuring representation of both parties on all departmental committees save and except those defined in relevant contract language.

11. Financial Implications of the School of Nursing

No changes to the established methodologies will be made without discussion and mutual agreement.

12. Review of Agreement

This agreement will be reviewed annually and assessed after 5 years.

For Trent University:

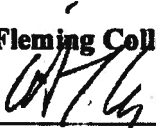


Gary Boire
Vice-President Academic

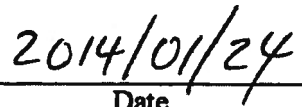


Date

For Fleming College:



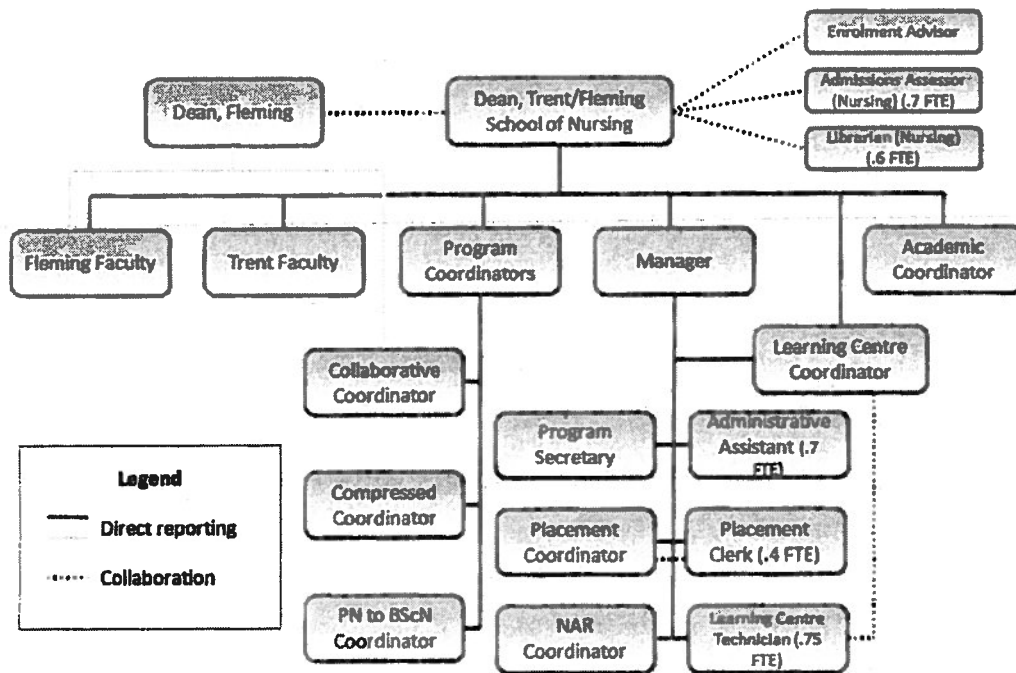
Tony Tilly
Acting Vice-President
Academic



Date

Appendix A

Trent/Fleming School of Nursing – Administrative Structure



NOTE: Fleming faculty members teaching in the BScN program, while outside the strict administrative structure of the School, are included in the organization chart to show that they have a dotted line reporting relationship with the Dean, Trent for academic responsibilities.

APPENDIX B

Recruitment & Selection Process – BScN Collaborative Program Coordinator

Collaborative Bachelor of Science, Nursing Joint Trent/Fleming Program

Eligibility

The BScN Collaborative Program Coordinator position will be held by a full-time Fleming faculty member appointed to the School.

Term of Appointment

The term of the BScN Collaborative Coordinator role will be four (4) years with the option to renew. Only one (1) person may hold the Coordinator role; the role cannot be shared by multiple faculty members during a single term.

Posting Process

The principles and processes used in the recruitment of the BScN Collaborative Coordinator will be consistent with the posting and selection processes utilized at Fleming College. Administrative procedures will be coordinated by the Human Resources Consultant, Fleming College.

- **POSTING** – The Human Resources Consultant will prepare the job posting, in consultation with the Dean, Fleming and will include a copy of (or a link to) the Collaborative Coordinator role description. The posting shall be open for five (5) full business days. The Human Resources Department will ensure that all current full-time faculty appointees to the BScN are notified of the posting during the posting period.
- **APPLICATIONS** – Full-time Fleming faculty members who are appointed to the School shall indicate their interest in the Coordinator role to Human Resources by submitting an up-to-date resume and a covering letter by the closing date of the posting.

Selection Process

- **CRITERIA** – The ideal candidate will possess the following qualifications:
 - knowledge of the specific program area;
 - strong interpersonal skills and team-building abilities;
 - demonstrated negotiation and facilitation skills;
 - strong organizational and time management skills.

- **SELECTION** – The Human Resources Consultant will notify the Dean, Fleming when the posting has closed. Qualified candidates selected for consideration shall meet with the School leaders to discuss their qualifications for the position.
 - If no qualified candidates apply, the Dean, Fleming, in consultation with the Dean, Trent and the Human Resources Consultant, shall determine an appropriate course of action taking into consideration the program needs and the relevant qualifications and capacity of full-time faculty members currently appointed to the School.

- **RENEWAL** – A full-time faculty member currently fulfilling the role of Coordinator is eligible to apply for renewal by indicating their interest in writing. If the current incumbent is the only qualified candidate to apply, the renewal will be automatic provided there are no significant, unresolved program/performance concerns arising from their current term as Coordinator.

APPENDIX C

Recruitment & Selection Process - Full-time 4 Year Appointments

Collaborative Bachelor of Science, Nursing Joint Trent/Fleming Program

This process is an extension of the Memorandum of Understanding between Trent University and Sir Sandford Fleming College regarding the Joint Trent/Fleming Collaborative Bachelor of Science in Nursing Program. In the spirit of continuous improvement and in an effort to provide greater clarity and transparency regarding the process of application and assessment for 4-year appointments to the BScN program, the following process has been developed collaboratively by management and the OPSEU academic union at Fleming College. Some elements of the process remain unchanged while others have been modified based on feedback from participants:

Posting & Application:

- 1) The Dean, School of Community Development & Health (Fleming), and the Dean, School of Nursing (Trent) will discuss the vacancy and the qualifications required given the current and planned status of program curriculum to which the incumbent could be assigned. Any specific (new or changed) qualifications will be communicated to the HR Consultant so that they can be added to the posting.
- 2) The Dean (Fleming) and the Dean (Trent) will review the following two sources to determine if there have been any changes which need to be incorporated into the selection process:

Colleges of Nurses of Ontario – Professional Standards – Revised 2002
- referencing the role of “educator”

Canadian Association of Schools of Nursing
Position Statement – Scholarship in Nursing – Final – November 2006

- 3) The Dean (Fleming), in consultation with the HR Consultant, will prepare a posting that clearly identifies the qualifications required and provides guidance for the application process. Web links to the source documents referenced above will be provided in the posting.
- 4) The application process will include:
 - a) Cover letter – 1 page maximum.
 - b) Resume – outlining related experience (including courses taught), education, and any research, publications, grants, awards, or presentations (academic resume format).

- c) 3-4 page paper – summary of related experience (teaching and professional), including scholarly activities. CASN's Position Statement – Scholarship in Nursing (as provided) can be used to guide the development of this summary.
 - d) Evidence of teaching effectiveness – this may include proof of favourable teaching capabilities, effective communication of course materials, positive student-faculty interaction, and contributions to curriculum development.
 - e) Current self-assessment against the College of Nurses' Professional Standards – highlighting clinical expertise as well as the other dimensions in the "role of educator". This reflection/self-assessment should include currency of knowledge and knowledge application.
- 5) The application, including all components as outlined above, is forwarded to HR in accordance within the established deadline.

Assessment/Selection:

As part of the assessment and selection process, the following steps will occur:

- 1) HR will prepare a draft criteria assessment template for review by the Dean (Fleming). The template will contain the qualifications as cited in the posting, and a corresponding section that identifies what assessors would be looking for in reviewing the applications. This template will contain a scoring scheme to provide a degree of quantitative assessment.
- 2) The Dean (Fleming) and the Dean (Trent) will identify the members of the Selection Committee, with representation as follows:
 - Dean, School of Community Development & Health (Fleming) (Chair)
 - Dean, School of Nursing (Trent)
 - Collaborative Program Coordinator
 - Trent Nursing Faculty Member
 - Fleming Faculty Member
- 3) The criteria assessment template will be sent to each member of the Selection Committee, along with copies of the CASN and CNO resources, as well as copies of the application in its entirety. Each Selection Committee member will independently review and assess the application(s) against the stated criteria, and will make note of any special areas of interest or deficiencies in the application(s).
- 4) HR/Dean (Fleming) will arrange for a meeting of the Selection Committee with the applicant(s) to discuss questions arising from the review of applications. This will not consist of a formal interview but rather will be a focused conversation and dialogue about the application(s) and areas that require clarification or expansion in order to be fully understood and appropriately assessed.

- 5) Each Selection Committee member will assign scores to each of the sections on the criteria assessment template, giving consideration to the information provided in the application, as well as that which was shared verbally in the conversation/dialogue with the applicant.
- 6) Where there is more than one applicant, the Selection Committee will provide their feedback and recommendation to the Chair of the Committee. However, the Chair will hold the final decision regarding appointments to the School. All materials used by the Selection Committee members will be gathered by HR and held in a file centrally for a one-year period, in keeping with Recruitment & Selection records retention practices.
- 7) Based on the decision made, the Dean (Fleming) will inform applicant(s) of the status of their application(s) and will provide feedback to applicants to assist in their continued development, in the situation where the applicant is not successful.

Appendix D

Renewal Process - Full-time 4 Year Faculty Appointments

Collaborative Bachelor of Science, Nursing Joint Trent/Fleming Program

This summary is intended for the use of the Selection Committee in determining the ranking of the applicants.

Selection Criteria

Each of the following four criteria sections shall be equally weighted:

1. Education:

The candidate must possess a Master's Degree with a Baccalaureate Degree in Nursing. Where the qualifications exceed a Master's Degree, preference will be given to doctoral-prepared applicants in the following order:

- 1) Applicants possessing an earned doctoral degree in nursing
- 2) Applicants with a doctoral degree in nursing in progress (demonstrating continuous study and nearing completion)
- 3) Applicants with a doctoral degree in another discipline with a graduate degree in nursing, completed or in progress
- 4) Applicants with a graduate degree in nursing completed or a graduate degree in a related discipline with a baccalaureate degree in nursing, completed

2. Related Experience:

Use CASN's model of Scholarship as described on the CASN website at <http://www.casn.ca/en/60.html> , attached separately as a PDF file.

- Discovery
- Teaching
- Service
- Application
- Integration

3. Teaching Effectiveness

Further to the information covered in The Scholarship of Teaching (above), provide evidence of favourable teaching capability, effective communication of course material,

positive student-faculty interaction and contribution to curriculum development. Candidates will submit a two-page summary of self-assessment against the College of Nurses of Ontario Standards, using the Educator Role as an example. http://www.cno.org/docs/prac/41006_ProfStds.pdf, extracted from the CNO website. Additionally, you may choose to display evidence of teaching effectiveness through a teaching portfolio, which could include course evaluations, references from colleagues, classroom observation notes, team-teaching testimonials, samples of curriculum materials developed, etc. This portfolio should demonstrate the candidate's ability to:

- Develop curriculum including course outlines, classroom activities, and assessment tools
- Maintain currency in discipline
- Deliver learner-appropriate curriculum
- Work effectively as a team member
- Manage a classroom/learning environment for maximum student learning
- Assess learning outcomes effectively
- Project professionalism

4. Clinical Expertise:

Use the CNO Professional Standards as described on

http://www.cno.org/docs/prac/41006_ProfStds.pdf , named Professional Standards – CAN, and attached as a PDF file.

Submission from Candidates

The candidate has been asked to submit:

1. A current resume and cover letter outlining how they meet the above criteria.
2. A two to three page summary of related experience, using CASN's model of Scholarship as a guide.
3. Some measure(s) of evidence of teaching effectiveness.
4. A current self assessment again the CNO standards, in the role of educator (with evidence of currency in knowledge and knowledge application).

Process

The selection process for this full-time appointment renewal to the Collaborative BScN Program is required to ensure appropriate <insert semester/year> staffing and workload assignments. To this end:

- Each member of the Selection Committee will receive:
 - the application package submitted by the candidate
 - the selection process guidelines/assessment template
 - the Professional Standards from the CNO (link above)

- Each member of the selection committee will review the applicant and forward their Assessment/Feedback sheet by email to *<insert name>*, Human Resources Consultant, at *<insert email address>*. by NOON on *<insert date/year>*. If a candidate is deemed not qualified, please indicate so and do not rank.
- If there is unanimous agreement the recommendation will be communicated by the Dean to the successful candidate.
- If there is not a unanimous decision the Selection Committee will meet, as soon as possible, to discuss and come to agreement. Again the recommendation will then be communicated by the Dean to the successful candidate.

Please contact *<insert HR Consultant name>* at 749-5530, ext. *<insert ext #>* if you have any concerns about the process.

Selection Committee Membership:

Dean, School of Community Development & Health , Fleming College	<i><insert name></i>
BScN Collaborative Program Coordinator*	<i><insert name></i>
Fleming College Faculty Member	<i><insert name></i>
Trent University Nursing Faculty Member	<i><insert name></i>

* For the renewal of the full-time faculty appointment of the incumbent Collaborative Program Coordinator, the Dean, Trent (or designate) shall sit on the Selection Committee.