

Proposal: *Union of Nursing Programs and Personnel on the Stratford Campus of the Legacy UMDNJ School of Nursing with the Rutgers School of Nursing – Camden*

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Introduction

The legacy University of Medicine and Dentistry of New Jersey (UMDNJ) School of Nursing currently operates two programs in Stratford, an accelerated bachelor of science in nursing program and a master of science in nursing program. Since the merger of UMDNJ with Rutgers University in July of 2013, nursing faculty and staff based in Stratford have been working with faculty and staff of the Rutgers School of Nursing – Camden to integrate their programs. This proposal formalizes our request to unify nursing programs and personnel on the Stratford campus of the legacy UMDNJ School of Nursing with the Rutgers School of Nursing – Camden, effective July 1, 2014.

Background

Nursing Education Programs. There is a disparity in the allocation of nursing higher education resources across New Jersey, with a high concentration in the north and little to none in the central and southern portions of the state. In fact, southern New Jersey has the fastest growing population in the State, but claims only 10% of the 10,922 students enrolled in baccalaureate and higher degree nursing programs statewide (AACN, 2013). In 2011, there were only 133 students enrolled in New Jersey’s two Nursing PhD programs (AACN, 2013), both located in northern New Jersey.

Historically, potential applicants to baccalaureate and higher degree programs in nursing left southern New Jersey to pursue nursing degrees elsewhere. Over the past three years, however, programs offered by the Rutgers School of Nursing – Camden (SNC) and the Stratford Campus of the legacy UMDNJ School of Nursing have begun to stem the tide of nursing students studying out-of-state. Collectively, over 700 students are currently enrolled in the following degree-granting nursing programs at the Rutgers SNC and legacy UMDNJ School of Nursing – Stratford:

- Generic baccalaureate program at Rutgers SNC (275 students);
- Baccalaureate degree completion programs for registered nurses (RNs) at Rutgers SNC (140 students);
- Accelerated baccalaureate nursing program on the Stratford Campus of the legacy UMDNJ School of Nursing for students holding baccalaureate and/or higher degrees in fields other than nursing (120 students)

- A variety of master's level nurse practitioner programs on the Stratford Campus of the legacy UMDNJ School of Nursing (over 200 students)

The demand for nursing education promises to remain strong. The Bureau of Labor Statistics (2013) projects a 19% growth in jobs for RN's by 2022. Healthcare agencies across the nation are working toward a recommendation by the Institute of Medicine (2010) that nurses with a baccalaureate degree constitute 80% of the nursing workforce by 2020. In addition, implementation of the Patient Protection and Affordable Care Act (ACA) portends a growing demand for nurse practitioners who are educated in graduate nursing programs. In New Jersey, full implementation of the ACA will add 444,000 formerly uninsured and under-insured citizens to the pool of those insured for primary health care (Cantor, Gaboda, Nova & Lloyd, 2011). In southern New Jersey, a recent survey of RNs and their employers suggests that graduate programs to educate nurse practitioners are in great demand by both groups and should be the primary focus for graduate nursing education in the region (Weiner, Puniello, MacKinnon, & Gayle, 2010). Thus, the strong demand for the nurse practitioner programs currently offered on the Stratford Campus of the legacy UMDNJ School of Nursing is likely to continue. In addition, the Doctor of Nursing Practice (DNP) Program that the Rutgers SNC will launch in summer 2014 is poised for success given its focus on the preparation of nurse practitioners who will hold the requisite degree of the future for advanced nursing practice. In fact, all of these programs and those to come will position southern New Jersey to attract nursing students from the region, who will then practice and conduct research in southern New Jersey.

Nursing Students. Nursing education is largely regional, and southern New Jersey is no exception. Nursing students typically do not travel very far to attend school and most will find jobs locally. Younger undergraduate students are drawn to a traditional collegiate experience and are typically hired in a hospital where they have completed some of their clinical training. Students who wish to pursue a nursing career following a baccalaureate degree in another field prefer an accelerated format with rapid entry into the professional nursing workforce. These students possess a maturity that makes them highly desirable to local hospitals seeking designations associated with the quality of their staff. Work and family obligations of practicing nurses who are advancing their education often preclude long-distance travel for classes and clinical experiences. Historically, southern New Jersey students at both Rutgers and UMDNJ have favored local programs over technology-dependent educational experiences based on remote campuses. Reliance on part-time or adjunct faculty who lack knowledge and commitment to the southern New Jersey region has also been a historic source of frustration for these students. Thus, southern New Jersey nursing students, like their counterparts elsewhere, are most satisfied when nursing education programs are responsive to local healthcare demands and to the needs of students and clinical partners at the local level.

Proposal

The following recommendation is proposed to provide a platform for advancing nursing education, practice, and research in southern New Jersey that will benefit both the University and State:

Nursing programs and personnel of the Stratford campus of the legacy UMDNJ School of Nursing shall be transferred to the Rutgers School of Nursing–Camden, effective July 1, 2014.

Rationale. Uniting the nursing programs and nursing faculty of the Stratford Campus of the legacy UMDNJ School of Nursing with the Rutgers SNC insures continuity for students and builds on existing collaborations in southern New Jersey. A primary purpose of the NJ Medical and Health Sciences Education Restructuring Act (S2063, A3102) was to move Rutgers University from good to great and to develop strong regional centers of excellence in health science education. The Rutgers SNC will be strengthened by the addition of nursing programs and nursing personnel from the Stratford Campus, and nursing students and nursing personnel from the Stratford campus are enthusiastic about joining the Rutgers SNC.

Adding the nursing programs and personnel of the Stratford campus enables the Rutgers SNC to offer a nearly full array of baccalaureate and higher degree nursing education programs in southern New Jersey; only a Nursing PhD Program will require development. Faculty size will increase from 22 to 34, with 27 (79%) holding a terminal degree (either PhD, EdD, DNP, or PharmD), 4 in progress toward this credential, and all well-prepared to contribute to the teaching, scholarship, and service missions of Rutgers University. Availability of this cadre of experienced faculty, who already live and work in southern New Jersey is particularly important in light of the current nationwide shortage of nursing faculty. Unifying the nursing programs and personnel of the Stratford campus of the legacy UMDNJ School of Nursing with the Rutgers SNC will transform the nursing education landscape in southern New Jersey by providing programs that are more coherent, efficient, and cost effective.

With the union of Stratford nursing programs and personnel, it remains essential that the Rutgers SNC retain its status as an autonomous school of nursing on the Rutgers – Camden campus under the jurisdiction of the Chancellor of Rutgers – Camden. The ability to focus on the needs of our community in southern New Jersey as the fourth School on the Camden Campus has created transformative opportunities. The growth of the Rutgers SNC in student enrollments, grant submissions, scholarship, program development and community engagement are all direct results of the current administrative structure. Autonomy and strong local leadership have sharpened the focus on initiatives that are in demand at the local level, providing a strong base upon which to continue to gain a national and international reputation for excellence.

The autonomous Rutgers SNC looks forward to collaboration with other Rutgers Nursing units for funding opportunities and other initiatives when size is an advantage, and to separate when it is advantageous to do so (e.g., application for a grant when only one proposal per school is

accepted). The enhanced efficiency, productivity, and quality of work life for faculty, staff, and students of the combined Rutgers SNC and legacy UMDNJ programs on the Stratford Campus is made possible by an administrative structure in which decision-making is local. The consultation, support, and leadership that the southern New Jersey healthcare community has come to expect and deserve must be preserved. Issues related to the establishment of new programs, admission/progression criteria, and faculty governance are also best addressed by an autonomous Rutgers SNC. Additionally, civic engagement and outreach to underserved communities has been nurtured by a Rutgers SNC with the authority to make decisions about the levels of resources and faculty investment associated with these activities. These programs have been crafted with significant local coordination to build an infrastructure for sustainability, the potential for funding, and continued faculty scholarship. .

The current reporting relationship of the Rutgers SNC to the Chancellor of the Camden Campus is a successful and effective structure that must be preserved. The focus on regional needs and growth within the larger structure of the University has been a major factor in the successful and collaborative incorporation of the Stratford faculty, students and staff that has occurred to date.

Summary of Work to Date

Since the merger of UMDNJ with Rutgers University in July of 2013, faculty and staff of the Stratford campus of the legacy UMDNJ School of Nursing have been working with faculty and staff of the Rutgers SNC to unify their programs and personnel. Support for these efforts has been ongoing from Rutgers – Camden Chancellor Wendell Pritchett. With the appointment of Rutgers Biomedical and Health Sciences Chancellor Brian Strom, high level discussions of the unification of Stratford nursing programs and personnel with the Rutgers SNC took place. These discussions resulted in advancement of the following specific recommendations from both Chancellors to President Robert Barchi:

- 1) Effective July 1, 2014, all students of the legacy UMDNJ School of Nursing located in Stratford will be assigned to the Rutgers SNC (the school codes are 57 for undergraduate and 58 for graduate).
- 2) Tuition and fees from these students will be allocated to the Rutgers SNC and the Rutgers – Camden campus in accordance with the policies in effect on July 1, 2014.
- 3) There are currently 14 faculty and 5 staff members of the School of Nursing located in Stratford. They will be notified that the Stratford program is being transferred to the Rutgers SNC. The Dean of the Rutgers SNC and the Chancellor of the Campus will determine which of the contract faculty will be offered new contracts and will notify them. The Dean will notify the staff members that they will either: a) be invited to assume specific positions with duties described by the Dean; or b) be allowed to apply for open positions.
- 4) There are currently 20 state benefit lines allocated to the Stratford program of the legacy UMDNJ School of Nursing. Ten lines will be retained by the newly merged Rutgers

School of Nursing within the Biomedical and Health Sciences Division, and the remainder transferred to the Rutgers – Camden budget.

- 5) Twenty percent of the state support allocated to the legacy UMDNJ School of Nursing will be transferred to the Rutgers SNC to support these students and faculty. This allocation is for the 2014-15 school year only.
- 6) The simulation equipment located on the Stratford campus will be retained by the newly merged Rutgers School of Nursing within the Biomedical and Health Sciences Division.

Substantial progress toward these recommendations has been achieved in three selected areas of focus: 1) Faculty; 2) Academic Programs: Undergraduate and Graduate; and 3) Administration. Appendix A contains an updated version of the action plan that was developed to identify specific tasks and track progress in each area of focus. A summary of work to date in each area is provided below.

Faculty. There is at least a three-year history of collaboration between the faculties of the Rutgers SNC and Stratford Campus of the legacy UMDNJ School of Nursing. Initial investments were in shared nursing laboratories, supplemental clinical faculty (i.e., part-time lecturers [PTLs]), and workshops to advance research and scholarship. With the integration of UMDNJ and Rutgers University, the goal of unifying as an autonomous school to advance nursing higher education in southern New Jersey was embraced by both faculties. During fall 2013, members of the SNC's Faculty Organization voted to accept full-time Stratford nursing faculty as full members with voting privileges, along with assignment to one of six standing committees (i.e., Long Range Planning; Scholastic Standing and Recruitment; Curriculum; Faculty Development and Scholarship; Educational Resources; and Graduate Program) and membership on task forces (e.g., PhD, NCLEX) and ad hoc committees (e.g., faculty search committee, appointment and promotion committee) as desired. Both faculties participated in a site visit and consultation from Dr. Angela McBride, a distinguished academic nursing leader, who offered insights on the developmental status of the SNC and recommendations for future growth and development. At this writing we are seeking guidance from the Labor Management Committee on a fair process for transferring full-time Stratford nursing faculty members to the SNC. Ideally, a 1-year appointment to the SNC faculty would be offered to all Stratford nursing faculty upon the expiration of their current contract, with a review by the SNC's Appointment and Promotion Committee at the end of the first year to determine the terms of subsequent appointment.

Currently, the SNC is comprised of 22 full-time faculty, including the Dean. Fourteen nursing faculty are assigned to the Stratford Campus of the legacy UMDNJ School of Nursing. One of those faculty plans to hold full-time clinical employment outside the University. This faculty member has expressed a preference to continue her affiliation with the Rutgers SNC as a PTL. Another full-time Stratford faculty member who is a nurse midwife will continue her affiliation with the legacy UMDNJ School of Nursing in their Newark-based nurse midwifery program. The union of Stratford nursing faculty with Rutgers SNC faculty would yield a total full-time faculty of 34, with a distribution of tenured/tenure track and non-tenure/clinical track faculty (i.e.,

35% and 65% respectively) equivalent to that of the proposed unified Rutgers School of Nursing in the Biomedical Health Sciences Division (see Table 1).

Table 1. Description of Unified Stratford-SNC Faculty: N = 34 (effective July 1, 2014)

Tenured/Tenure Track (n = 12; 35%)	Non-tenure/Clinical Track (n = 22; 65%)
Professor (n = 3; tenured)	Professor (n = 0)
Associate Professor (n = 3; tenured)	Clinical Associate Professor (n = 3)
Assistant Professor (n = 6; not tenured)	Clinical Assistant Professor (n = 12)
N/A	Clinical Instructor (n = 7; 5 in doctoral programs)

In addition to full-time faculty, both the Rutgers SNC and Stratford Campus of the legacy UMDNJ School of Nursing maintain a robust registry of PTLs, the majority of whom teach one clinical course per academic year. The SNC’s registry consists of approximately 40 PTLs, who receive a discrete one-semester contract when they accept a teaching assignment. The Stratford registry consists of 60 PTLs, who sign an agreement to remain active on the registry; however, payment is earned only when teaching assignments are accepted. PTL wages at the Rutgers SNC and Stratford campus are comparable. Since there is very little overlap in the respective registries, union of the Rutgers SNC and Stratford Campus of the legacy UMDNJ School of Nursing would double the registry of PTLs who could be offered teaching opportunities as enrollment grows.

Academic Programs: Undergraduate and Graduate. Union of nursing programs on the Stratford Campus of the legacy UMDNJ School of Nursing with those of the Rutgers SNC will add an accelerated bachelor of science degree (ABS) program with a major in nursing, as well as responsibility for “teaching out” students enrolled in three tracks of a discontinued master of science in nursing (MSN) program. Table 2 shows all academic programs that will be offered by the SNC following union with Stratford Nursing on July 1, 2014.

Table 2. SNC Academic Programs, Effective July 1, 2014

Baccalaureate Programs	Advanced Practice Programs	Certificate Programs
<ul style="list-style-type: none"> • Generic • RN to BS • Accelerated BS 	<ul style="list-style-type: none"> • Master of Science in Nursing (discontinued): <ul style="list-style-type: none"> ✓ Adult ✓ Women’s Health ✓ Family • Doctor of Nursing Practice: <ul style="list-style-type: none"> ✓ Adult/Gerontology 	<ul style="list-style-type: none"> • School Nursing • Wound Ostomy Continence Nursing

Preparations for offering the undergraduate ABS Program are almost complete. The curriculum has been harmonized with the SNC's baccalaureate curriculum, recruitment and admission procedures are in place, and approximately 140 applications from qualified students are being reviewed to fill 50 seats in a new cohort that will start in fall 2014. Remaining work consists of formally notifying continuing accelerated baccalaureate students that they will receive a Bachelor of Science degree (BS) with a major in Nursing rather than a Bachelor of Science in Nursing degree (BSN). These degrees are academically and professionally equivalent. Notification of accrediting and licensing agencies concerning the SNC's adoption of the Stratford ABSN program is in progress in collaboration with the legacy UMDNJ School of Nursing.

Likewise, preparations are almost complete for "teaching out" all Stratford campus students currently enrolled in the Adult, Women's Health, and Family Nursing tracks of the discontinued MSN Program of the legacy UMDNJ School of Nursing. Admission to the MSN Program on the Stratford campus was terminated in fall 2013. "Teach out" plans in all tracks include options to apply credits toward completion of the SNC's new DNP program, however the SNC has obtained authorization from the Rutgers Office of Institutional Research and Academic Planning to award the MSN degree to those students who wish to complete MSN requirements and graduate with the MSN degree. Core DNP courses are now available to non-matriculated students and notification of the SNC's accrediting agency concerning changes in the MSN program and DNP program launch is in progress.

Administration. Most of the remaining work concerning the union of Stratford nursing programs and personnel with the Rutgers SNC is in the area of administration. Completed work includes arrangement for the provision of financial aid services to Stratford students by Rutgers – Camden, as well as continuation of a professional services agreement with the Rowan School of Osteopathic Medicine that supports a faculty member who teaches graduate nursing courses in pharmacology. As shown in Appendix B, the SNC's organizational chart has also been revised in anticipation of formally incorporating new nursing personnel and programs from the Stratford Campus (blocks with yellow fill).

Work in progress includes:

- Arrangement for provision of Student Health Services by Rutgers – Camden;
- Revision of contracts with clinical partners for student placements, clinical teaching services (i.e., Rowan medical schools for use of the Objective Structured Clinical Examinations [OSCEs]), and clinical supervision of graduate students (Kennedy Health System);
- Merger of student nurse associations;
- Migration of Stratford learning supports to the SNC (i.e., online learning platform, online nursing academic support program, exam software and test banks);
- Procurement of space to accommodate the larger unified SNC faculty and staff;

- Obtaining review and approval of this proposal by relevant internal and external authorities (i.e., University Senate, Labor/Management Committee, University Board of Governors), which will trigger announcements to statewide and community partners.

Work not yet started consists of negotiating the transfer of relevant Stratford nursing staff positions to the SNC and notifying Stratford nursing staff members of their individual transfer status. As with faculty, we are seeking guidance from the Labor Management Committee on a fair process for transferring Stratford nursing staff members to the SNC. Budget constraints may limit staff transfers to positions dedicated to Office Management, ABSN Program Support, and MSN Program Support.

Cost

A business plan is in development to determine costs associated with the proposed union of Stratford nursing programs and personnel with the Rutgers SNC. It should be noted, however, that significant tuition revenue that will be generated by the addition of the accelerated BS program and introduction of the DNP program. Moreover, the expertise of the Stratford faculty in graduate nursing education will be invaluable as the new DNP program is launched. Competitiveness for external funding will also be enhanced. In short, there is more of a cost for failure to support this proposal.

References

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STRATFORD NURSING INTEGRATION:

ACTION PLAN: 3-19-14

TASK	STATUS	COMMENTS
FACULTY		
Admit full-time Stratford nursing faculty to the SNC Faculty Organization, with voting privileges and committee assignments.	Completed	
Hold joint retreat with external consultant, Dr. Angela McBride, on the topic of: "Nursing leadership in southern NJ - Meeting the needs of an underserved local community while establishing traditions of excellence that lead to state, national, and international prominence."	Completed	
Letter of one-year SNC appointment (effective July 1, 2014) to 5 of 7 Stratford nursing faculty whose contracts expire on June 30, 2014 (Morrison, Sousou, Cantwell, Pacetti, & Avallone); Non-reappointment letter to one Stratford faculty member (Smart) who intends to maintain full-time clinical employment; Letter of reappointment to School of Nursing – RBHS to one Stratford faculty member (Mangione).	Completed	
Negotiate transfer of 7 remaining Stratford nursing faculty (Jackson, Prihoda, Sayers, McLaughlin, Shepherd, Nowak, O'Toole).	In progress	
ACADEMIC PROGRAM: UNDERGRADUATE		
Encourage Stratford ABSN student prospects to take prerequisite courses at Rutgers-Camden.	Completed	
Recruit final Stratford ABSN cohort (for January 2014 start).	Completed	
Joint recruitment of prospective BS, RN to BS, and Accelerated BS – Nursing (ABSN) students.	Completed	
Crete portal for admission of ABSN students to SNC (for September 2014 start).	Completed	
Negotiate control of ABSN admissions by Stratford Nursing and SNC.	Completed	
Harmonize Stratford ABSN curriculum with SNC BS curriculum.	Completed	
Notify continuing ABSN students re: change in degree status (i.e., BS – Nursing from SNC v. BSN from legacy UMDNJ School of Nursing).	In progress	
Notify accrediting and licensing agencies (CCNE, NJ BON) re: ABSN program curricular changes and ABSN program launch at SNC.	In progress	
ACADEMIC PROGRAMS: GRADUATE		
Terminate admissions to MSN programs on Stratford campus.	Completed	
Develop "teach-out" plan for continuing Stratford MSN students in Women's Health, FNP, and Adult Health programs.	Completed	
Obtain authorization for SNC to grant MSN degree.	Completed	
Make core graduate nursing courses available (i.e., pathophysiology, pharmacology, health assessment) to non-matriculated students.	Completed	
Notify accrediting agency (CCNE) re: changes in MSN program and DNP program launch.	In progress	
ADMINISTRATION		
Negotiate transfer of needed Stratford staff positions to the SNC (Office Management, ABSN Program Support, MSN Program Support).	Not started	
Notify Stratford staff members of transfer status (e.g., transferred to SNC; position eliminated with option to apply for open positions)	Not started	
Arrange for provision of financial aid services by Rutgers Camden.	Completed	
Arrange for provision of Student Health Services by Rutgers Camden (contract with Rowan School of Osteopathic Medicine expires 10/2014).	In progress	
Advise clinical partners of new arrangements for clinical sites and placements.	In progress	
Merge student nurse associations.	In progress	
Migrate Stratford nursing courses to eCollege Shell.	In progress	
Migrate new ABSN students to HESI online nursing academic support program (NCLEX Diagnostics & Support); continue contract with ATI for in-progress students.	In progress	
Transfer Exam-Soft software for students; migrate faculty test banks.	In progress	
Obtain space that will accommodate entire SNC faculty and staff (including Stratford) for AY 2014-15, 2015-16, and 2016-17 (i.e., until new Nursing/Science building is ready for occupancy).	In progress	
Negotiate agreements with Rowan School of Osteopathic Medicine and Cooper Medical School of Rowan University for use of <i>Objective Structured Clinical Examinations</i> (OSCEs) for graduate program.	In progress	
Announce integration to statewide and community partners (e.g., Rutgers-Rowan Board, schools of nursing statewide, NJ BON, clinical agencies, Ablett Village, LEAP Academy).	Not started	
Maintain professional service agreement with Kennedy Health System for join appointment (Melissa Mordaci).	In progress	
Maintain professional service agreement with Rowan School of Osteopathic Medicine (Staci Pacetti).	Completed	
Revise organizational chart for SNC to incorporate new personnel and programs.	Completed	
Prepare documents for review by internal and external authorities and approval by Board of Governors	In progress	

Rutgers School of Nursing-Camden (SNC) Organizational Structure

version 6

3/19/14

