

**AGREEMENT**  
**BETWEEN**  
**Trent University & Fleming College**  
**For Operating a Collaborative Nursing Program**  
**through the**  
**TRENT/FLEMING SCHOOL OF NURSING**

**January 1, 2024 to December 31, 2028**

## **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 has been accredited by the Canadian Association of Schools of Nursing (CASN) since 2005 and approved by the College of Nurses of Ontario (CNO) since 2018. The parties mutually agree to maintain accreditation status as a condition of this Agreement.

### **1. School Administrative Structure**

The administrative structure of the Trent/Fleming School of Nursing (TFSN) is attached in Appendix A.

The Dean of the TFSN 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 Associate Dean of the TFSN is a member of Trent (Associate Dean) and reports to the Dean, Trent. The Associate Dean mainly provides academic nursing leadership, supports program innovation and quality assurance, and liaises with regional, provincial, and national nursing associations and agencies.

The Dean, Trent, consults with the Academic Chair, School of Health & Community Services, Fleming College (the Chair, Fleming) regarding collaborative program staffing and other matters as appropriate. The Dean, Fleming, is a member of the TFSN External Advisory Committee, and a voting member of TFSN Council. The Dean, Fleming may delegate this membership to the Academic Chair, School of Health & Community Services, Fleming College. The Dean, Fleming 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, the Associate Dean, Trent and the Chair and 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 TFSN. This includes collaborative planning for the purpose of ensuring appropriate placement access for both BScN and PN students.

Ideally, the BScN Collaborative Program Coordinator position will be held by a full-time Fleming faculty member appointed to the TFSN. In the event that no appointed full-time faculty member applies, then the Fleming HR procedure (HRF-001) for this situation will be followed. The BScN Compressed Coordinator position will be held by a full-time Trent faculty member appointed to the TFSN. The Coordinators 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 Chair, Fleming, and any other coordinators as appropriate at Fleming on matters that require coordination with Fleming programs and any Collective Agreement implications.

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.

The BScN Collaborative Coordinator's workload and release time will be in alignment with the Fleming Coordinator Procedure and Academic Collective Agreement. The term length of the coordinator position will be three (3) years (renewable) for full-time faculty, and one (1) year (renewable) for contract faculty. See Appendix C for Fleming Coordinator duties.

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 Chair, Fleming, retains responsibility for Fleming faculty members appointed to or teaching in the TFSN regarding terms and conditions of their employment at the College. There will be consultation between the Dean, Trent and the Dean, Fleming, on such matters. Full-time and Partial Load Fleming faculty assigned to the TFSN program are covered under the Ontario CAAT Academic Employees Collective Agreement, and all applicable local Memorandum of Understanding signed between Fleming College and Local 352.

## **2. Academic Standards**

As a degree granting institution, all courses offered in the TFSN 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 TFSN**

The minimum number of full-time Fleming appointees in the Collaborative program will be five (5), excluding the Collaborative Coordinator. Growth in the nursing faculty members in the collaborative program of the TFSN will be maintained in balance between Trent and Fleming, excluding the positions of the Dean, Trent, Associate Dean, and the Coordinators, Trent or Fleming, by alternating new hires between the two institutions.

By appointing faculty to the TFSN 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 TFSN will continue to be employees of either Trent University or Fleming College.

Fleming appointed full-time faculty will be held accountable to similar research expectations as per the requirements and strategic direction of the TFSN. Those faculty not producing research will have the opportunity to remediate, and if unable to meet research expectations will have an annual review and given opportunity to move to more teaching responsibilities.

**a) Fleming Faculty:**

Selection of Fleming faculty for appointment to the TFSN is based on academic credentials, related experience (teaching and professional), related scholarly activities or experience, clinical expertise and evidence of teaching effectiveness, and professional designations.

In terms of academic credentials, the minimum requirement to apply for appointment to the TFSN 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 applicants in the following order:

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

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

The Fleming faculty appointment letter contains information pertaining to ending the appointment if necessary. The decision to leave the TFSN before the end of the appointment period requires discussion with the Dean, Trent and the Chair, Fleming. If choosing to leave the appointment to the TFSN, Fleming faculty must consider the Fleming year-round scheduling cycle in order to ensure a workload is available.

Should a Fleming Faculty member not be successful in the one-time reappointment process, the Chair Fleming will reassign work within Fleming in accordance with the Faculty member's qualifications (see reappointment process Appendix E).

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

In the event that a faculty member appointed by Fleming is on extended leave for any reason, they will be replaced by a short-term Fleming appointment, subject to the qualifications noted above. In the event that a replacement cannot be obtained in this

manner, the Chair, 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.

In accordance with Article 6.01 (iii) of the OPSEU Academic Employees Collective Agreement, and in consultation with Trent, the College reserves the right to reassign a full-time faculty member during the appointment period to a position within Fleming College. The decision to reassign could be due to various reasons, including strategic priorities of the TFSN and Fleming College, performance concerns, or program needs. Reasonable notice will be provided to the faculty member and TFSN when a reassignment is to occur. Fleming will maintain the minimum number of faculty appointed to the TFSN as set out in section 3 of this agreement.

Although part-time/sessional appointments are not recommended, there will be opportunities for Fleming faculty, not appointed to the TFSN, to teach in the program (see section 6).

**b) Trent Faculty:**

Trent faculty members, whether tenure track, senior lecturers, limited term or sessional, will be appointed to the TFSN using university-established processes for appointing faculty to academic units. The selection committee for full-time faculty is the TFSN TUFA Hiring Committee and includes a voting Fleming faculty member; this committee will follow the procedures outlined in the Collective Agreement of the Trent University Faculty Association.

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

To match the number of Fleming faculty, a minimum of six (6) 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 due to increased student numbers, changes in course delivery format, or conversion of part-time positions to full-time.

Growth in other TFSN programs 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 TFSN**

All faculty appointed to or teaching in the TFSN are responsible to the Dean, Trent 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 TFSON to another. Year-round scheduling will be assumed within the TFSON and Fleming appointees will be assigned workload according to principles exercised at Fleming College.

The workload proposed for faculty teaching in the BScN program is based on the annual review and agreement of teaching load assumptions done in the context of the deliberations surrounding the BScN Finance Committee meetings. This delivery credit model will be used for all Fleming faculty appointed to the TFSON. Note that all TFSON teaching assignments within the regular academic session (fall/winter terms) will be recognized as part of the workload. Faculty may opt to teach outside the regular academic session (spring-summer terms). In this instance, TUFA members must respect the process outlined in their collective agreement, whereas Fleming appointed faculty will be required to apply for advertised sessional positions.

This workload model will provide an opportunity for all full-time appointees to the TFSON to engage in scholarly activity, curriculum development, 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. Teaching and service duties can be adjusted in accordance to scholarly engagements and commitments.

Faculty who are appointed to the TFSON 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 TFSON 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, in consultation with the faculty and Chair, 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 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.

Full-time appointees to the TFSON will be provided with office space and facilities at Trent University.

## **5. Adjunct Positions, Research and Ethics**

Full-time Fleming appointed faculty will submit a file for adjunct appointment to Trent University (TFSON). They may also apply for adjunct status to a Trent Graduate Program. These adjunct positions offer additional avenues for research grant applications and graduate student co-supervision and supervision.

Full-time Fleming appointees to the TFSON who have adjunct status will have access to funding and grant opportunities through Trent University. These faculty will be able to have “participant” status on college research grants, but they cannot apply directly to NSERC’s College Community & Innovation (CCI) program and Fleming cannot receive reimbursement for their time working on such grants. It is therefore recommended that these faculty’s main focus for research should be through Trent University.

Trent will provide budgetary oversight and be responsible for all deliverables associated with the research. Trent’s research office will provide Fleming’s Office of Applied Research & Innovation with copies of all successful research grants received by Fleming full time appointees to the TFSON.

Full time appointees to the School, when applying for ethical approval of their research, will follow the process, as outlined in the Memorandum of Understanding between Trent University and Fleming College (Agreement on review and approval processes undertaken by Research Ethics Boards for research involving humans).

## **6. Academic and Professional Credentials for Fleming Faculty to Teach in the School, for Individuals not Appointed to the TFSON**

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

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

Professional credentials will also be considered and 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.

## **7. Hiring of Contract Clinical Faculty**

All first-year clinical faculty will be hired by Fleming's Chair, in consultation with the Collaborative Coordinator and the TFSON Manager Clinical Instructors. 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. The Dean (Trent) and Chair (Fleming) are responsible for the completion of performance evaluations for each clinical faculty member in accordance with the relevant collective agreement.

## **8. Conflict Resolution**

It is the mutual desire of both Trent and Fleming to provide an inclusive, healthy and safe space where everyone feels they belong and are treated with respect and that complaints be resolved in a manner that is timely, fair and appropriate in the circumstances.

Where a conflict arises involving both a Fleming and a Trent appointed faculty member, the Dean (Trent) and Chair (Fleming) will work collaboratively to resolve the matter informally or by referral to investigation. The Dean and Chair will engage their appropriate stakeholders in the process in accordance with their respective policies. Informal resolutions may include but are not limited to clarification of the issue(s), facilitated conversations, coaching, reconciliation, workplace restoration, other restorative processes and mediation.

Where a complaint is brought forward involving both Trent and Fleming appointed faculty members as either complainant(s) and/or respondent(s) alleging inappropriate conduct that, if true, would constitute, harassment and/or discrimination (as defined by the *Ontario Human Rights Code* and the *Occupational Health and Safety Act*), or where it is otherwise jointly determined to be appropriate in the circumstances, both parties agree to jointly select an investigator and agree to a statement of work that ensures the investigation is conducted in compliance with the *Ontario Human Rights Code*, the *Occupational Health and Safety Act*, respective collective agreement provisions, and any other relevant legislation, policies and procedures.

If a formal investigation determines a breach of any applicable policies by a faculty member, the appropriate consequence(s) for the faculty member will be determined by their respective employer, in accordance with the applicable collective agreement provisions, policies and procedures.

## **9. 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 TFSON receive the same 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. Individual faculty will coordinate their professional development activities with the Dean, Trent and the Chair, Fleming.

## **10. Student Experience of Teaching Surveys**

The proposed minimum Student Experience of Teaching Surveys (SETS) model is developed by the TFSON Curriculum Committee and shared with the Dean, Trent and the Chair, Fleming for information purposes. The Chair, Fleming, may require additional SETS as deemed necessary for Fleming appointees. The Dean, Trent, may require additional SETS as deemed necessary for Trent faculty.

## **11. Faculty Evaluation Procedures**

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

## **12. TFSON Committees**

The parties recognize that committee structures change from time to time to meet the evolving needs of the program. The TFSON committee structure is outlined in the TFSON Governance Document which is reviewed, revised and approved at TFSON Council annually. 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, with exception of those specified in the collective agreements (e.g., TUFA Tenure Committee).

## **13. Financial Implications of the TFSON**

The Finance Committee is Chaired by the Dean at Fleming College and its membership includes representatives of Trent University and Fleming College. The responsibility of the Committee is to:

- i) Follow the revised financial budgeting and reporting principles outlining the financial arrangements between Fleming College and Trent University.
- ii) Develop the budget for the Collaborative BScN program;
- iii) Monitor the Collaborative program budget.

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

#### 14. Review of Agreement

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

#### For Trent University:



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Dr. Michael Khan  
Vice President Academic

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December 19, 2023

Date

#### For Fleming College:



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Dr. Brett Goodwin  
Executive Vice-President,  
Academic and Applied  
Research & Innovation

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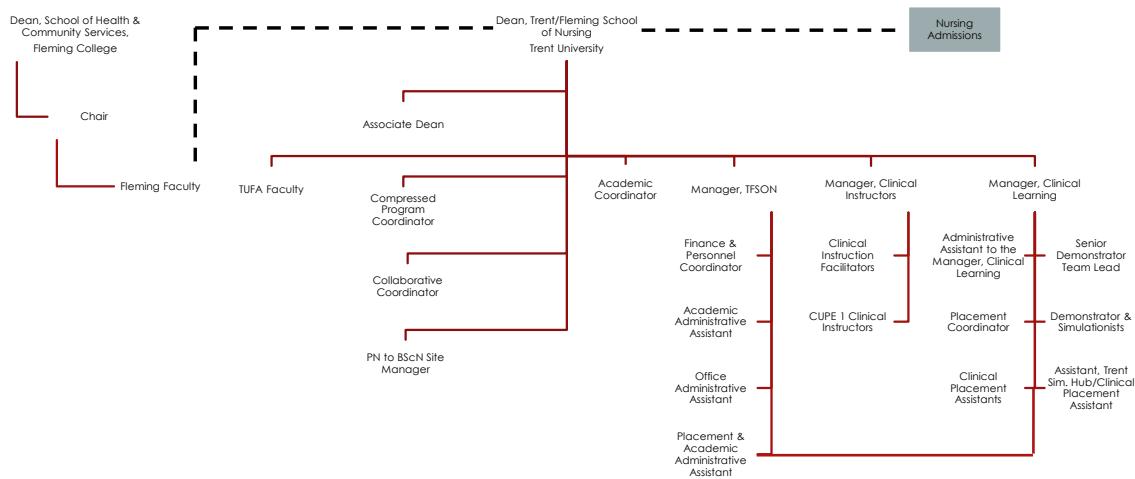
December 19, 2023

Date

## APPENDIX A

### Trent/Fleming School of Nursing – Administrative Structure

#### Trent/Fleming School of Nursing Organizational Structure 2023



NOTE: Fleming faculty members teaching in the BScN program, while outside the strict administrative structure of the TFSN, are included in the organization chart to show that they have a dotted line reporting relationship with the Dean, Trent for academic responsibilities. Fleming Faculty with the TFSN report directly to the Chair, Health & Community Services with a dotted line reporting relationship to the Dean, Trent Nursing for academic responsibilities for logistical purposes. Any formal supervisory functions would be performed by the Chair, Health & Community Services. Should the Fleming school structure or name change during the life of this agreement, this Organizational Structure can be updated independent of this Agreement.

## APPENDIX B

### **Recruitment & Selection Process – BScN Collaborative Program Coordinator Collaborative Bachelor of Science, Nursing Joint Trent/Fleming Program**

#### Eligibility

Ideally, 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 three (3) years with the option to renew. If a non-full time faculty member assumes the coordinator role, the term will be 12 months.

#### 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 Chair, Fleming. The posting shall be open for ten (10) full business days. The Chair, Fleming will ensure that all current full-time faculty appointees to the BScN are notified of the posting during the posting period.
- **APPLICATIONS** –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 Chair, Fleming when the posting has closed. Qualified candidates selected for consideration shall

meet with the Chair, Fleming and the Dean, Trent to discuss their qualifications for the position.

- If no qualified candidates apply, the Chair, 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 through the application process. If the current incumbent is the only qualified candidate to apply, the renewal will be automatic provided there are no documented significant, unresolved program/performance concerns arising from their current term as Coordinator, of which the incumbent was made aware.

## APPENDIX C

The TFSON Collaborative Program Coordinator responsibilities are described in the TFSON Governance document and respect the coordinator baseline duties from Fleming College provided below.

### **Fleming College Program Coordinator Baseline Duties**

#### Program Coordinator Role Summary:

The Program Coordinator plays an important academic leadership role that is critical to program sustainability and student success. As the program champion, the Coordinator facilitates key academic and operational processes, working collaboratively with the Dean, Chair, faculty and support areas. The Coordinator does not have responsibility for the supervision or disciplining of other faculty or support staff. The following represents the baseline duties that all Programs Coordinators perform. Additional duties may be assigned, and additional release time will be allocated as required.

<b>PROGRAM RESPONSIBILITIES</b>
Curriculum Renewal for the program <ul style="list-style-type: none"> <li>• Advocates and leads annual curriculum renewal for the program.</li> <li>• Collaborates with Learning Design &amp; Support Team, program teams and discipline teams.</li> <li>• In conjunction with the faculty team, ensure that the annual curriculum renewal template is completed.</li> </ul>
Program-related Contacts <ul style="list-style-type: none"> <li>• Develops and maintains a network of program-related contacts.</li> <li>• Attends local, regional or provincial meetings.</li> <li>• Act as a program advocate at Fleming and external communities, including alumni.</li> <li>• Key point of contact with industry, business and the community.</li> <li>• Respond to program inquiries from the public (e.g. students, parents, high school teachers, counselors).</li> <li>• Provides update to Deans/Chairs (e.g., legislative changes, certification changes, industry related technological changes).</li> </ul>
Program and Coordinator Meetings <ul style="list-style-type: none"> <li>• Seeks approval from Chair for required program meetings.</li> <li>• Sets meeting times, develops agenda, coordinates, and chairs program meetings, and sends meeting minutes to the Chair.</li> <li>• Participates in Program Coordinator meetings.</li> </ul>
Program Advisory Committee Meetings <ul style="list-style-type: none"> <li>• Assist the Dean with convening of meetings and agenda preparation; provide advice on content of meeting minutes; ensure advisory committee members are aware of specific program-related activities (e.g. complete Coordinator report).</li> <li>• Participate as a non-voting member in committee meetings.</li> <li>• Recommends membership.</li> </ul>

Program Budget – assists with activities including:
<ul style="list-style-type: none"> <li>• Consults with program team and provides input to the Chair/Academic Service Leader on operating and capital needs.</li> <li>• Monitors program expenses.</li> <li>• Recommends purchases for program.</li> </ul>
<b>STUDENT &amp; FACULTY SUPPORT</b>
Student Liaison:
<ul style="list-style-type: none"> <li>• Participate in meetings with student representation for open dialogue on student needs and program requirements.</li> </ul>
Provide advice and guidance to students in assessing individual academic support from point of entry to point of exit
<ul style="list-style-type: none"> <li>• Primary contact for students regarding academic processes, policies and procedure.</li> <li>• Assist students, as required, in their progress towards their academic goals (e.g. development of an educational or accommodation plan, career goals, field placements, re-evaluating progress toward academic goals)</li> </ul>
Provides peer guidance and assistance to faculty (e.g. Course outlines, marking practices and policies, textbook ordering, academic policies)
<ul style="list-style-type: none"> <li>• Key contact for faculty regarding academic processes (course outlines, D2L, academic integrity), policies and procedures.</li> <li>• Program Orientation for new hires.</li> <li>• Identifies resources for faculty and students to support their needs.</li> <li>• Embeds and reinforces “Guidelines for Professional Practice and “Core Promise to Students” in the culture of Fleming.</li> <li>• Assist in problem solving with faculty and student issues.</li> <li>• Advise Chair of faculty-related issues brought to their attention by students, following confirmation that students have followed proper processes.</li> <li>• Facilitate tasks and activities of the program team.</li> </ul>
<b>ACADEMIC RESPONSIBILITIES: (in collaboration with the Chair)</b>
Facilitate course exemptions process
<ul style="list-style-type: none"> <li>• Process and approve program course exemptions.</li> <li>• Evaluate and advise direct entry applicants.</li> </ul>
Course outlines
<ul style="list-style-type: none"> <li>• Reviews course outlines and submits to the Chair.</li> </ul>
Enrolment – Provides end-of-semester enrolment predictions to the Chair.
Workload process – As the program content expert, provides input to the workload process, skill set required, operational requirements, assists the Chair with faculty recruitment.
Curriculum Verification- Confirms program curriculum for both the academic year and post-secondary calendar ensuring faculty are involved.
Timetable Verification- Reviews draft timetables for errors/omissions in consultation with program Faculty and technical support.
Academic Progression- Meets with students identified for academic progression and complete progression documentation
<ul style="list-style-type: none"> <li>• Develops contracts for students on probation.</li> <li>• Monitors students on academic probation.</li> <li>• Recommends to Chairs for student to step out if not meeting contract.</li> </ul>

Pathways/Articulations
<ul style="list-style-type: none"><li>• Assist the Dean with identifying and facilitating articulation/pathway opportunities.</li></ul>
Academic Appeals-
<ul style="list-style-type: none"><li>• Provides guidance around process, timelines and procedures.</li><li>• Provides relevant information to the faculty or Dean regarding student's overall success in the program.</li></ul>
Academic Awards
<ul style="list-style-type: none"><li>• Champions new awards and criteria.</li><li>• Consults with faculty to select recipients; submit marks for awards process.</li><li>• Attends Awards ceremony.</li></ul>
Convocation
<ul style="list-style-type: none"><li>• Processes graduate audit in conjunction with Registrars' Office.</li><li>• Attends convocation.</li></ul>
School-related activities- As the Program champion, assists the Chair in areas such as:
<ul style="list-style-type: none"><li>• Provides input to Chair regarding academic strategies.</li><li>• Provides input to the Chair regarding strategic program resource requirements.</li><li>• Identifies trends from their field of expertise.</li><li>• Identifies enrolment growth opportunities to academic delivery.</li><li>• Contributes to solutions to resolve enrolment challenges.</li><li>• Provides input on retention and student success.</li><li>• Participate in program marketing, recruitment, conversion activities and other special events (e.g. Open House, Welcome Days, Orientation, College Information Program (CIP), etc.).</li></ul>

## **APPENDIX D**

### **Recruitment & Selection Process - New Full-time 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 appointments to the BScN program, the following process has been developed collaboratively by management and the OPSEU academic union at Fleming College.

#### **Posting & Application:**

- 1) The Dean and Academic Chair, School of Health & Community Services (Fleming), and the Dean, TFSN (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 Academic Chair (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:
  - a) Member in good standing with the College of Nurses of Ontario could be required.
  - b) *Canadian Association of Schools of Nursing Position Statement – Scholarship in Nursing* (<https://casn.ca/wp-content/uploads/2014/10/ScholarshipinNursingNov2013ENFINALmm.pdf>)
- 3) The Academic Chair (Fleming), in consultation with the Fleming 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) A 3-4 p. 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  four 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:**

#### **1. Education:**

In terms of academic credentials, the minimum requirement to apply for appointment to the TFSON is a Master's degree in nursing or a Master's degree in a related discipline, with a baccalaureate degree in nursing. Where the qualifications exceed a Master's degree, preference will be given applicants in the following order:

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

#### **2. Scholarship:**

CASN's Position Statement on Scholarship among Nursing Faculty (<https://casn.ca/wp-content/uploads/2014/10/ScholarshipinNursingNov2013ENFINALmm.pdf>) will be used to assess scholarship in the renewal process.

- Discovery
- Teaching
- Application
- Integration

#### **3. Teaching Effectiveness**

As evidence of teaching effectiveness, faculty will submit a current teaching dossier. This is a document containing evidence of teaching philosophy, experiences and evaluations. Generally, these are 6-12 pages in length although appendices may be additional. A teaching dossier includes:

1. Personal materials such as a statement of teaching/learning philosophy, a summary of teaching experiences and evidence of professional development in teaching;
2. Information from others including evidence of teaching effectiveness such as evaluations; letters of support; nominations/awards received.

3. Examples of teaching materials such as course outlines. (University Affairs, 2009).

#### **4. Service:**

Service includes, but is not limited to:

- Participation in School and institutional committees (Fleming College and/or Trent University);
- academic administrative appointments (such as being the Collaborative Coordinator);
- community service (where this is relevant to academic expertise)
- External reviewer of programs; external referees of promotion decisions; or external examiners of dissertations at other universities;
- Organizers of professional conferences or symposia;
- Peer review
- Serving on the editorial boards of peer-reviewed journals.
- Membership on editorial boards of peer-reviewed journals and/or book series
- Consultants for government commissions and active involvement in professional associations.

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 Academic Chair (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 Academic Chair (Fleming) and the Dean (Trent) will identify the members of the Selection Committee, with representation as follows:
  - i) Dean, School of Health & Community Services (Fleming) Academic Chair, School of Health & Community Services
  - ii) Dean, TFSN (Trent)
  - iii) 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) Human Resources (Fleming) will arrange for an interview with the Selection Committee with the applicant(s).
- 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 hiring manager (Academic Chair). However, the Academic Chair will hold the final decision regarding appointments to the School, presuming consultation with the Dean, Fleming and Dean, Trent. All materials used by the Selection Committee members will be gathered by HR (Fleming) and held in a file centrally in keeping with Fleming Recruitment & Selection records retention practices.
- 7) Based on the decision made, the Academic Chair 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 E**

### **One-time Renewal Process - Full-time Appointments**

#### **Collaborative Bachelor of Science, Nursing**

#### **Joint Trent/Fleming Program**

The reappointment process for this full-time appointment renewal to the Collaborative BScN Program is required to ensure program accreditation requirements are met.

In the fourth year of appointment to the TFSN, faculty will apply for renewal of their appointment. This will only be done once by each faculty member.

**Review Committee Membership:**

Dean, School of Health & Community Services, Fleming College  
 Academic Chair, School of Health & Community Services, Fleming College  
 Dean, Trent/Fleming School of Nursing, Trent University

**Selection Criteria**

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

**1. Scholarship:**

CASN's Position Statement on Scholarship among Nursing Faculty (<https://casn.ca/wp-content/uploads/2014/10/ScholarshipinNursingNov2013ENFINALmm.pdf>) will be used to assess scholarship in the renewal process.

- Discovery
- Teaching
- Application
- Integration

**2. Teaching Effectiveness**

As evidence of teaching effectiveness, faculty will submit a current teaching dossier. This is a document containing evidence of teaching philosophy, experiences and evaluations. Generally, these are 6-12 pages in length although appendices may be additional. A teaching dossier includes:

- 1) Personal materials such as a statement of teaching/learning philosophy, a summary of teaching experiences and evidence of professional development in teaching;
- 2) Information from others including evidence of teaching effectiveness such as evaluations; letters of support; nominations/awards received.
- 3) Examples of teaching materials such as sample course outlines, lectures, assignments/assessments, etc.

**3. Service:**

Service includes, but is not limited to:

- Participation in School and institutional committees (Fleming College and/or Trent University);
- academic administrative appointments (such as being the Collaborative Coordinator);
- community service (where this is relevant to academic expertise)
- External reviewer of programs; external referees of promotion decisions; or external examiners of dissertations at other universities;
- Organizers of professional conferences or symposia;
- Peer review
- Serving on the editorial boards of peer-reviewed journals.
- Membership on editorial boards of peer-reviewed journals and/or book series
- Consultants for government commissions and active involvement in professional associations.

### **Submission from Candidates**

In the fourth year of appointment faculty will submit the following electronically to the Chair, Fleming; Dean, Fleming and Dean, Trent:

- 1) Cover letter (not more than 2 pages) outlining how the above criteria are met;
- 2) Service / Scholarship/Teaching - An up-to-date curriculum vitae indicating clearly research, service and teaching accomplishments by date;
- 3) Teaching Effectiveness: A teaching dossier including, should the candidate choose, student course and faculty evaluations
- 4) Scholarship: Where relevant, copies of publications; copies of creative work (or citations to same); evidence of conference presentations; manuscripts under consideration and evidence of their status; evidence of grant applications; evidence of community-based research projects; a research prospectus explaining the coherence of the candidate's research project(s) and future direction(s);
- 5) Any additional information about professional accomplishments that the candidate deems relevant;

### **Process**

- Each member of the Reappointment Committee will receive:
  - the renewal package submitted by the candidate
  - the reappointment process guidelines/assessment template
  - the CASN Position Statement (link above)
- Each member of the Reappointment committee will review the package and forward their Assessment/Feedback sheet by email to the designated Human Resources Consultant at Fleming College by the communicated date.
- If there is unanimous agreement the recommendation will be communicated by the Academic Chair 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 Academic Chair to the successful candidate.

- Based on the decision made, the Chair will inform the applicant of the status of their application and will provide feedback to the applicant to assist in their continued development, in the situation where the applicant is not successful.

After this initial process, full time appointees to the TFSON will participate in the regular faculty development program as conducted by Fleming College.