



**UNIVERSITY SENATE
Faculty and Personnel Affairs Committee**

**Report and Recommendation on
A-1102 Proposal for New School of Nursing-Camden**

1. THE CHARGE

Charge A-1102 Proposal for New School of Nursing-Camden: At the February 2011 committee meeting, discuss the Proposal to Establish a School of Nursing at Rutgers-Camden. Discuss with Camden Chancellor Pritchett or his representative, who will attend your committee meeting, any questions or concerns you may have relating to the proposal, from the perspective of your committee's standing charge. By March 7, 2011, prepare and send to the Senate Executive Secretary your advice, findings, and recommendations on the proposal, which will be forwarded to the University Structure and Governance Committee so it can prepare its own response on this matter immediately after its discussions at its March 2011 meeting. Respond to Senate Executive Secretary (for the Senate Executive Committee) no later than March 7, 2011

2. SUMMARY

The Faculty and Personnel Affairs Committee (FPAC) was asked to consider the proposal to establish a School of Nursing in Camden (SNC) and provide input to the University Structure and Governance Committee (USGC). While the committee initially focused on issues more relevant to the perspective of FPAC, such as faculty composition and promotion issues, discussions soon became all encompassing. Any concerns brought up during these deliberations would eventually make it to the floor of the Senate and it seems preferable to make the USGC aware before that stage. Therefore this report to the USGC is written with the rationale that more rather than less input will be welcome by the USGC even if some of the discussion is not strictly from the perspective of the FPAC standing charge.

The FPAC voted to recommend to the USGC acceptance of the plan for a new School of Nursing in Camden. Nevertheless, the FPAC has identified several areas of concern that have not all been alleviated by discussions with the Camden campus leadership.

3. REPORT AND RECOMMENDATIONS

The FPAC dedicated most of its meeting of 2/25/11 to this charge which they discussed initially in closed session, then with Camden Chancellor Wendell Pritchett, Camden FAS Dean Margaret Marsh and Camden Department of Nursing (CDN) Chair Joanne Robinson, before finally meeting once again in closed session for further deliberations and a vote. The FPAC had access to the plan submitted by the administration. In addition, committee member Mary Wagner, who in her professional expertise is

closest to the subject in question, researched the issue within and without Rutgers and conveyed her findings by e-mail.

The concerns brought up by the FPAC were as follows:

1. Is there a need for a School of Nursing in Camden (SNC)?
2. Is there sufficient faculty to staff it?
3. Will the ratio of Tenured and Tenure-track (TT) faculty to Non-Tenure-track (NTT) and Part-time faculty be balanced?
4. Does the small number of Tenured (1) and Tenure-track (4) faculty members endanger the new school with respect to accreditation?
5. How will the SNC handle Appointments and Promotions?
6. Given the lack of faculty and other resources in the present CDN as well as the Kean Task Force Report's criticism of duplication at Rutgers, would it make more sense to make the Camden program part of the College of Nursing in Newark (CNN)?

1. Is there a need for a SoN in Camden (SNC)?

The proposal submitted by Rutgers-Camden does make the case for some kind of enhanced *Program* on Nursing in South Jersey. There was some discussion whether the proximity to Philadelphia alleviates the need. A committee member commented that a number of nurses receive education in the Philadelphia area and that they tend to stay there to work because that is where their networks are, resulting in a drain from NJ. Camden Department of Nursing (CDN) chair Robinson commented that most who need a nursing education go to Philadelphia and that these nurses are more interested in working closer to home. Nurses historically go into graduate education where they already have put down roots, and many who work across the river are interested in coming back to New Jersey. Robinson continued that this is a tremendous opportunity for more mature nurses. She does not feel that recruiting students will be a problem. She noted that if you build it, and it is Rutgers, then there is credibility.

The sense of the meeting was that the committee seemed to accept that there is a need for some kind of more extensive program in Camden than the one offered currently by Rutgers-Camden, not necessarily a new school however.

2. Is there sufficient faculty to staff a SNC?

Currently the CDN has one tenured faculty member (Associate Professor), four Assistant Professors, four clinical faculty members, and one lecturer. One Assistant Professor is currently up for tenure. Committee members expressed doubts whether it makes sense converting such a small department into a School.

Dean Margaret Marsh responded as follows: The preference is to hire tenured, senior faculty members, one more clinical faculty member, a budget manager, and then in 2012-2013 do a search for a dean. In 2013-14 the plan¹ is to add another tenure track faculty member and four clinical faculty members. The school will be launched in 2013 with the undergraduate program, and in 2015 the first graduate programs will be offered. Planning for the PhD program will come later. By 2013-14 SNC should have a dean, nineteen faculty members, some administrative staff, and a business manager. The faculty deans

¹ Appendix I

will remain on the faculty (associate deans). Nineteen faculty members constitute a small school, but there are some schools that are smaller.

In addition, it was brought up that Appendix C of the Rutgers-Camden proposal includes a Nursing Faculty Shortage Fact Sheet by the American Association of Colleges of Nursing; in light of that Fact Sheet, increasing the faculty in the SNC might prove a challenge. The response was that the transformation of the CDN into a SNC would make recruiting easier. CDN chair Robinson commented that, since it was made public that the department was evolving into a school and that it will be recruiting four new faculty members, the number of unsolicited CVs has been tremendous.

3. Will the ratio of Tenured and Tenure-track (TT) faculty to Non-Tenure-track (NTT) and Part-time faculty be balanced?

The Senate in general, and the FPAC in particular, always have been concerned with unbalanced reliance of academic units on clinical and other NTT faculty. However, large numbers of clinical faculty members in Nursing (and Clinical Practice in the School of Pharmacy) need to be accepted. The nature of the subject and accreditation requirements that limit the number of students per overseeing faculty in actual clinical practice to 8-10, depending on the environment, make reliance on clinical faculty necessary. This report compared the current practices in Camden and Newark and found them to be currently similar in that respect. Currently the CDN has 10 faculty members, 50% of whom are either tenured or TT faculty and 50% are Clinical and other NTT. The Newark-based CNN has about 90 faculty members but the percentage of tenured and TT faculty is much smaller (25%). 22% of the CNN faculty are clinical and 51% are PTLs. The tenured faculty percentages are not very different (12% in CNN vs. 10% in CDN). Of course the complete lack of full professors in CDN is in stark contrast to the CNN. According to the hiring plan, the final faculty of SNC will have 19 faculty, 11 of whom will be clinical or NTT faculty, for a percentage of 58% NTT. The FPAC disapproves of units that are less than 50% TT but, given the established practice with CNN, can not make this an issue in the case of the proposed SNC.

3. Does the small number of Tenured (1) and Tenure-track (4) faculty members endanger the new school with respect to accreditation?

The experience from committee members in Engineering and Pharmacy who go through periodic accreditation is that the process is very formal and intrusive. A professional school can not truly survive if it is denied accreditation. By the same token, unconditional accreditation is a measure of a unit's effectiveness in educating its students. Committee member Wagner noted that both the CDN and the CNN have switched accreditation bodies recently from the National League of Nursing (NLN) to the Commission on Collegiate Nursing Education (CCNE).

It was explained that nationally NLN is specializing more on institutions granting associate degrees and CCNE on more advanced degree-granting programs. Both the CNN and the CDN were reviewed in the Fall of 2010 and were accredited. The FPAC was assured by CDN chair Robinson that this accreditation will carry over from the CDN to the new SNC. As a result, the SNC would be accredited through 2021 with the current faculty members; adding more faculty members should make accreditation even easier in ten years.

4. How will the SNC handle Appointments and Promotions?

The concern was that while the CDN was part of Camden FAS, tenure and promotion committees were drawn from FAS and that there would be insufficient number of tenured faculty members in the SNC for such committees. It was relayed to us that even in the FAS a recent promotion committee included an *ad hoc* member from CNN and that this policy will be continued.

5. Given the lack of faculty and other resources in the present CDN as well as the Kean Task Force Report's criticism of duplication at Rutgers, would it make more sense to make the Camden program part of the College² of Nursing in Newark (CNN)?

The CNN has 90 faculty, 20 staff members, a dynamic new dean, and a well-established program. It offers five advanced degrees, including two doctorates. The only criticism that the report of the Governor's Task Force on Higher Education had of Rutgers concerned duplication. Even without this concern, duplicating administrative staff does not make sense in difficult fiscal times. Should a new school be created before we know how the merger with Rutgers and UMDNJ is going to work out? Merging of the nursing schools would make CNN about twice as large. CNN already runs an undergraduate program in New Brunswick. Why not Camden as well?³

The Camden leadership responded that the proposed CSN will be administratively lean. Associate Deans will be members of the faculty, and only a dean and a budget manager are in the plan for staff hiring. It was mentioned that the nursing proposal will fit in very well with Rutgers-Camden's focus of expanding in the sciences and will improve health care in Camden and in the region. Newark nursing is closer to New Brunswick while Camden is too far away. Camden does compete in law and business, and has been told by funding institutions such as the RWJ Foundation that they intend to invest significantly in a southern New Jersey nursing school; if not at Rutgers, then elsewhere. RWJ wants this school to be associated with Rutgers, but regardless, there will be an investment in a nursing school in southern New Jersey.

It was further claimed that when the Law School was a branch of Newark Law School it was not thriving and that, ever since the decision was made to separate them, they both thrive. They both do well and attract students but have significant collaborations as well⁴. Dean Marsh said that they invited collaborations with Newark, but they know that if this school of nursing in southern New Jersey does not belong to Rutgers, then it will go to Rowan. She expressed the belief that southern New Jersey legislators are determined to see a nursing school in the southern part of the state and that the leadership of Rutgers-Camden thinks it ought to be Rutgers.

² A note on nomenclature: It seems absurd for Rutgers University to have a *School* of Nursing that will be, at least initially, strictly a baccalaureate-granting unit and a *College* of Nursing that already grants five advanced degrees, including two doctorates. Such a nomenclature is the reverse of established practice. The USGC might wish to consider advising the Administration to rename the Newark-based College of Nursing into a School ahead of the creation of confusion on a national level.

³ At least one publication in the national literature e.g. *Journal of Professional Nursing, Vol 21, 2005: pp 16–22* makes the case for a state-wide school of nursing citing the case of the Indiana University School of Nursing where the conclusion was that "After three decades of experimentation, with the advent of responsibility-centered management, the trend shifted from a centralized to a more decentralized approach, yet the resulting model for a university-wide school of nursing retains clear advantages, for example, a substantial presence in the aggregate that makes nursing visible within the state."

⁴ The claim of significant collaboration between the two Law Schools was disputed by committee members.

CDN chair Robinson noted that they are trying to get an exclusive relationship with Cooper Hospital, such as a dedicated education unit and use of its clinical simulation laboratory. These simulation models are used before students are allowed to work on actual patients. They are expensive (\$200,000 each) and are underutilized. They want someone to use them. Rowan will operate their medical school at Cooper. Most nursing schools do not want to be part of a medical school. Even at Penn the two schools are separate. If Rutgers-Camden creates this school, it will have some fairly significant collaborative relationships with Rowan, but Cooper Medical School won't want the nursing school to be a part of them.

In the ensuing discussion it was mentioned that some doubts and concerns were alleviated, but new ones have emerged. For example, if Rowan puts in a nursing school, Rutgers could be boxed out. If Rowan has the medical school, it seems intuitive that it will want a nursing school, too, and it behooves Rowan to block out our nursing school.

In conclusion, the sense of the meeting was that the need for enhancing nursing education in southern New Jersey is real, that local politicians desire such an autonomous school and that, despite its size, the proposed SNC probably will prove viable. The committee recognized the fervent desire of the administration and faculty of Rutgers-Camden for an autonomous School of Nursing in Camden, independent of the College of Nursing in Newark. It is not clear to several members that this is the best way to proceed; however the final vote was to recommend to the USGC approval of the proposed school.

Faculty Affairs and Personnel Committee 2010-11

Gould, Ann, SEBS (F), Co-Chair - Executive Committee Liaison

Panayotatos, Paul, GS-NB (F), Co-Chair - Executive Committee Liaison

Abercrombie, Elizabeth, GS-N (F)

Boylan, Edward, FAS-N (F)

Creese, Ian, Other Units-N (F)

Ellis, Nancy, PTL-C (F)

Fernandez, Vivian, Vice President for Faculty and Staff Resources - (Non-Senator)

Finegold, David, SMLR Dean (A) - Administrative Liaison

Fishbein, Leslie, SAS-NB (F)

Gurfinkiel, Israel, FAS-C (F)

Gursoy, Melike, Engineering (F)

Janes, Harry, SEBS (F)

Levine, Justine, NB Staff

MacLennan, Toby, MGSA (F)

Mojaddedi, Jawid, SAS-NB (F)

Niederman, Robert, GS-NB (F)

Simmons, Peter, Law-N (F)

Thompson, Frank, SPAA (F)

Thompson, Karen, PTL-NB (F)

Wagner, Mary, Pharmacy (F)

Watson, Stevie, RBS:N/NB (F)

APPENDIX I

Tentative Staffing Plan, 2011-2013 School of Nursing -- Camden Prepared by Margaret Marsh

- A. Current Staffing: The Nursing Department currently has 10 appointments: five tenured/ tenure track faculty members (1 tenured, 4 tenure track) including the department chair; four clinical track faculty members; one instructor; and one administrative assistant.
- B. FY2011-12, we will do the following:
1. Searches to be conducted in this academic year to begin 9/1/2112 (see C.1 below)
 2. Interim Dean to be appointed.
 3. One instructor will also be appointed to begin 9/2011.
- C. FY 2012/13, the SNC will add:
1. two (2) tenured (or tenure track) faculty members. Our preference is to hire tenured senior faculty. Currently there is one tenured member of the Nursing faculty member; in 2011-12, there will be two. Hiring two more tenured faculty would bring the number to 4.
 2. one (1) clinical track faculty member, who can be hired at any rank
 3. Budget Manager
 4. Also, in this year the search for Dean commences.
- D. FY2013/14, the SNC will add:
1. One (1) tenure track faculty member
 2. Four (4) clinical track faculty members.

At this time, the School of nursing will have a dean, 18 faculty members, an administrative assistant, and a business manager. Two of these faculty members will be assigned roughly half time to administration, one as an Associate Dean and one as Clinical Coordinator.

In subsequent years, additional faculty and staff will be hired as graduate programs and other academic needs require.