

Appendix A

MSN Nurse Executive Leader

Budget

**Master of Science in Nursing
Nurse Executive Leader**

Instructional Expenses	Year One 2015-2016			Year Two 2016-2017			Year Three 2017-2018			
	Instruction -Inload	Instruction - Overload	Fixed Expenses	Instruction -Inload	Instruction - Overload	Fixed Expenses	Instruction -Inload	Instruction - Overload	Fixed Expenses	
Course Development	\$ 17,452	\$ 4,000		\$ 69,807	\$ 16,000					
Instruction Concentration				\$ 17,452	\$ 3,750		\$ 87,259.05	\$ 18,750		
AONE Membership	\$ 450	\$ -	\$ 450	\$ -	\$ -	\$ 450	\$ -	\$ -	\$ 900	
Faculty Travel Professional Meetings	\$ 7,500	\$ -	\$ 7,500	\$ -	\$ -	\$ 7,500	\$ -	\$ -	\$ 15,000	
Program Development Materials	\$ 1,500	\$ -	\$ 1,500	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000	
Guest Speaker On-Campus Sessions	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000	
Advisor/Admin Support (\$35,000 +27% fringe)	\$ 44,450		\$ 22,225			\$ 44,450			\$ 44,450	
Stipend Program Coordinator	\$ 10,000		\$ 10,000			\$ 10,000			\$ 10,000	
Student Expenses by Enrollment				12			24			
Certification Examination/student	\$ 395	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,740	
Certification Examination Review Course/student	\$ 339	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,068	
Certification Prep Materials/student	\$ 104	\$ -	\$ -	\$ -	\$ -	\$ 1,248	\$ -	\$ -	\$ 2,496	
Leadership Assessments/student	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 1,200	\$ -	\$ -	\$ 2,400	
On-Campus Sessions (3/year @225/session)/student	\$ 675	\$ -	\$ -	\$ -	\$ -	\$ 8,100	\$ -	\$ -	\$ 24,300	
Total Expenses Concentration Courses	\$ 17,452	\$ 4,000	\$ 41,675	\$ 87,259	\$ 19,750	\$ 80,948	\$ 87,259	\$ 18,750	\$ 116,354	
Anticipated Total Expenses (Yellow Highlight)			\$ 45,675			\$ 114,400			\$ 203,613	
Revenues	Year One 2015-2016			Year Two 2016-2017			Year Three 2017-2018			
	Instruction -Inload	Instruction - Overload	Fixed Revenues	Instruction -Inload	Instruction - Overload	Fixed Revenues	Instruction -Inload	Instruction - Overload	Fixed Revenues	
Anticipated Credit Hours Year 1	23									
Anticipated Credit Hours Year 2	12									
Student Expenses by Enrollment		0			12			24		
Tuition/credit hour	\$ 400		\$ -			\$ 110,383			\$ 278,358	
Library Fee/credit hour	\$ 3		\$ -			\$ 690			\$ 1,740	
Network & Data Fee/credit hour	\$ 9		\$ -			\$ 2,501			\$ 6,306	
Off Campus Fee/credit hour	\$ 30		\$ -			\$ 8,280			\$ 20,880	
Clinical Fees/credit hour (includes prof liability)	\$ 150		\$ -						\$ 10,800	
Certification Examination/student	\$ 395		\$ -						\$ 4,740	
Certification Examination Review Course/student	\$ 339		\$ -						\$ 4,068	
Certification Prep Materials/student	\$ 104		\$ -			\$ 1,248				
On-Campus Sessions (3/year @225/session)	\$ 675		\$ -			\$ 8,100			\$ 24,300	
Professional Development/Guest Speaker On-Campus Sessions	\$ 5,000		\$ -			\$ 5,000			\$ 5,000	
Global Campus Start-Up Funds			\$ 45,675							
Total Revenues			\$ 45,675			\$ 136,202			\$ 356,192	
Anticipated Total Profits			\$ -			\$ 21,802			\$ 152,579	

Course Development Calculations	Inload	Overload	Instructional Costs*	Inload	Overload
Assumed Annual Salary	\$ 82,450		Assumed Annual Salary	\$ 82,450	
Fringe @ 27%	\$ 22,261		Fringe @ 27%	\$ 22,261	
Course Release Cost	\$ 17,452		Course Release Cost	\$ 17,452	
Global Course Development Cost		\$ 4,000	Global Course Cost @\$1250/hour		\$ 3,750

38 credit program
 Full-time: 5 semesters; Part-time: 6 to 7 semesters; 3-6 credits/semester
 14 Courses Required: 9 exist 4 concentration and 1 core need development

Anticipated Profits	Profit Split
Year One	\$ -
Year Two	\$ 21,802
Year Three	\$ 152,578.95
	30% Central Administration
	20% Global Campus
	50% College (70-80% Program)

Appendix B

MSN Nurse Executive Leader

Syllabi

**UNIVERSITY OF ARKANSAS
COLLEGE OF EDUCATION AND HEALTH PROFESSIONS
ELEANOR MANN SCHOOL OF NURSING**

NURS 5401: Scholarly Writing

CREDIT HOURS: (1)

PRE/CO-REQUISITES

Full admission to the BSN-MSN Program or permission by the instructor or department head.

COURSE DESCRIPTION

This course will focus on the fundamentals of academic writing at the graduate level with the goal of sharpening students' critical reading and writing skills, with special attention to reasoning, formulating, and developing arguments and explanations. Additionally emphasizing the basics of rhetoric, the course will give students practice theorizing and writing for the various audiences they will encounter in college and beyond. Attention will also be paid to mechanics, usage, and style, as well as to handling and citing sources. The emphasis throughout is on creative thinking precisely expressed.

FACULTY

Name:

Email:

Desk Phone:

Cell Phone: (optional)

Office Location: Epley Center for Health Professions, Room _____
606 N. Razorback Rd.
Fayetteville, AR 72701

Physical Office Hours:

Virtual Office Hours:

COURSE OUTCOMES

By the end of this course, the learner shall:

1. Improve their overall academic competence.
2. Incorporate effective methods of reading and writing into their coursework.
3. Utilize available resources to accomplish their academic goals.

TEACHING METHODS

Students will engage in weekly reading assignments, as well as a variety of online learning experiences including critical writing and critique and weekly module quizzes.

GRADING SCALE

A= 90-100%
B= 80-89%
C= 70-79%
D= 60-69%
F= <60%

EVALUATION METHODS

Students will complete weekly quizzes and final examination relevant to course content. All assignments posted into Blackboard will be scored using a standard rubric designed for each category. Weighted values will be assigned to quizzes and exams, as well as case study analyses.

Final Course Grade Calculation:

Mid-term Exam	20%
Journal Article Critique	20%
Writing Assignments	30%
Final paper	30%

Weekly Quizzes:

1. All learning modules will be accessible throughout the semester.
2. Quizzes will be opened on __ (day) __ at __ (time) __ and close on __ (day) __ at __ (time) __.
3. Students have 1 attempt per quiz with a 60 minute time limit per quiz.
4. All assigned quiz attempts for the modules are due by __ (day) __ at __ (time) __, and students are expected to sign in within a reasonable time to ensure completion of the quiz. Late quizzes are not accepted.

Proctored exams:

1. There will be a final exam. These exams will be proctored either online or on the U of A campus.
2. Information regarding online proctoring is posted in Blackboard, and students with questions or concerns related to proctoring should contact faculty as soon as possible.

LATE ASSIGNMENT POLICY

Late submissions will not be accepted without prior notification and consent by course faculty. In the event of an emergency, faculty must be notified immediately.

ACADEMIC HONESTY

Recommendation: As a core part of its mission, the University of Arkansas provides students with the opportunity to further their educational goals through

programs of study and research in an environment that promotes freedom of inquiry and academic responsibility. Accomplishing this mission is only possible when intellectual honesty and individual integrity prevail. Each University of Arkansas student is required to be familiar with and abide by the University's 'Academic Integrity Policy' at honesty.uark.edu.

Students with questions about how these policies apply to a particular course or assignment should immediately contact their instructor.

REQUIRED TEXTBOOK(S)/RESOURCE MATERIALS

American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed.). Washington, D.C.: Author.

Goodson, Patricia. (2013). *Becoming an academic writer*. Los Angeles, CA: Sage Publications

RECOMMENDED WEBSITES

Purdue University's Online Writing Lab (OWL) -- <https://owl.english.purdue.edu/owl/>

ATTENDANCE POLICY

This is an asynchronous course, meaning that no set times are required for exchange of information among students or instructor(s). Students are expected to log in to the course in Blackboard at least twice weekly, and actively participate within assigned group discussions, and assignments as indicated. For Blackboard log in issues or trouble shooting assistance contact the Blackboard learner help desk at 479-575-6804 or 479-575-2904 or by emailing bbhelp@uark.edu.

INSTRUCTOR RESPONSE TIME

I generally respond to emails within 24 hours during the week and within 48 hours on the weekend. I take phone calls during office hours, as indicated within the instructor contact information. Appointments for consultation may be scheduled through Blackboard Collaborate. Grades are usually posted within 5 business days after the due date, though large assignments might take longer.

ADA POLICY

University of Arkansas Academic Policy Series 1520.10 requires that students with disabilities are provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact me privately at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through the Center for Educational Access (contact 479-575-3104 or visit cea.uark.edu for more information on registration procedures).

CONTENT OUTLINE

Additional information regarding course schedule, assignments and due dates are posted in Blackboard. Faculty reserves the right to amend the course schedule as needed.

Lessons	Course Topics
Lesson 1	<ol style="list-style-type: none">1. Course Introduction2. Writing for the Behavioral and Social Sciences<ol style="list-style-type: none">a. Types of Articlesb. Ethical and Legal Standards in Publishingc. Ensuring the accuracy of scientific knowledged. Protecting the rights and welfare of research participantse. Protecting intellectual property rights
Lesson 2	<ol style="list-style-type: none">1. Manuscript structure and content<ol style="list-style-type: none">a. Journal Article Reporting Standardsb. Manuscript elementsc. Sample Papers
Lesson 3	<ol style="list-style-type: none">1. Writing clearly and concisely<ol style="list-style-type: none">a. Lengthb. Writing stylec. Reducing bias in languaged. General guidelines for reducing biase. Reducing bias by topicf. Grammar and usage

Lesson 4	<ol style="list-style-type: none"> 1. The mechanics of style <ol style="list-style-type: none"> a. Punctuation b. Spelling c. Capitalization d. Italics e. Abbreviations f. Numbers
Lesson 5	<ol style="list-style-type: none"> 1. Crediting Sources <ol style="list-style-type: none"> a. When to cite b. Quoting and paraphrasing c. Citing references in text d. Reference list e. Reference components
Lesson 6	<ol style="list-style-type: none"> 2. Reference Examples <ol style="list-style-type: none"> a. Types and variations b. Examples by type
Lesson 7	<ol style="list-style-type: none"> 3. The publication process <ol style="list-style-type: none"> a. Editorial process a. Author responsibilities
Mid-term	Mid-term exam
Lesson 8	<ol style="list-style-type: none"> 1. Researching to find the evidence <ol style="list-style-type: none"> a. Library database utilization b. Methods of finding the evidence
Lesson 9	<ol style="list-style-type: none"> 1. The writing Process <ol style="list-style-type: none"> a. Practice becoming a productive academic writer b. Writing assignment
Lesson 10	<ol style="list-style-type: none"> 1. Practice Writing <ol style="list-style-type: none"> a. Sections of an article b. Article critique c. Writing assignment
Lesson 11	<ol style="list-style-type: none"> 1. Writing assignment <ol style="list-style-type: none"> a. Submission of outline for paper of interest
Lesson 12	<ol style="list-style-type: none"> 1. Critique of initial submission <ol style="list-style-type: none"> a. Submission of final draft of paper

**UNIVERSITY OF ARKANSAS
COLLEGE OF EDUCATION AND HEALTH PROFESSIONS
ELEANOR MANN SCHOOL OF NURSING**

NURS 5413: Executive Leadership in Nursing

CREDIT HOURS: (3)

PRE/CO-REQUISITES

NURS 5401, NURS 5523, NURS 5043, NURS 5053, NURS 5063, MBAD 5241, HRWD 5233, NURS 6233, ESRM 6403.

COURSE DESCRIPTION

This course focuses on the health care structures and processes, human capital management, health and public policy, communication principles and styles, negotiations, leadership effectiveness, strategic visioning, ethics and advocacy, and innovation. Learning will enable the professional nurse executive to lead complex health care environments applying an advanced skill set in each of the focus areas.

FACULTY

Name:

Email:

Desk Phone:

Cell Phone: (optional)

Office Location: Epley Center for Health Professions, Room ____
606 N. Razorback Rd.
Fayetteville, AR 72701

Physical Office Hours:

Virtual Office Hours:

COURSE OUTCOMES

Upon successful completion of this course, the student will have demonstrated the ability to do the following:

1. Demonstrate knowledge of human capital management
2. Understand organizational structure and culture.
3. Integrate knowledge regarding human resources principles and federal and state laws.
4. Demonstrate knowledge of professional practice models, role delineation, and professional practice standards.
5. Understand the employee performance feedback
6. Demonstrate principles and style of communication.
7. Demonstrate knowledge of negotiation concepts and strategies.
8. Integrate knowledge of the workplace and leadership concepts, principles, and styles.
9. Understand coaching, mentoring, and precepting.
10. Demonstrate understanding of strategic vision and planning

11. Apply ethics within the ANA's code of ethics to advocate for patients, staff and the nursing profession

TEACHING METHODS

Students will engage in weekly reading assignments, as well as a variety of online learning experiences including case study analyses and weekly quizzes.

GRADING SCALE

A= 90-100%
B= 80-89%
C= 70-79%
D= 60-69%
F= <60%

EVALUATION METHODS

Students will complete weekly quizzes, midterm and final examinations relevant to course content. All assignments posted into Blackboard will be scored using a standard rubric designed for each category. Weighted values will be assigned to quizzes and exams, as well as case study analyses.

Final Course Grade Calculation:

Discussion boards	30%
Philosophy of Nursing Administration	10%
Rough draft of project leader presentation	5%
Final Project Leader Presentation	20%
Rough draft of Environment of Care & Professional Practice Paper	5%
Final Environment of Care & Professional Practice Paper	30%

LATE ASSIGNMENT POLICY

Late submissions will not be accepted without prior notification and consent by course faculty. In the event of an emergency, faculty must be notified immediately.

ACADEMIC HONESTY

Recommendation: As a core part of its mission, the University of Arkansas provides students with the opportunity to further their educational goals through programs of study and research in an environment that promotes freedom of inquiry and academic responsibility. Accomplishing this mission is only possible when intellectual honesty and individual integrity prevail. Each University of Arkansas student is required to be familiar with and abide by the University's 'Academic Integrity Policy' athonesty.uark.edu.

Students with questions about how these policies apply to a particular course or assignment should immediately contact their instructor.

REQUIRED TEXTBOOK(S)/RESOURCE MATERIALS

American Nurses Association. (2009). Nursing administration: Scope & standards of practice. Silver Springs, MD: Nursebooks.org. (ISBN-13: 978-1-55810-267-5).

Borkowski, N. (2016). Organizational behavior in health care (3rd ed.). Sudbury, MA: Jones and Bartlett Publishers. (ISBN: 978-1-284-05104-9).

Porter-O'Grady, T. & Malloch, K. (2015). Quantum leadership: Building better partnerships for sustainable health (4th ed.). Sudbury, MA: Jones and Bartlett Learning. (ISBN- 13: 978-1-2840-5068-4)

Assigned readings from journals and periodicals such as Nursing Administration Quarterly, Modern Healthcare, Journal of Nursing Administration, American Hospital Association News, Nursing Management, Health Affairs, Health Economics, Hospitals & Health Networks (H&HN), and other sources will be used to supplement course content.

RECOMMENDED WEBSITES

American Organization of Nurse Executives -- <http://www.aone.org/>

American Nurses Association -- <http://nursingworld.org/>

ATTENDANCE POLICY

This is an asynchronous course, meaning that no set times are required for exchange of information among students or instructor(s). Students are expected to log in to the course in Blackboard at least twice weekly, and actively participate within assigned group discussions, and assignments as indicated. For Blackboard log in issues or trouble shooting assistance contact the Blackboard learner help desk at 479-575-6804 or 479-575-2904 or by emailing bbhelp@uark.edu.

INSTRUCTOR RESPONSE TIME

I generally respond to emails within 24 hours during the week and within 48 hours on the weekend. I take phone calls during office hours, as indicated within the instructor contact information. Appointments for consultation may be scheduled through Blackboard Collaborate. Grades are usually posted within 5 business days after the due date, though large assignments might take longer.

ADA POLICY

University of Arkansas Academic Policy Series 1520.10 requires that students with disabilities are provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact me privately at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through the Center for Educational Access (contact 479-575-3104 or visit cea.uark.edu for more information on registration procedures).

CONTENT OUTLINE

Additional information regarding course schedule, assignments and due dates are posted in Blackboard. Faculty reserves the right to amend the course schedule as needed.

**UNIVERSITY OF ARKANSAS
COLLEGE OF EDUCATION AND HEALTH PROFESSIONS
ELEANOR MANN SCHOOL OF NURSING**

NURS 5423: Health Systems Operations

CREDIT HOURS: (3)

PRE/CO-REQUISITES

NURS 5401, NURS 5523, NURS 5043, NURS 5053, NURS 5063, MBAD 5241, HRWD 5233, NURS 6233, ESRM 6403.

COURSE DESCRIPTION

This course focuses on the complex practice environment. Enables the professional nurse leader to demonstrate knowledge of care management and delivery, professional practice environment and models, and quality monitoring and improvement. Professional practice and health care delivery models and settings, role delineation, laws and regulations, accreditation, and professional practice standards will be emphasized.

FACULTY

Name:

Email:

Desk Phone:

Cell Phone: (optional)

Office Location: Epley Center for Health Professions, Room ____
606 N. Razorback Rd.
Fayetteville, AR 72701

Physical Office Hours:

Virtual Office Hours:

COURSE OUTCOMES

Upon successful completion of this course, the student will have demonstrated the ability to do the following:

1. Demonstrate knowledge of health care delivery models and settings
2. Apply laws, regulation and knowledge of accrediting bodies within health care systems.
3. Apply standards of nursing practice with the health care system.
4. Understand systems theory within the context of health care environments.
5. Utilize knowledge of continuous performance improvement processes
6. Integrate principles involved in developing a culture of safety.
7. Analyze process and outcome measures.

TEACHING METHODS

Students will engage in weekly reading assignments, as well as a variety of online learning experiences including case study analyses and weekly quizzes.

GRADING SCALE

A= 90-100%

B= 80-89%

C= 70-79%

D= 60-69%

F= <60%

EVALUATION METHODS

Students will complete weekly quizzes, midterm and final examinations relevant to course content. All assignments posted into Blackboard will be scored using a standard rubric designed for each category. Weighted values will be assigned to quizzes and exams, as well as case study analyses.

Final Course Grade Calculation:

Discussion boards	30%
Weekly Quizzes	10%
Culture of Safety project	5%
Process improvement project	20%
Healthy Work Environment project	10%
Final Exam	20%

LATE ASSIGNMENT POLICY

Late submissions will not be accepted without prior notification and consent by course faculty. In the event of an emergency, faculty must be notified immediately.

ACADEMIC HONESTY

Recommendation: As a core part of its mission, the University of Arkansas provides students with the opportunity to further their educational goals through programs of study and research in an environment that promotes freedom of inquiry and academic responsibility. Accomplishing this mission is only possible when intellectual honesty and individual integrity prevail. Each University of Arkansas student is required to be familiar with and abide by the University's 'Academic Integrity Policy' athonesty.uark.edu.

Students with questions about how these policies apply to a particular course or assignment should immediately contact their instructor.

REQUIRED TEXTBOOK(S)/RESOURCE MATERIALS

American Nurses Association. (2009). Nursing administration: Scope & standards of practice. Silver Springs, MD: Nursebooks.org. (ISBN-13: 978-1-55810-267-5).

Cherry B., Jacob, SR. (2014). *Contemporary Nursing: Issues, Trends, and Management* (6th Ed.) St. Louis, MO: Mosby Inc.

Kouzes, JM., & Posner, BZ. (2012). *The leadership challenge? How to make extraordinary things happen in organizations* (5th Ed.) Hoboken, NJ: Jossey-Bass.

Porter-O'Grady, T. & Malloch, K. (2015). *Quantum leadership: Building better partnerships for sustainable health* (4th ed.). Sudbury, MA: Jones and Bartlett Learning. (ISBN- 13: 978-1-2840-5068-4)

Assigned readings from journals and periodicals such as Nursing Administration Quarterly, Modern Healthcare, Journal of Nursing Administration, American Hospital Association News, Nursing Management, Health Affairs, Health Economics, Hospitals & Health Networks (H&HN), and other sources will be used to supplement course content.

RECOMMENDED WEBSITES

American Organization of Nurse Executives -- <http://www.aone.org/>

American Nurses Association -- <http://nursingworld.org/>

ATTENDANCE POLICY

This is an asynchronous course, meaning that no set times are required for exchange of information among students or instructor(s). Students are expected to log in to the course in Blackboard at least twice weekly, and actively participate within assigned group discussions, and assignments as indicated. For Blackboard log in issues or trouble shooting assistance contact the Blackboard learner help desk at 479-575-6804 or 479-575-2904 or by emailing bbhelp@uark.edu.

INSTRUCTOR RESPONSE TIME

I generally respond to emails within 24 hours during the week and within 48 hours on the weekend. I take phone calls during office hours, as indicated within the instructor contact information. Appointments for consultation may be scheduled through Blackboard Collaborate. Grades are usually posted within 5 business days after the due date, though large assignments might take longer.

ADA POLICY

University of Arkansas Academic Policy Series 1520.10 requires that students with disabilities are provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact me privately at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through the Center for Educational Access (contact 479-575-3104 or visit cea.uark.edu for more information on registration procedures).

CONTENT OUTLINE

Additional information regarding course schedule, assignments and due dates are posted in Blackboard. Faculty reserves the right to amend the course schedule as needed.

**UNIVERSITY OF ARKANSAS
COLLEGE OF EDUCATION AND HEALTH PROFESSIONS
ELEANOR MANN SCHOOL OF NURSING**

NURS 5553 Specialty Development I: Nurse Executive Leaders (135 contact hours)

COURSE DESCRIPTION: This course will focus on microsystem level operations within the healthcare environment and issues faced by nurse administrators. Learning will enable the professional nurse to participate in operations surrounding the delivery of care in various health care organizations. This course will facilitate the application of learned theories and organizational principles.

COREQUISITE: None

PREREQUISITE COURSES: NURS 5401, NURS 5523, NURS 5043, NURS 5053, NURS 5063, MBAD 5241, HRWD 5233, NURS 6233, ESRM 6403

FACULTY: TBA

COURSE OUTCOMES: By the end of this course, the learner shall:

1. Complete the approved individualized learning objectives based on the assessment of current level of expertise and gaps in knowledge and experience.
2. Identify and articulate methods to improve care delivery in partner organizations in which practicum is conducted based on current evidence.

CONTENT OUTLINE: Individualized clinical experiences based on area of interest and approved preceptor/site; related readings.

TEACHING METHODS: Faculty consultation, clinical experiences under qualified preceptor, guided readings, written assignments, and online discussion.

RECOMMENDED TEXTBOOKS: See below

EVALUATION METHODS:

1. Self-assessment based on selected test plans, and/or national standards for area of interest, and plan for addressing clinical learning objectives = 15%
2. Clinical log and reflective journal entries = 20%
3. Process improvement project = 25%
4. Participation in online discussion board = 15%
5. Evaluation and completion of clinical learning objectives = 25%

GRADING SCALE: A = 90-100% B = 80-89% C = 70-79% D = 60-69% F = <60

LATE ASSIGNMENTS POLICY: Due dates for all written work are posted in the assignment instructions on Blackboard. Written work must be submitted as instructed on Blackboard by the due date and time in order to receive full credit. If you know of a conflict that will prevent you

from completing an assignment on time, please let the instructor know **PRIOR** to the time the assignment is due. **Otherwise, late work will receive half credit.** Discussion posts must be submitted on time in order to receive credit for the posting.

ACADEMIC HONESTY: As a core part of its mission, the University of Arkansas provides students with the opportunity to further their educational goals through programs of study and research in an environment that promotes freedom of inquiry and academic responsibility. Accomplishing this mission is only possible when intellectual honesty and individual integrity prevail.

Each University of Arkansas student is required to be familiar with and abide by the University's 'Academic Integrity Policy' which may be found at <http://provost.uark.edu/academicintegrity>. Students with questions about how these policies apply to particular course or assignment should immediately contact their instructor.

The application of the University of Arkansas Academic Honesty Policy, as stated in the Student Handbook, will be fully adhered to in this class. Grades and degrees earned through dishonest means devalue those earned by all students; therefore, it is important that students are aware of the University of Arkansas Academic Honesty Policy. Academic dishonesty involves acts that may subvert or compromise the integrity of the educational process.

ACCOMODATIONS UNDER THE AMERICANS WITH DISABILITIES ACT: When possible, and in accordance with 504/ADA guidelines, staff members from the Center for Students with Disabilities will work individually with students and assist academic units to determine reasonable accommodations that will enable every student to have access to the full range of programs and services. Phone: 479/575-3104 E-mail: ada@uark.edu

INCLEMENT WEATHER POLICY: The course will follow the University of Arkansas inclement weather policy.

STUDENT RESPONSIBILITY FOR COURSE PREPARATION:

- A. Prepare a written self- assessment comparing your knowledge and experience to national standards for your specialty.
- B. Prepare a written proposal for 100 clinical hours with qualified preceptors. This proposal should include:
 - a. your rationale for choosing these particular clinical sites, and
 - b. explanation of how the anticipated clinical experiences are consistent with the course objectives.
- C. Prepare a reading list of topics in your specialty area to support clinical hours (25 hours).
- D. Make initial contact with potential clinical site via letter. You should personalize this letter and mention any prior experience you have had with this site/preceptor and why you believe this is the best site for your experience.
- E. Provide completed Clinical Site/Preceptor Placement Request in Typhon.
- F. Enter anticipated clinical schedule in Typhon under Scheduling function.

STUDENT RESPONSIBILITY DURING THE COURSE:

- A. Attend scheduled clinical experiences (100 hours).

- B. Maintain time log in Typhon (log all hours immediately after completing each clinical experience)
- C. Maintain reflective journal (to be submitted after each clinical experience according to instructions posted on Blackboard).
- D. Complete planned readings and add additional sources as needed, and complete annotated bibliography entries (25 hours).
- E. Participate in asynchronous discussion board as scheduled by course faculty (10 hours).
- F. Submit clinical progress reports as described on Blackboard.

PRECEPTOR RESPONSIBILITY:

- A. Review goals and objectives for student achievement.
- B. Arrange mutually acceptable clinical hours with student.
- C. Help the student obtain necessary learning experiences either with the preceptor or with other professionals at the facility.
- D. Limit observational experiences and provide opportunities for student to be involved in hands-on care at the RN level.
- E. Evaluate student at the conclusion of the clinical experience and send evaluation to advisor.

FACULTY RESPONSIBILITY:

- A. Review self- assessment and proposal for clinical hours, providing feedback and revision as necessary.
- B. Conduct course within Blackboard.
- C. Receive evaluations from preceptors.
- D. Assign grade for the course.

**UNIVERSITY OF ARKANSAS
COLLEGE OF EDUCATION AND HEALTH PROFESSIONS
ELEANOR MANN SCHOOL OF NURSING**

NURS 5563 Specialty Development II: Nurse Executive Leader (135 contact hours)

COURSE DESCRIPTION: Students will complete a scholarly project or thesis synthesizing knowledge and skills from previous courses in program of study. Applied learning will focus on the development of a systems approach to nurse executive leadership and inquiry. Focus is on public and private health care delivery systems, alliances with internal and external environments, and strategic decision making and implementation in the rapidly evolving global arena of nursing leadership and practice. This course prepares professional nurses to apply leadership and evidence-based practice principles in the evaluation of quality processes encountered across health care industries.

COREQUISITE: NURS 579V/600V

PREREQUISITE COURSES: NURS 5401, NURS 5523, NURS 5043, NURS 5053, NURS 5063, MBAD 5241, HRWD 5233, NURS 6233, ESRM 6403, NURS 5343, NURS 5553, NURS 5423

FACULTY: TBA

COURSE OUTCOMES: By the end of this course, the learner shall:

1. Examine and implement evidence-based nursing leadership and management innovations to meet the challenges of a rapidly changing, complex health care system.
2. Demonstrates competence in the areas of nurse executive leadership, problem solving, change management, evidence-based practice from a systems perspective in a manner that supports the strategic goals of the organization in which practicum occurs.

CONTENT OUTLINE: Individualized practicum experience based on area of interest and approved preceptor/site; related readings.

TEACHING METHODS: Faculty consultation, practicum experiences, guided readings, written assignments, and online discussion.

RECOMMENDED TEXTBOOKS: See below

EVALUATION METHODS:

1. Written of scholarly/thesis = 60%
2. Oral presentation = 30%
3. Prepare project for peer-reviewed conference or journal = 10%

GRADING SCALE: A = 90-100% B = 80-89% C = 70-79% D = 60-69% F = <60

LATE ASSIGNMENTS POLICY: Due dates for all written work are posted in the assignment instructions on Blackboard. Written work must be submitted as instructed on Blackboard by the due date and time in order to receive full credit. If you know of a conflict that will prevent you from completing an assignment on time, please let the instructor know PRIOR to the time the assignment is due. **Otherwise, late work will receive half credit.** Discussion posts must be submitted on time in order to receive credit for the posting.

ACADEMIC HONESTY: As a core part of its mission, the University of Arkansas provides students with the opportunity to further their educational goals through programs of study and research in an environment that promotes freedom of inquiry and academic responsibility. Accomplishing this mission is only possible when intellectual honesty and individual integrity prevail.

Each University of Arkansas student is required to be familiar with and abide by the University's 'Academic Integrity Policy' which may be found at <http://provost.uark.edu/academicintegrity>. Students with questions about how these policies apply to particular course or assignment should immediately contact their instructor.

The application of the University of Arkansas Academic Honesty Policy, as stated in the Student Handbook, will be fully adhered to in this class. Grades and degrees earned through dishonest means devalue those earned by all students; therefore, it is important that students are aware of the University of Arkansas Academic Honesty Policy. Academic dishonesty involves acts that may subvert or compromise the integrity of the educational process.

ACCOMODATIONS UNDER THE AMERICANS WITH DISABILITIES ACT: When possible, and in accordance with 504/ADA guidelines, staff members from the Center for Students with Disabilities will work individually with students and assist academic units to determine reasonable accommodations that will enable every student to have access to the full range of programs and services. Phone: 479/575-3104 E-mail: ada@uark.edu

INCLEMENT WEATHER POLICY: The course will follow the University of Arkansas inclement weather policy.

STUDENT RESPONSIBILITY FOR COURSE PREPARATION:

- A. Prepare a written self- assessment comparing your knowledge and experience to national standards for your specialty.
- B. Prepare a written proposal for 100 clinical hours with qualified preceptors. This proposal should include:
 - a. your rationale for choosing these particular clinical sites, and
 - b. explanation of how the anticipated clinical experiences are consistent with the course objectives.
- C. Prepare a reading list of topics in your specialty area to support clinical hours (25 hours).
- D. Make initial contact with potential clinical site via letter. You should personalize this letter and mention any prior experience you have had with this site/preceptor and why you believe this is the best site for your experience.
- E. Provide completed Clinical Site/Preceptor Placement Request in Typhon.
- F. Enter anticipated clinical schedule in Typhon under Scheduling function.

STUDENT RESPONSIBILITY DURING THE COURSE:

- A. Attend scheduled clinical experiences (100 hours).
- B. Maintain time log in Typhon (log all hours immediately after completing each clinical experience)
- C. Maintain reflective journal (to be submitted after each clinical experience according to instructions posted on Blackboard).
- D. Complete planned readings and add additional sources as needed, and complete annotated bibliography entries (25 hours).
- E. Participate in asynchronous discussion board as scheduled by course faculty (10 hours).
- F. Submit clinical progress reports as described on Blackboard.

PRECEPTOR RESPONSIBILITY:

- A. Review goals and objectives for student achievement.
- B. Arrange mutually acceptable clinical hours with student.
- C. Help the student obtain necessary learning experiences either with the preceptor or with other professionals at the facility.
- D. Limit observational experiences and provide opportunities for student to be involved in hands-on care at the RN level.
- E. Evaluate student at the conclusion of the clinical experience and send evaluation to advisor.

FACULTY RESPONSIBILITY:

- A. Review self- assessment and proposal for clinical hours, providing feedback and revision as necessary.
- B. Conduct course within Blackboard.
- C. Receive evaluations from preceptors.
- D. Assign grade for the course.

Appendix C

MSN Nurse Executive Leader

Letters of Support



Siloam Springs
Regional Hospital

603 North Progress Avenue
Siloam Springs, Arkansas 72761
479-215-3000

September 25, 2015

Julie Anne Hoff, PhD, RN
Director and Billingsley Endowed Chair
Eleanor Mann School of Nursing
606 North Razorback Road, Room 115
Fayetteville, Arkansas 72701

Dear Dr. Hoff:

I am writing to show my support for the Executive Nursing Leadership master's program being proposed by the Eleanor Mann School of Nursing at the University of Arkansas. Graduate nursing programs support the Institute of Medicine's recommendation for nurses to achieve higher levels of education and training.

This proposed master's program has the potential to improve the patient care environment, enhance nurse satisfaction and decrease nursing turnover, thus ensuring the delivery of the highest quality patient care in Northwest Arkansas and beyond.

Siloam Springs Regional Hospital has long supported Eleanor Mann School of Nursing baccalaureate and graduate education programs and competes to hire and retain its graduates. I believe the proposed Executive Nursing Leadership program will greatly benefit my organization and the community we serve. I eagerly anticipate decisions regarding this program so I may encourage nurses from my organization to apply.

Sincerely,



Maria Wleklinski, BSN, RN
Chief Nursing Officer

MW/jlh

eleanormannltr



Physicians' Specialty Hospital

A Matter of Excellence.



WOMEN'S CHOICE AWARD[®]
AMERICA'S 100 BEST HOSPITALS
PATIENT EXPERIENCE
2012-2013-2014
ORTHOPEDICS 2014

MBSAQIP
METABOLIC AND BARIATRIC SURGERY
ACCREDITATION AND QUALITY IMPROVEMENT PROGRAM
ACCREDITED CENTER

September 24, 2015

Julie Anne Hoff, PhD, RN
Director and Billingsley Endowed Chair
Eleanor Mann School of Nursing
606 North Razorback Road, Room 115
Fayetteville, Arkansas 72701

Dear Dr. Hoff,

I am writing to show my support for the Executive Nursing Leadership master's program being proposed by the Eleanor Mann School of Nursing at the University of Arkansas. Graduate nursing programs support the Institute of Medicine's recommendation for nurses to achieve higher levels of education and training.

This proposed master's program has the potential to improve the patient care environment, enhance nurse satisfaction and decrease nursing turnover, thus ensuring the delivery of the highest quality patient care in Northwest Arkansas and beyond.

Physicians' Specialty Hospital has long supported Eleanor Mann School of Nursing baccalaureate and graduate education programs and compete to hire and retain its graduates. I believe the proposed Executive Nursing Leadership program will greatly benefit my organization and the community we serve. I eagerly anticipate decisions regarding this program so I may encourage nurses from my organization to apply.

Sincerely,

A handwritten signature in black ink that reads "W. Beadle RN CCM". The signature is fluid and cursive.

Walter Beadle, RN, CCM
Chief Nursing Officer

Official Healthcare Provider of the Arkansas Razorbacks[®]





Washington Regional

3215 N. North Hills Boulevard
Fayetteville, Arkansas 72703
Main Switchboard 479.463.1000
Executive Offices 479.463.5003
Facsimile 479.463.5977

September 25, 2015

Julie Anne Hoff, PhD, RN
Director and Billingsley Endowed Chair
Eleanor Mann School of Nursing
606 North Razorback Road, Room 115
Fayetteville, Arkansas 72701

Dear Dr. Hoff,

The intent of this letter is to show my support for the Executive Nursing Leadership master's program being proposed by the Eleanor Mann School of Nursing at the University of Arkansas. Graduate nursing programs support the Institute of Medicine's recommendation for nurses to achieve higher levels of education and training.

This proposed master's program has the potential to improve the patient care environment, enhance nurse satisfaction and decrease nursing turnover, thus ensuring the delivery of the highest quality patient care in Northwest Arkansas and beyond.

Washington Regional Medical Center has long supported Eleanor Mann School of Nursing baccalaureate and graduate education programs. We also complete to hire and retain its graduates. I believe the proposed Executive Nursing Leadership program will greatly benefit my organization and the community we serve. I eagerly anticipate decisions regarding this program so I may encourage nurses from my organization to apply.

Sincerely,

Beverly Winney
Senior VP / Chief Nursing Officer



Affiliate of Voluntary Hospitals of America, Inc.®

www.wregional.com



Northwest Medical Center
609 West Maple Avenue
Springdale, AR 72764
479.751.5711

Northwest Medical Center - Bentonville
3000 Medical Center Parkway
Bentonville, AR 72712
479.553.1000

Northwest Medical Center -
Willow Creek Women's Hospital
4301 Greathouse Springs Road
P.O. Box 544
Johnson, AR 72741
479.684.3000

NorthwestHealth.com

September 25, 2015

Julie Anne Hoff, PhD, RN
Director and Billingsley Endowed Chair
Eleanor Mann School of Nursing
606 North Razorback Road, Room 115
Fayetteville, Arkansas 72701

Dear Dr. Hoff,

I am writing to show my support for the Executive Nursing Leadership master's program being proposed by the Eleanor Mann School of Nursing at the University of Arkansas. Graduate nursing programs support the Institute of Medicine's recommendation for nurses to achieve higher levels of education and training.

This proposed master's program has the potential to improve the patient care environment, enhance nurse satisfaction and decrease nursing turnover, thus ensuring the delivery of the highest quality patient care in Northwest Arkansas and beyond.

Northwest Health System-Springdale has long supported Eleanor Mann School of Nursing baccalaureate and graduate education programs and compete to hire and retain its graduates. I believe the proposed Executive Nursing Leadership program will greatly benefit my organization and the community we serve. I eagerly anticipate decisions regarding this program so I may encourage nurses from my organization to apply.

Sincerely,

A handwritten signature in cursive script that reads 'Carolyn'.

Carolyn Quinlan RN MSN
Chief Nursing Officer



September 25, 2015

Julie Anne Hoff, PhD, RN
Director and Billingsley Endowed Chair
Eleanor Mann School of Nursing
606 North Razorback Road, Room 115
Fayetteville, Arkansas 72701

Dear Dr. Hoff,

I am writing to show my support for the Executive Nursing Leadership master's program being proposed by the Eleanor Mann School of Nursing at the University of Arkansas. Graduate nursing programs support the Institute of Medicine's recommendation for nurses to achieve higher levels of education and training.

This proposed master's program has the potential to improve the patient care environment, enhance nurse satisfaction and decrease nursing turnover, thus ensuring the delivery of the highest quality patient care in Northwest Arkansas and beyond.

Northwest Health System has long supported Eleanor Mann School of Nursing baccalaureate and graduate education programs and compete to hire and retain its graduates. I believe the proposed Executive Nursing Leadership program will greatly benefit my organization and the community we serve. I eagerly anticipate decisions regarding this program so I may encourage nurses from my organization to apply.

Sincerely,

A handwritten signature in cursive script that reads 'Karen Labonte, RN CNO'.

Karen Labonte, RN
Chief Nursing Officer
Email: klabonte@nw-health.com



DEPARTMENT OF VETERANS AFFAIRS
Veterans Healthcare System of the Ozarks
1100 North College Avenue
Fayetteville AR 72703-6995

September 25, 2015

Julie Anne Hoff, PhD, RN
Director and Billingsley Endowed Chair
Eleanor Mann School of Nursing
606 North Razorback Road, Room 115
Fayetteville, Arkansas 72701

Dear Dr. Hoff,

I am writing to show my support for the Executive Nursing Leadership master's program being proposed by the Eleanor Mann School of Nursing at the University of Arkansas. Graduate nursing programs support the Institute of Medicine's recommendation for nurses to achieve higher levels of education and training.

This proposed master's program has the potential to improve the patient care environment, enhance nurse satisfaction and decrease nursing turnover, thus ensuring the delivery of the highest quality patient care in Northwest Arkansas and beyond.

The VA Health Care System of the Ozarks has long supported Eleanor Mann School of Nursing baccalaureate and graduate education programs and compete to hire and retain its graduates. I believe the proposed Executive Nursing Leadership program will greatly benefit my organization and the community we serve. I eagerly anticipate decisions regarding this program so I may encourage nurses from my organization to apply.

Sincerely,

A handwritten signature in black ink, appearing to read "Amy S. Lesniewski", is written over the typed name and title.

Amy S. Lesniewski, RN MS
Associate Director-Patient Care Services/Nurse Executive