ORVIS SCHOOL OF NURSING
UNIVERSITY OF NEVADA, RENO
Fall 2015
COURSE SYLLABUS

NURS 445R- ADVANCED LEADERSHIP AND MANAGEMENT
FOR PROFESSIONAL NURSING
RN-BSN Major Capstone Course

COURSE INFORMATION: Prerequisites: Admission to RN-BSN major or permission of course instructor. This course satisfies Core Curriculum Capstone requirements and will require students to integrate skills and knowledge gained from previous Core Curriculum coursework.

CLASS SCHEDULE: The entire course is conducted online

CREDITS: 3 (3 + 0)

FACULTY: Sandra Olguin, MSN, RN
Email: smk@unr.edu
Phone: (775) 682-7144
Office: OSN 307
Office hours: Wednesday 9:30 AM-11:30 AM and by appointment

Email is the preferred way to contact me. You can expect an answer to your email within 24 hours, although emails received Friday after 4:00 pm or over the weekend may not be answered until Monday morning. There will be times during the semester when I am away from my email. These dates will be announced via a WebCampus course announcement.

COURSE DESCRIPTION:

Theoretical foundations and practice of advanced leadership and management in professional nursing.

This course satisfies the core objective of Ethics. Students will demonstrate understanding of the ethical principles in general or in application of specialized knowledge, results of research, creative expression, or design processes. Students will demonstrate an ability to recognize, articulate, and apply ethical principles in various academic, professional, social, or personal contexts.
STUDENT LEARNING OUTCOMES

At the completion of this course the student will be able to:
1. Develop a leadership style based on past and present leadership activities.
2. Integrate evidence based leadership and management principles.
3. Investigate new leadership roles in nursing.
4. Explore options for improving the quality of care for clients through leadership/management roles.
5. Design a model for nursing care delivery maximizing critical thinking, decision-making, independent judgment, and communication style.
6. Apply leadership knowledge, competencies and values in a professional project that demonstrates advanced nursing leadership in action.
7. Explore the foundations of outcomes and accountability in leadership.

Topical Outline: Nursing management/leadership will be covered in the context of the following thematic areas:
1. The contemporary image of professional nursing
2. The influence of contemporary trends and issues on nursing management.
3. Nursing leaders and managers’ roles in improving the quality of health care.
4. Career management for the professional nurse.

TEACHING STRATEGIES:
The course is all online in the WebCampus format for UNR. It is built on a 4 learning modules framework to better accommodate the working adult learner. The course material includes: overview and introduction to the content, content objectives, PowerPoint presentations, textbook and external link readings, and student assignments. The course is entirely online and assignments are due throughout these modules…. they all have specific due dates and **late work is not accepted**.

Course Structure
1. Our class is a community of scholars. It is expected that we all will treat each other with respect.
2. You are being asked to "think outside of the box" and support your input with reasonable facts (evidence-based research and practice).
3. While there will be some opportunity to share your opinions, the bulk of the discussion will be scholarly and it is expected that you will back up your assertions with facts.
4. Your success in the course will be determined by how much time you actually put into participation.
5. Participation in this course will take place by “asynchronous” communication. This means that we will not have to be online at the same time. Asynchronous communication has the advantage of allowing you to ponder before you make a response to something you read. One downside is that responses are not immediate like they are in face-to-face conversations and non-verbal cues and other things that give conversation context and meaning are not available. Be extra careful of how your response can be perceived. You may inadvertently come across as “mean” when you were just being succinct or “less than involved/engaged" because of spelling or grammar mistakes.
6. Set scheduled time aside for working on the class. It is easy to think that because you don’t have to be in a classroom that you can “work it in” and may find yourself getting behind.
8. Do a browser check (top of page on your WebCampus page). Make sure you are using a compatible browser for WebCampus.

9. Check for new mail, assignments, bulletin board, and announcements at least daily. Icons for discussions and mail do not change in this new version of WebCampus when there are new discussions, announcements or mail so you need to check often.

10. Please communicate with me only through the course email. If you attempt to reach me by my campus email, your mail may get lost in the shuffle, and you are not identified as a student if you use home email, ie "happydancer". I will check email once a day Mon-Fri. (unless there is a school holiday) and will respond within 24 hours to your questions during the business week.

11. If you are having a problem with the course content or you have a question, please contact me immediately via the course WebCampus "mail". In addition, there will be a general bulletin board discussion, labeled "Student Café Discussions" available to you so that you can share your questions, concerns, any tricks you have learned with your peers. This Discussion site is social and not graded for any level of participation!

LEARNING RESOURCES & READINGS


The text website is crucial! http://www.jblearning.com/catalog/9780763749767/

There are interactive tools on the website for you to supplement your readings. Included are flash cards, crossword puzzles, and a glossary which all provide excellent review for the 2 exams. Access each chapter through the "Quick Jump" on the upper right hand corner.

Assigned Readings: Reading assignments may include additional references from journals and/or web sites. A sample of useful websites is listed below.

www.nursingsociety.org
www.nursingworld.org/anf/nrggrant.htm
http://www.ahcpr.gov/
www.aacn.nche.org
www.nln.org
www.nsbn.org

You are also responsible for accessing appropriate professional journals which may include the following which are available through UNR Libraries Online Journal Access:

1) Nursing Management: Articles, commentary and review articles which examines from a managerial perspective nursing practice, operations and environments.

2) Journal of Nursing Administration: JONA is the authoritative source of information on developments and advances in patient care leadership. Content is geared to nurse executives, directors of nursing, and nurse managers in hospital, community health, and ambulatory care environments. Practical, solution-oriented articles provide the tools to excel in our changing health care system: leadership development; human, material, and financial resource management; staffing and scheduling systems. All articles are peer-reviewed, selected and developed with the guidance of a distinguished group of editorial advisors.
UNR Knowledge Center Resources Information

As the class proceeds, you will need to move in increasing depth into the literature to explore various topics and to complete your assignments. The UNR Libraries has a vast array of services to assist you, so please become familiar with them!

a. Consult the UNR Libraries directory of services available for you at:


c.. What is a scholarly or peer reviewed journal? http://www.knowledgecenter.unr.edu/instruction/help/peer.html

d. How to use the Libraries' resources from off campus: http://www.knowledgecenter.unr.edu/authenticate/Default.htm

e. APA Style Format resources available: http://knowledgecenter.unr.edu/materials/articles/authenticate/

UNR Librarian Resource: Michelle Rachal is the Life & Health Sciences Librarian, mrachal@unr.edu

EVALUATION: The course is divided into 4 Modules and each is detailed in Assignments.

Grading Policies

• Each assignment has individual instructions. To optimize your grade potential…please follow them!

• Grading is done AFTER the due date for the assignment. I cannot preview work.

• A grade with appropriate feedback is provided for each assignment. This will be communicated via your Webcampus email or directly from the Grade Center tab in the WebCampus course. You should check these areas frequently!

• Submit your files as rich text format, rtf. This format will allow all to view public work, as some of your work will be for your peers to also read.

• All assignments have a due date & time. Late work is not accepted.

• If there is an emergency, please contact me. Any extensions for assignments must be arranged with faculty prior to the due date & time and may have points deducted.

• Use APA 6th edition format for all assignments for which you must provide references.
• Only scholarly references are acceptable. See the resource sight to determine a scholarly reference versus a public or social reference. Not all internet information is scholarly. Be careful and discerning when using a source.

• Grades will be posted within one week from the due date…sooner, if possible. You will see the posted grade for an assignment in your Grades tab in WebCT and may receive feedback via your WebCampus email. Your capstone paper may take longer to grade.

LEARNING ACTIVITIES & GRADE CRITERIA

Learning Modules & Dates

Semester Schedule: The modules (usually) run Monday through Sun over several weeks.

Module 1: Wednesday, August 26, 2015 to Sunday, September 20, 2015
Module 2: Monday, September 21, 2015 to Sunday, October 11, 2015
Module 3: Monday, October 12, 2015 to Sunday, November 22, 2015
Module 4: Monday, November 23, 2015 to Tuesday, December 8, 2015

Assignments

1. Professional Introduction with Picture 20
2. 4 Module Exams (10 points each) 40
3. Deeper Reflection Discussion 30
4. Nursing Leader Paper 20
5. Nursing Organization Paper 20
6. Final Capstone Paper 70

Total Possible Points = 200

GRADING SCALE: NOTE: THIS COURSE IS A NURSING COURSE. A FINAL GRADE BELOW C IN THIS COURSE IS NOT CONSIDERED PASSING. IF YOU RECEIVE A GRADE BELOW A ‘C’ IN THIS COURSE YOU WILL BE UNABLE TO PROGRESS IN THE NURSING PROGRAM.

Grade Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>%</th>
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<tbody>
<tr>
<td>A</td>
<td>93%&gt;</td>
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<tr>
<td>A-</td>
<td>90 - 92.9%</td>
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<tr>
<td>B+</td>
<td>87 – 89.9%</td>
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<tr>
<td>B</td>
<td>84 – 86.9%</td>
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<tr>
<td>B-</td>
<td>81 – 83.9%</td>
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<tr>
<td>C+</td>
<td>78 – 80.9%</td>
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<tr>
<td>C</td>
<td>75 – 77.9 %</td>
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<tr>
<td>C-</td>
<td>72 – 74.9%</td>
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</table>
A note about Grades!

You will receive the course grade you have earned on the assignments. No extra credit assignments will be offered to augment the grade you have earned. Attempts to petition for a higher grade than you earned via email, phone call or in person will not result in a higher grade. Grade changes will only be made if there was a mathematical error in calculating your grade.

Please note that a grade of 75% or higher is required to pass any undergraduate nursing course. A final grade below 75% is a failing grade in this course.

Rounding of grades: Rounding of grades is based on the hundredth decimal point: for example, if you receive a 92.93 in this course, your final grade will be 92.9; if you receive 92.96, your final grade will be 93.

Grades can be accessed through the Grade Book feature of WebCampus; allow up to 1 week after an assignment has been submitted for final grades to be posted.

Expectations of Faculty:
I will respond to emails within 24 hours during the business week. Any emails posted after 4 pm Friday will likely not be answered until Monday morning. Your assignments will be graded and the final grades posted on WebCampus within one week after the assignment is closed. Although this is an online course, I am available for face-to-face meetings by appointment.

Expectations of Students:
1. You are expected to (this is a must) have a personal computer or access to a personal computer with Internet access for the entire course. If you are having any difficulties with WebCampus contact the Computer Help Desk (784.4320 ext. 1) at Getchell Library. You may need to come to campus and take your quizzes and exams if you have computer problems that may affect your ability to complete required assignments on time.
2. You will complete all assignments within the times and dates specified. No late work is accepted unless you have contacted me (faculty) prior to the deadline for the assignment and there is a reasonable explanation as to why the material/work cannot be completed on time: I must approve the delay. You are expected to consult with me to solve course issues on an on-going basis.
3. I expect you to communicate during this course professionally, both with me and your colleagues. This means on the discussion board, and in any emails/phone calls.
4. If you experience an issue with the course or with the faculty teaching the course, don’t wait until you’re filling out the end-of-course evaluation. Be professional enough to address the issue(s) when there’s still time to come to a resolution.

Recommendations/tips for success:
1. High priority: check and/or update your browser to ensure your computer is properly set-up for WebCampus.
2. Use the same computer every time to avoid any possible technical problems, especially when taking a quiz or exam.
3. In the first week of school, test out and explore all aspects of WebCampus to ensure everything works.
properly and that you are able to access and see all the information.

4. Contact UNR Help Desk at 784-4320 extension: 1 for technical support.

5. **Do all exercises and reading in advance** so you have time to ask questions and get answers before quizzes or exams (and, if you get sick or have a personal crisis, you’ll still have time to complete your assignments).

6. **Check the discussion board, announcements and email section of WebCampus regularly and always** before assignments are due. I will post changes or corrections and you are presumed to have received this information. There is a specific area for announcements on WebCampus. Be sure to check this area also.

7. **Visit the course/WebCampus regularly.** It is easy to fall behind since the course does not meet. If you wait until the last minute you may miss critical information or have unexpected technical difficulties. **Remember, I do not accept late assignments!** If you have a compelling reason for an extension, I must know and approve it in advance.

8. **Ask for help** when you do not understand something!

9. Please do not wait until the end of the semester if you are having trouble in this course. **Contact me or come and see me right away.**

**UNR Catalog & OSN Handbook**

You are responsible for the content and policies found in the UNR Catalog and the OSN Student Handbook. Please read and be aware of your rights and responsibilities.

**DISABILITY ACCOMMODATIONS**

It is university policy, in accordance with the provisions of the Americans with Disabilities Act, 1990 (as amended) and Section 504 of the Rehabilitation Act, 1973, to provide reasonable accommodations to meet the academic needs of students with disabilities. The Disability Resource Center is authorized by the president to prescribe such ACCOMMODATIONS. Failure to honor an institutional reasonable accommodation authorized by the DRC is a violation of university policy and federal regulation and may result in disciplinary proceedings and sanctions as provided in the UCCSN Handbook (Title 2, Chapter 6.62(m) or Title 4, Chapter 8)

**ACADEMIC DISHONESTY**

Academic dishonesty of any kind (for example: plagiarism, cheating on exams) is incompatible with behavior inherent in becoming a professional nurse. Academic dishonesty of any type will result in academic and/or administrative action: any assignment completed through academic dishonesty will receive a 0 (zero points). In more severe cases, for example, plagiarism of other people’s work, the case may be referred university authorities. Please refer to the student handbook and UNR catalog for specifics.

**Deeper Reflection Discussion**

Instructions: Each student has been assigned to a chapter. The assigned student will post a question related to the content presented in the chapter (**and provide rationale for asking this question**) on their assigned date that they would like to discuss on a deeper level. The other students will post a response to the question that utilizes two professional resources: chapter content, related literature and professional experience by the following Monday. Each question/response post is worth 2 points for a total of 30 possible points that comprise your final course grade. **Late assignments (posts) are not accepted so please make sure you post on-time. Technical problems do arise and will not be a sufficient enough excuse to submit assignments late.**

Schedule will be posted on a separate page
<table>
<thead>
<tr>
<th>Week/Dates/location</th>
<th>Readings</th>
<th>Assignments</th>
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<tbody>
<tr>
<td><strong>Module 1</strong></td>
<td><strong>Readings</strong></td>
<td><strong>Assignments</strong></td>
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<tr>
<td>Wednesday, August 26, 2015</td>
<td>Clark, Chapters 1-3</td>
<td>• Deeper Reflection Discussion—see schedule</td>
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<tr>
<td>Sunday, September 20, 2015</td>
<td>Article: Nurse Manager Development Beyond the Classroom</td>
<td>• Professional Introduction (Due: Tuesday Sept. 1 by 0800)</td>
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<td>Article: Strategies for Cultivating Nursing Leadership</td>
<td>• Nursing Leader Paper (Due: Mon., Sept. 21 by 0800)</td>
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<td>Editorial: Each Nurse as a Leader</td>
<td>• Module 1 Exam (Opens 0800 Mon. Sept. 14 &amp; Closes 0800 Mon., Sept. 21)</td>
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<td><strong>Module 2</strong></td>
<td><strong>Readings</strong></td>
<td><strong>Assignments</strong></td>
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<tr>
<td>Monday, September 21, 2015</td>
<td>Clark, Chapters 4-8</td>
<td>• Deeper Reflection Discussion—see schedule</td>
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<tr>
<td>Sunday, October 11, 2015</td>
<td>Ethics in Organizations and Leadership</td>
<td>• Nursing Organization Paper (Due Mon., Oct. 12 by 0800)</td>
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<td>Health Care Fraud</td>
<td>• Module 2 Exam (Opens 0800 Mon. Oct. 5 &amp; Closes 0800 Mon., Oct. 12)</td>
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<td>Conflict of Interest</td>
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<td>Article: Look Up, Could That New Leader be you?</td>
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<td>Article: Sleepless in America: Nurse Managers Cope with Stress and Complexity</td>
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<td>Handout: Critical Thinking Tool</td>
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<td>Module 3</td>
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<td><strong>Monday, October 12, 2015</strong></td>
<td><strong>Sunday, November 22, 2015</strong></td>
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<tr>
<td>Clark, Chapters 11-14</td>
<td><strong>Deeper Reflection Discussion—see schedule</strong></td>
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<td>Article: Planning a National Nursing Quality &amp; Safety Alliance</td>
<td><strong>Module 3 Exam</strong> (Opens 0800 Mon. Nov. 16 &amp; Closes 0800 Mon., Nov. 23)</td>
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<td>Article: Project Manager, Me?</td>
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<td>Handout: Managing a Unit-Level Budget</td>
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<td>Handout: Budgetary Leadership &amp; Management Behaviors</td>
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| Module 4 |
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| **Monday, November 23, 2015** | **Tuesday, December 8, 2015** |
| Clark, Chapters 8, 10 & 19 | **Deeper Reflection Discussion—see schedule** |
| Ethics and Values | **Final Capstone Paper** (Due: Monday, November 30 by 0800) |
| Encouraging Nurses to Participate in Ethical Decision Making | **Module 4 Exam** (Opens 0800 Mon. Dec 7 & Closes 0800 Mon., Dec 14) |
| Developing an Ethical Work Culture | |
| Guidelines for Examining Political-Ethical Dilemmas | |
| Principles for Ethical Leadership | |
| Ethical Issues for Nurse Leaders | |
| Conceptual Frameworks for Ethical Practice | |
| Leininger, Chapter 13 | |
| Article: The Power and Intrigue of Workplace Politics | |
| Article: This Box is Too Small | |
| Handout: Highlights for Staff Development for Nurse Managers | |