



FINAL ASSESSMENT REPORT

Executive Summary

Cyclical Program Review

Degree Program:	Bachelor of Science in Nursing (BScN) including: • Ontario Tech University (OTU)-Durham College (DC) BScN Collaborative 4-year (Honours) Program • Ontario Tech University-DC Post RPN-BScN Bridge (Oshawa) (Honours) Program
Components:	
Dean:	Carol D. Rodgers, PhD
Date:	November 3, 2025

Under Ontario Tech University's Institutional Quality Assurance Process (IQAP) and the Ontario Quality Assurance Framework (QAF), all programs are subject to a comprehensive review at least/at minimum every eight years to ensure that they continue to meet provincial quality assurance requirements and to support their ongoing rigour and coherence.

In academic years 2022 - 2024 a program review was scheduled for the Bachelor of Science in Nursing (BScN) collaborative program. This is the third program review for this program. A timeline of the review is provided below.

Program Review Timeline	Date
Program Review start date:	November 8, 2022
Self Study submitted/approved:	May 20, 2025
Site Visit:	June 9-11, 2025
External Reviewers Report received:	July 8, 2025
Program Response received:	August 8, 2025

In the self study, the reviewers were asked to comment on faculty and staff workload, governance and leadership structures, evolving partnership dynamics within Ontario's nursing education landscape, and upcoming curricular changes.

The review consisted of two external reviewers. During the virtual site visit, the reviewers met with the following groups and individuals:

Dr. Lori Livingston, Provost & VP, Academic
 Dr. Carol Rodgers, Dean of Faculty of Health Sciences
 Dr. Janet McCabe, Associate Dean, Undergraduate Programs
 Dr. Rebecca Milburn, Executive Dean, Durham College
 Dr. Gillian Dunn, Associate Dean, Durham College
 Dr. Hilde Zitzelsberger, Associate Dean, Nursing
 Leslie Graham, RPN-BScN Coordinator
 Dr. Sue Coffey, Chair of Internal Assessment Team
 Members of the Internal Assessment Team
 Faculty, Staff, and Students from the Faculty of Health Sciences

External reviewers highlighted the program's unified partnership across institutions, strong enrollment and curriculum design, impactful clinical and simulation experiences, robust community engagement, and a deeply supportive, student-centered learning environment enriched by institutional resources.

The external reviewers identified eleven recommendations identifying specific steps to be taken to improve the program. Recommendations focus on enhancing simulation and clinical practice alignment, restructuring leadership and resources to support program growth, addressing student communication and advising gaps, supporting faculty research, and strengthening the external profile of the program. The prioritized list of recommendations is available in the Implementation Plan.

A Final Assessment Report (FAR) has been prepared to synthesize the reports and recommendations resulting from the review, identifying the strengths of the program as well as the opportunities for program improvement and enhancement. The Implementation Plan (IP) presents a timeline of the follow-up and resource requirements addressing the recommendations from the external reviewers' report. Both documents, accompanied by this Executive Summary (ES), will be delivered to the appropriate standing committee of Academic Council (USC/GSC) for approved on November 18, 2025.

Governance	Document(s)	Type of review	Date
Faculty Council	IP	Feedback	October 1, 2025
Resource Committee	IP	Resource review	October 21, 2025
USC/GSC	FAR, ES, IP	Approval	November 18, 2025

Quality Council	FAR, ES, IP	QAF requirement	
Academic Council	ES, IP	For information	
Board of Governors	ES, IP	For information	
Corporate Website	ES, IP	QAF requirement	

Due Date for 18-Month Follow-up Report: March 12, 2027

Date of Next Cyclical Review: 2030-2032
Timeframe for associated site visit: Winter 2031



IMPLEMENTATION PLAN
November 3, 2025
Bachelor of Science in Nursing (BScN)
Cyclical Program Review
Dean: Carol D. Rodgers, PhD

The Implementation Plan is a critical outcome of the Cyclical Program Review process. The Dean solicits feedback on the Implementation Plan through Faculty Council and the plan is reviewed by the Provost, through the Academic Resource Committee (ARC), to examine resource implications and allocations. A Final Assessment Report (FAR) and Executive Summary are prepared synthesizing the program review reports and responses, following review of the Implementation Plan by the ARC. The plan proceeds through Ontario Tech's governance process and is posted on the corporate website.

The table below presents a timeline of the follow-up and resource requirements addressing the recommendations from the external reviewers' report.

Recommendation <i>(corresponding # from reviewers' report)</i>		Action Item(s)	Specify role of person responsible	Timeline for action and monitoring	Resource Requirements
1.	Simulation and Clinical Practice [a] Create an outline of all core simulations offered in the program, identifying the year, course, and content then mapping them to the CNO	Creation of a mechanism and associated processes for tracking all simulations offered in the program including the following features: Simulation/Source	Chair - Nursing Program Simulation Committee <i>[Associate Dean – Nursing]</i>	Present proposed mechanism and processes to program committee for feedback [Dec 2025 program committee/retreat] –	

	ETP competencies, and program learning goals.	• Year and level • Course • Content/focus • CNO ETP competencies • Program learning goals • Brief statement about how these hours enhance nursing practice		adjust accordingly with finalized version ready for distribution to faculty for completion by Feb 2026 so report can be presented for feedback and determination of “next steps” at Spring retreat.	
2.	Graduate Outcomes [a] Focus on NCLEX results as a method to evaluate whether the program is achieving the proposed objectives is essential to. [b] Implement strategies to ensure that the NCLEX scores meet or surpass the provincial standards.	[a/b] Collection of data from program graduates to be initiated/ completed through the Program Evaluation Committee. Assessment tool should focus on students’ experience of writing the NCLEX exam and their recommendations. [b] Workshop and resources focused on improving NCLEX scores to be gathered and shared with faculty. Strategies to be developed for using resources, in concert with data collection/ recommendations [outlined above].	Chair – Program Evaluation Committee; Chair – NCLEX sub-committee <i>[Associate Dean – Nursing]</i>	Data collection to occur in fall of 2025. Recommendations from data analysis to be presented to nursing program committee [UNPC] in spring 2026. Analysis of data and related recommendations to be presented to nursing program committee [UNPC] in spring 2026. Workshop and resources focused on improving NCLEX scores will be added to the fall 2025 strategic planning retreat day.	

3.	Restructuring and Re-evaluating [d] Additional nurse/sim tech to support the current lab and sim aspects of the curriculum. Develop these aspects further as simulation is a major strength of the program, and allow for growth in this area. [e] It is recommended that the university addresses the increasing demand for 3-hour classroom space, as the Program expands.	Can be explored as part of the position resourcing opportunities that currently available for the program As per #1 [1a] Continue to highlight the need for this space [especially in 3-hour blocks] and note the pending new classroom space in SHA [5th floor] as a potential option [especially for NURS students with labs on 4th floor etc.]	UNPC; Associate Dean – Nursing; Dean Simulation Committee; <i>[Associate Dean – Nursing]</i> Dean	Consider this in discussions about focus of upcoming available positions [both collaborative and longer term – 2nd degree entry] As per #1 [1a] Discussions scheduled for Fall 2025	Office of Campus Infrastructure and Sustainability
4.	Student Concerns Create an algorithm for escalating issues and educate the students on this process.	Review current algorithm; ensure messaging via multiple means [student orientation; Program Handbook]	Associate Dean – Nursing; Associate Dean Undergraduate; Advising Manager	Fall 2025	Academic Advising

5.	Workload and Collective Agreements Continue to work collaboratively related to workload	Timelines to be established as part of revisions to MOU	Steering Committee; Deans/Associate Deans OTU and DC	Timelines already incorporated into MOU pending signatures [Fall 2025]. Regular ongoing meetings Deans, Associate Deans support actualization of timelines and discussions around challenges.	Finance (both DC and OTU)
6.	Structure and Workload Assistant Deans position be removed to make room for two additional Associate Deans- 1. Practicum and Simulation and 2. Collaborative BScN and Second Entry Programs. Each of these positions will receive 2 course releases based on the university's policies.	It is recognized that the current organizational structure within the program is not optimal from a functional perspective. Review in accordance with jurisdiction [workload and collective agreements] will take place to determine whether a more optimal structure that is financially neutral will be undertaken.	Deans – both DC and OTU; program steering committee	To be completed by Spring 2026.	
7.	Increasing Faculty Complement Increase by 3-4 full-time faculty members. Understanding that this takes time, a short-term solution would be to extend the two-	LTFM has been extended – 1 year and an additional TF position since acquired.	Dean - OTU	In progress - LTFM goal start January 2026; TF July 2026.	

	year LTA position for another two years.				
9.	Research and Workload Focused plan for all faculty to engage in research.	Develop a research plan to support faculty research and align within context of FHSc strategic research plan to optimize resourcing/support.	Nursing Program Research Committee <i>[Associate Dean – Nursing]</i>	First draft of plan to be presented at Spring 2026 retreat for faculty feedback.	
11.	Increasing Admission Requirements to BScN Program (not the Advanced Entry Program) It is recommended to increase the minimum grades for admission prerequisite courses from 60 percent. A minimum of 65 percent for the Ontario Secondary School Diploma (OSSD) with six 4U or 4M credit hours including English (ENG4U), Biology (SBI4U), Chemistry (SCH4U), and one of Advanced Functions (MHF4U), Calculus and Vectors (MCV4U), or Mathematics of Data Management (MDM4U).	Analyze data related to admission criteria/scores, program performance and persistence, and success on first time writing of the NCLEX-RN exam to determine if this recommendation would be appropriate.	Nursing program undergraduate curriculum committee; program evaluation committee <i>[Associate Dean – Nursing]</i>	Data analysis to be presented to the Nursing Program faculty over 2025/2026 with a timeline of determining if admission criteria should be modified by fall 2026 (impacting 2027 admissions).	RO, Advising

*The Dean shall be responsible for monitoring and reporting on the Implementation Plan.

Recommendations not Addressed and Rationale

Recommendation not Addressed <i>(corresponding # from reviewers' report)</i>		Rationale
1[b]	Simulation and Clinical Practice Expand three-tiered process for sim pedagogy development to create online modules for faculty and staff in other nursing programs across the province.	Implementation of the collaborative program new curriculum, approval and pending launch of the 2 nd degree entry program, significantly increased cohort size as well as transition of the MScN program to its own independent program [no longer in collaboration with Trent] have all required considerable effort on the part of faculty/staff over the last 3 years and will continue to do so in the upcoming 2-3 years. Need to wait until current work in other priority areas is complete.
2[c]	Graduate Outcomes Consider adopting an external NCLEX prep program and implementing it throughout the program.	This has been previously considered. A tool was added [purchased by students/ancillary fee] and there was no significant change/impact on NCLEX scores. This has since been removed.
3	Restructuring and Re-evaluating	
[a]	Practicum coordinators need to be nursing focused, and an additional role is needed to support growth and mitigate vulnerability of the programs.	An additional practicum coordinator has been added to support growth/manage vulnerability of the program. Anticipate the individual to be in place late Fall 2025/early 2026.
[b]	Consideration could be given to have non-nursing students (Research and Kinesiology) utilize Synergy Gateway	Already done. Med Lab last Fall and Kin/Research transitioned Fall 2025.
[c]	Verifying clinical sessional instructor's pre-placement requirements could be included in the placement onboarding processes and in collaboration with the	Not feasible to request this of current placement partners.

	placement partners occupational-health team.	
8.	Off-Track Students and Workload One designated nursing advisor who tracks this info over four years to enhance the process of communication for off track students and for continuity of student progression.	Measures have been put in place to mitigate the planning concerns with off-track students centrally, however, it's not feasible to have a Nursing advisor given the university's centralized advising model.
10.	Building the Image of the Program Associate Professors be mentored and supported for promotion to Professors by the next cyclical review.	This is already built in to the APR process for all faculty as well a mentorship committee approach has been developed for all new FHSc TTT faculty. Promotion to full professor also includes a "time" factor which limits whether this is feasible by the next cyclic review for many of the current faculty.

Due Date for 18-Month Follow-up Report: March 12, 2027

Date of Next Cyclical Review: 2030-2032