

October 16, 2017

James D. Fielder, Jr., PhD  
Secretary of Higher Education  
Maryland Higher Education Commission  
6 North Liberty Street  
Baltimore, MD 21201

Dear Dr. Fielder:

I have reviewed the Notre Dame of Maryland University (NDMU) proposal seeking authorization to offer its Master of Science in Nursing (MSN) program off-campus at the Arundel Mills Regional Higher Education Center. NDMU has entered into an agreement with Anne Arundel Health Systems that will allow nurses in the greater Baltimore and surrounding communities to enroll in the MSN program at this site.

NDMU has proposed two off-campus MSN concentrations; Leadership in Nursing Education and Leadership in Nursing Administration. These programs represent a duplication of programs currently offered at the University of Maryland Baltimore School of Nursing (UMSON) and thus present a threat to the success of our programs. The competition for students in Maryland continues to rise with the increase in not only face-to-face educational options but the ongoing growth of online education.

Several potential issues to be considered with regard to the same program offerings at the UMSON are described below.

Requested approvals for offering MSN off campus at the Arundel Mills Regional Higher Education Center:

- Master of Science in Nursing: Leadership in Nursing Education
- Master of Science in Nursing: Leadership in Nursing Administration

**Rationale for Objection:**

Duplication of programs:

The face-to-face provision of the NMDU MSN Leadership in Nursing Education concentration represents duplication of two current UMSON offerings; the Leadership in Education focus within our Master's Health Services Leadership and Management Specialty (HSLM) and the 12-credit post-graduate Teaching in Nursing and Health Professions Certificate provided through the UMSON Institute for Educators. Thus, the NDMU MSN program in Leadership in Nursing Education represents

“unreasonable program duplication which would cause demonstrable harm to another institution” by increasing competition for students in an already crowded market.

The face-to-face provision of the NMDU MSN Leadership in Nursing Administration concentration is duplicative of the UMSON HSLM Master of Science program concentration. The proposed NMDU concentration would appeal to the same market as the UMSON HSLM concentration which educates nurses to assume administrative leadership roles across health care settings. Therefore, the NMDU MSN Leadership in Nursing Administration concentration also represents “unreasonable program duplication which would cause demonstrable harm to another institution” by increasing competition for students in an already crowded market.


Competition for graduate level precepted educational and leadership experiences:

Volunteer community-based faculty and health care setting nurse administrators provide precepted experiences for nursing education and nursing administration (HSLM) practica. Each semester, the UMSON faces challenges in locating qualified preceptors and clinical agencies for our graduate students. The proposed NMDU MSN concentrations would further limit the number of opportunities for UMSON students. In addition, the UMSON and other already existing Maryland programs face substantial competition from out-of-state distance education programs that routinely do not provide clinical site placement assistance to their students who aggressively seek and compete for precepted experiences in the community.

In sum, we believe that the concentrations within the MSN program proposed by NMDU to be offered at the Arundel Mills Regional Higher Education Center would result in “unreasonable program duplication which would cause demonstrable harm” to the UMSON.

Please feel free to contact me at 410-706-6740 or by email at [kirschling@umaryland.edu](mailto:kirschling@umaryland.edu) if you need clarification or further information.

Sincerely,



Jane M. Kirschling, PhD, RN, FAAN  
Dean and Professor  
University of Maryland School of Nursing

Cc: Dr. Gail Lemaire, Associate Dean for Master’s Program