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College of Nursing College of Nursing

College of Nursing

**NURS 5339:** Role of Administrator

Fall 2014

**Instructor:** Cynthia Plonien DNP, RN, CENP

 *Clinical Associate Professor*

**Office Number:** Pickard Hall, Office 512B

**Office Telephone Number:** (817) 272-3793

**Email Address:** plonien@uta.edu

**Office Hours:** By appointment

**Section Information:** NURS 5339-001

**Time and Place of Class Meetings:**

* Tuesday, 4pm-7pm
* Pickard Hall, room TBA

**Description of Course:**

Examine and implement roles and functions of the administrative executive and managers in health care organizations.

**Student Learning Outcomes: [**

1. Evaluate the roles and functions of nurse administrators in selected rural/urban health care organizations.
2. Apply knowledge of trends and issues that influence nursing management in selected health care organizations.
3. Evaluate management processes used by nurse administrators in selected health care organizations.
4. Analyze research findings in decision-making processes.
5. Formulate a personal framework for nursing administration.
6. Implement selected aspects of the nursing administration role.

**Required Textbooks and Other Course Materials:**

Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2012). *Organizations: Behavior, structure, processes*. 14th ed. Boston, MA: Irwin McGraw Hill.  **ISBN: 0078112664 / 9780078112669**  (You may use the text you bought for N5311, but need:

Gibson Premium Online Resources, McGraw Hill Publishing (2012). **ISBN: 0077325737 / 9780077325732 Online Learning Center (OLC)** <http://www.mhhe.com/gibson14e> (call OLC Digital Care Team at 800-331-5094 with access issues). (Be sure to buy the edition with the premium content.)

(Package with text and premium online resources: **ISBN: 0077874544 / 9780077874544)**

Clark, C. (2009). Creative Nursing Leadership & Management. Boston, MA: Jones and Bartlett Publishers.

(NOTE: May use texts purchased for N5311)

American Psychological Association. (2010) *Publication manual of the American Psychological Association,* 6th ed. Washington, DC: Author. **ISBN: 9781433805615** (format for papers, crediting sources, references)

Articles listed in Blackboard and/or eReserves.

**Course Topics:**

* Role of the Nurse Executive and the Nurse Manager in a Managed Care Environment
* Personal Framework for Nursing Administration
* Evaluation of the Organization, Values, Motivation and Reward Systems
* Legal Aspects of Nursing Administration
* Managerial Responsibilities for Research and Education in Patient Care Delivery Systems
* Effective Human Resources Management

**Requirements:**

1. Extensive readings from texts, suggested references and related literature of personal selection.
2. Involvement in research project(s) relevant to nursing administration and summary presentation.
3. ***Clinical Evaluation:* Must be passed with at least 83% to pass the course.**
* **Preceptor Evaluation (10%): Due November 30, 2011**
* **Faculty Evaluation (15%): To be completed once journal is graded**
* **Clinical Journal (Total 45%):**
* **First submission due September 21, 2011 - 2.5%**
* **Second submission due October 12, 2011 - 7.5%**
* **Third submission due November 2, 2011 - 15%**
* **Final submission due November 30, 2011 - 20%**
1. ***Didactic Evaluation:* Must be passed with at least 83% to pass the course**.
* **Organizational Analysis Paper (20%) due November 23, 2011**
* **Class Presentation of Clinical Research Project(s) /Participation (5%) due December 7, 2011**
* **In Class/Online Attendance/Participation (5%)**

92 – 100 A

83 - 91 B

74 – 82 C

68 – 73 D

<68 F

**Note: Late papers**: Subtract 10 Points - day 1, 20 Points - day 2, 30 Points - day 3. Assignments not accepted after 3rd day. Score for papers after 3rd day are zero.

**CLINICAL EVALUATIONS:**

Students in this clinical course must pass both the didactic and clinical portions in order to pass the course. In order to pass the clinical portion, the student must receive a passing grade. Students who fail both didactic and clinical are required to retake the entire course. A Student that fails one section, either the didactic or clinical portion, may explore options with the Clinical Faculty, which could include, for example, an Incomplete that could be completed in a short timeframe or retaking the course. Specific Work involved in an Incomplete can only receive a **maximum** grade of 83%.

**STUDENT REQUIREMENT FOR PRECEPTOR AGREEMENTS/PACKETS:**

1. All Preceptor Agreements must be signed by the first day the student attends clinical (may be signed on that day).
2. **Student** is responsible to ensure that all of his/her preceptor agreements are signed before beginning clinical experience and those agreements are given to Felicia Chamberlain by the third week of the semester. (This means that even if a student doesn’t start working with a particular preceptor until late in the semester, s/he would contact that preceptor during the first 3 weeks of the semester.)
3. Felicia Chamberlain or designated support staff will enter the agreement date into database. The “Agreement Date” field in *Partners* is the date that the Preceptor signed the Agreement. This date must be on or before the student’s first clinical day.If this is the first time a preceptor is working with a graduate nursing student for The University of Texas at Arlington, please have him/her complete the Preceptor Biographical Data Sheet and submit it with his/her Curriculum Vitae.

The signed preceptor agreement is part of the clinical clearance process. Failure to submit it in a timely fashion will result in the inability to continue clinical activity.

**CLINICAL CLEARANCE:**

All students must have current clinical clearance to legally perform clinical hours each semester. If your clinical clearance is not current, you will be unable to do clinical hours that are required for this course and this would result in course failure.

**CLINICAL DRESS CODE:**

Realizing the importance of presenting a professional image as a manager/executive the following have been developed as guidelines when representing the UTA College of nursing to the community including all nursing administration practicum.

See MSN Dress Code at <http://www.uta.edu/nursing/MSN/graduate_student_dress_code.pdf>

**TEACHING METHODS/STRATEGIES:**

Lectures, class discussion, case studies, guest speakers, audio-visual aids, online activities via Blackboard, literature review.

Course materials and intra-course communication will be managed through Blackboard.

**Grading Policy:**

**A = 92 ‑ 100**

**B = 83 ‑ 91**

**C = 74 ‑ 82**

**D = 68 - 73**

**F = <68**

(D and F are **not** considered passing)

Grades are extended to two decimals without rounding for the final grade. For example a final course score of 91.99 is a B in the course.

Assignments and Projects are the major part of the course work and should receive appropriate attention. All material submitted for grading must meet the standards of graduate level work (content and format). All assignments are to be submitted electronically via Blackboard unless otherwise specified by the instructor. **Title page for each assignment is required unless otherwise specified.**

For any reason course work requiring resubmission will be dropped up to one letter grade at the discretion of the clinical faculty and only a maximum of a B or 91% percent can be achieved on any work resubmitted.

Turn in only one copy of your work; all assignments are the property of the University. Students should make a copy of their work prior to submission

**Attendance Policy:** Regular class attendance and participation is expected of all students. Students are responsible for all missed course information.

**Drop Policy:** Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance**. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. Contact the Financial Aid Office for more information.

Graduate students who wish to change a schedule by either dropping or adding a course must first consult with their Graduate Advisor. Regulations pertaining to adding or dropping courses are described below. Adds and drops may be made through late registration either on the Web at MyMav or in person through the student’s academic department. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance**. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. Contact the Financial Aid Office for more information. The last day to drop a course is listed in the Academic Calendar available at [http://www.uta.edu/uta/acadcal.](http://www.uta.edu/uta/acadcal)

1. A student may not add a course after the end of late registration.
2. A student dropping a graduate course after the Census Date but on or before the end of the 10th week of class may with the agreement of the instructor, receive a grade of W but only if passing the course with a C or better average. A grade of W will not be given if the student does not have at least a C average. In such instances, the student will receive a grade of F if he or she withdraws from the class. Students dropping a course must: (1) complete a Course Drop Form (available online <http://www.uta.edu/nursing/MSN/drop_resign_request.pdf> or Graduate Nursing office rooms 512 or 606); (2) obtain faculty signature and current course grade; and (3) submit the form to Graduate Nursing office rooms 512 or 606.
3. A student desiring to drop all courses in which he or she is enrolled is reminded that such action constitutes withdrawal (resignation) from the University. The student must indicate intention to withdraw and drop all courses by completing a resignation form in the Office of the Registrar or by: (1) Completing a resignation form (available online <http://www.uta.edu/nursing/MSN/drop_resign_request.pdf> or Graduate Nursing office rooms 512 or 606; (2) obtaining faculty signature for each course enrolled and current course grade; (3) Submitting the resignation form in the College of Nursing office room 512 or 606; and (4) The department office will send resignation form to the office of the Registrar.
4. In most cases, a student may not drop a graduate course or withdraw (resign) from the University after the 10th week of class. Under extreme circumstances, the Dean of Graduate Studies may consider a petition to withdraw (resign) from the University after the 10th week of class, but in no case may a graduate student selectively drop a course after the 10th week and remain enrolled in any other course. Students should use the special Petition to Withdraw for this purpose. See the section titled Withdrawal (Resignation) From the University for additional information concerning withdrawal. <http://www.grad.uta.edu/handbook>

**Last Day to Drop or Withdraw: October 29, 2014 – 4:00 PM**

**Americans with Disabilities Act:**  The University of Texas at Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including the *Americans with Disabilities Act (ADA)*. All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Any student requiring an accommodation for this course must provide the instructor with official documentation in the form of a letter certified by the staff in the Office for Students with Disabilities, University Hall 102. Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at [www.uta.edu/disability](http://www.uta.edu/disability) or by calling the Office for Students with Disabilities at (817) 272-3364.

**Academic Integrity:**  It is the philosophy of The University of Texas at Arlington that academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Discipline may include suspension or expulsion from the University. According to the UT System Regents’ Rule 50101, §2.2, "Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts."

**Plagiarism:** Copying another student’s paper or any portion of it is plagiarism. Copying a portion of published material (e.g., books or journals) without adequately documenting the source is plagiarism. Consistent with APA format, if five or more words in sequence are taken from a source, those words must be placed in quotes and the source referenced with author’s name, date of publication, and page number of publication. If the author’s ideas are rephrased, by transposing words or expressing the same idea using different words, the idea must be attributed to the author by proper referencing giving the author’s name and date of publication. If a single author’s ideas are discussed in more than one paragraph, the author must be referenced, according to APA format. Authors whose words or ideas have been used in the preparation of a paper must be listed in the references cited at the end of the paper. Students are expected to review the plagiarism module from the UT Arlington Central Library via <http://library.uta.edu/tutorials/Plagiarism>

**Student Support Services Available**: The University of Texas at Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. These resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals to resources for any reason, students may contact the Maverick Resource Hotline at 817-272-6107 or visit [www.uta.edu/resources](http://www.uta.edu/resources) for more information.

**Electronic Communication Policy:** The University of Texas at Arlington has adopted the University “MavMail” address as the sole official means of communication with students. MavMail is used to remind students of important deadlines, advertise events and activities, and permit the University to conduct official transactions exclusively by electronic means. For example, important information concerning registration, financial aid, payment of bills, and graduation are now sent to students through the MavMail system. All students are assigned a MavMail account. ***Students are responsible for checking their MavMail regularly.*** Information about activating and using MavMail is available at <http://www.uta.edu/oit/email/>. There is no additional charge to students for using this account, and it remains active even after they graduate from UT Arlington.

***For this course Blackboard email will be used extensively and should be checked often.***

To obtain your NetID or for logon assistance, visit <https://webapps.uta.edu/oit/selfservice/>. If you are unable to resolve your issue from the Self-Service website, contact the Helpdesk at helpdesk@uta.edu.

**Librarian to Contact:**

**Antoinette Nelson, MLS - Department Head: STEM Outreach & Scholarship**

Science & Engineering Library

Nedderman Hall BO3| Box 19497 | Arlington, TX 76019

817.272.7433 (W) | 817-235-4411 (C) | 817-272-5803 (F)

[http://www.uta.edu/library/sel/](https://owa.uta.edu/owa/PLONIEN%40exchange.uta.edu/redir.aspx?C=GZIvO5kbgUSRNW3psdmmpKBw_sj6a9BI57X24FNBPHi4cjHPt-Oc_yf6tw1TB__ZxkzxstY90I8.&URL=http%3a%2f%2fwww.uta.edu%2flibrary%2fsel%2f) | [nelsona@uta.edu](https://owa.uta.edu/owa/PLONIEN%40exchange.uta.edu/redir.aspx?C=GZIvO5kbgUSRNW3psdmmpKBw_sj6a9BI57X24FNBPHi4cjHPt-Oc_yf6tw1TB__ZxkzxstY90I8.&URL=mailto%3anelsona%40uta.edu)

[http://libguides.uta.edu/profile/nelson](https://owa.uta.edu/owa/PLONIEN%40exchange.uta.edu/redir.aspx?C=GZIvO5kbgUSRNW3psdmmpKBw_sj6a9BI57X24FNBPHi4cjHPt-Oc_yf6tw1TB__ZxkzxstY90I8.&URL=http%3a%2f%2flibguides.uta.edu%2fprofile%2fnelson)

**College of Nursing additional information:**

**Status of RN Licensure:** All graduate nursing students must have an unencumbered license as designated by the Texas Board of Nursing (BON) to participate in graduate clinical nursing courses. It is also imperative that any student whose license becomes encumbered by the BON must immediately notify their Associate Dean for the MSN Program, Department of Advanced Practicum Dr. Gray/Dr. Schira. The complete policy about encumbered licenses is available online at: [www.bon.state.tx.us](http://www.bon.state.tx.us)

**Student Code of Ethics:** The University of Texas at Arlington College of nursing supports the Student Code of Ethics Policy. Students are responsible for knowing and complying with the Code. The Code can be found in the student handbook online: <http://www.uta.edu/nursing/handbook/toc.php>

**No Gift Policy:** In accordance with Regent Rules and Regulations and the UTA Standards of Conduct, the College of Nursing has a “no gift” policy. A donation to one of the UTA College of Nursing Scholarship Funds, found at the following link: <http://www.uta.edu/nursing/scholarship_list.php> would be an appropriate way to recognize a faculty member’s contribution to your learning.  For information regarding Scholarship Funds, please contact the Dean’s office.

**Course Evaluation:**

Course evaluation is a continuous process and is the responsibility of both the faculty and the students. Ongoing feedback (formative evaluation) is the only way to improve the course and to assure that it meets your needs and those of the discipline of nursing. It is your responsibility to give immediate, constructive feedback regarding class structure and process.

Formal evaluation of the course and the instructor occurs at the end of the course. You will receive instructions at your University of Texas at Arlington e-mail address about how to complete the course evaluations online. Your ratings and comments are sent to a computer not connected to the College of Nursing, and faculty members do not receive the results until after they have turned in course grades.

**Bomb Threats:**

If anyone is tempted to call in a bomb threat, be aware that UTA will attempt to trace the phone call and prosecute all responsible parties. Every effort will be made to avoid cancellation of presentations/tests caused by bomb threats. Unannounced alternate sites will be available for these classes. Your instructor will make you aware of alternate class sites in the event that your classroom is not available.

**Online Conduct:** The discussion board should be viewed as a public and professional forum for course-related discussions. Students are free to discuss academic matters and consult one another regarding academic resources. The tone of postings should be professional in nature.

It is not appropriate to post statements of a personal or political nature, or statements criticizing classmates or faculty. Inappropriate statements/language will be deleted by the course faculty and may result in denied access to the Discussion boards. Refer to UTACON Student Handbook for more information.

***For this course Blackboard communication tools, discussion boards, and UTA MAV email will be used extensively and should be checked often.***

**Departmental Office/Support Staff**

**Department of MSN Administration**

**Jennifer Gray,** RN, PhD

Interim Dean

Email: jgray@uta.edu

**Cynthia Plonien**, DNP, RN, CENP

Director, Graduate Advisor - Program of Nursing Administration

plonien@uta.edu

(817) 272-3793

**Felicia Chamberlain**, Program Coordinator

Pickard Hall (817)-272-0659

Email: chamberl@uta.edu

**Janette Rieta,** Administrative Assistant

jrieta@uta.edu

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| --- | --- |
| **INSTRUCTOR:** | **Lead Instructor:** **Cynthia Plonien DNP, RN, CENP**Office Hours: by appointmentOffice: 512B Pickard HallOffice: 817-272-3793Cell: 817-938-6808Email:  plonien@uta.edu |

Statement of Scholarship

Masters of Science in Nursing Administration

University of Texas College of nursing

Congratulations! You’ve chosen to embark on an exciting journey in the University of Texas at Arlington (UTA) Masters of Science in Nursing Administration program. As the graduate faculty for this program, our assumption is that you’ll be stretched—as you take on new and challenging professional roles and responsibilities.

Many students believe graduate school is merely an extension of undergraduate work. However, graduate school requires that you be prepared and disciplined in your work, thinking, and writing. Some students may need to develop their ability to think critically, and to speak and write English properly and effectively.

We expect each of you to set high performance goals for yourselves and to enthusiastically pursue excellence. When you leave us, we know you’ll feel that your graduate experience was not only informational, but also transformational. Now is the time to renew your commitment to being an active participant in your own personal and professional development. We look forward to facilitating your successful completion of this program.

***Preparation for Class Sessions***

Students are expected to come to class prepared to discuss the topic assigned for each session. Text and selected articles are included in the schedule. Note that some sessions require the student to select, read, and bring an article related to the subject to class. **Please post citations with 1-2 sentence summary for your article in the designated Discussion Board following the class session**.

Please come to class prepared to answer the following questions about each selected or assigned article (or reading assignment).

1. What is the focus of the article/chapter?
2. What information did the authors use as the basis for their conclusions?
3. How does this information impact the role of a nurse administrator?
4. What additional questions do you have after reading this article?

**Descriptions of major assignments:**

**Course Assignments**

**ORGANIZATIONAL ANALYSIS GUIDELINES (100 points/ 20% of Course Grade)**

The project will be a written organizational analysis incorporating knowledge gained from N5311, your clinical experience, and advanced knowledge gained from this course. Your analysis will include the components defined in the Organization Analysis Guidelines. Include references related to justification of your conclusions about the organization and include supporting documentation from the organization as needed. Paper should be typed in 10-12 font and be no more than 10-12 pages in length (supporting documentation excepted).

**CLINICAL JOURNAL GUIDELINES (100 points / 45% of Course Grade:**

**Distribution: Submission 1 = 2.5%; Submission 2 = 7.5%; Submission 3 = 15%; Submission 4 = 20%)**

The Clinical Journal is a work-in-progress document, which is used to illustrate the student’s comprehension and application of the objectives of the Nursing Administration specialty courses N5339 and N5340. The student initiates the Journal at the beginning of N5339 and documents activities performed and knowledge gained related to the N5339 course objectives. Journals should reflect the following:

1. A brief description of the student’s experiences and activities regarding advanced nursing management in the clinical setting.
2. The student’s personal objectives for each clinical site and their subsequent evaluation.
3. Development of the student’s personal advanced nursing practice skills – including the Core Competencies.
4. The ability to integrate and apply didactic and theoretical information into common leadership/management situations, as evidenced by written analysis of experiences and activities.
5. Increasing evidence of the student’s critical decision-making ability.
6. Application and integration of the roles of the advanced nurse leader/administrator in a variety of settings.
7. Application and integration of research and other evidence relevant to nursing administration

The clinical journal will be submitted to faculty for feedback throughout the semester. Refer to the assignment section of Blackboard and the dates on the class schedule.

**GUIDELINES FOR CLINICAL JOURNALS**

**Initial Journal Entry (see due date in Assignments)**

1. **Information about your clinical site and preceptor-contact person**

UTA College of Nursing cover page

Table of Contents

Introductory paragraph (as required with APA format)

Name of your preceptor-contact person

Position or title

Organization

Address

Telephone No.

Fax No.

Email Address:

1. **Personal Objectives for Clinical**

The student is expected to formulate personal clinical objectives specific to the anticipated activities in each clinical site. The purpose of developing personal clinical objectives is to allow the student the opportunity to enhance and guide learning. These objectives should be shared with the preceptor prior to the clinical experience. When formulating these objectives, the student should be as specific as possible and realistic.

A minimum of three objectives is expected for the semester. These should be congruent with course objectives, but more specific and measurable. Be realistic in terms of the number of objectives that will be possible to meet during a semester. To become familiar with this process and understand writing objectives, please take advantage of **Learning Objectives and Sample Objectives under Resources.**

1. **Selected Core Competencies**

By the completion of all coursework in the Nursing Administration Program, you are expected to have achieved all 14 Core Competencies identified in the Joint Position Statement on Nursing Administration Education (1997) of the American Association of Colleges of Nursing and American Organization of Nurse Executives (See Syllabus). Based upon your objectives in this Clinical, select the Competencies in terms of your greatest need and what will be of value to you in your current and future work situations. Be realistic in the number of competencies you wish to work on this semester (3-4 is a reasonable number).

1. **Learning Activities or Experiences**

Identify activities that you will engage with your preceptor in order to meet each objective you have developed and each core competency you have selected.

***A sample table such as the one below works well for the initial submission of items # 2-4 above*.** A one word indicator of your objectives and competencies should be used in your journal entries and indicated as such in parentheses after the objective/competency. For example:

|  |  |  |
| --- | --- | --- |
| OBJECTIVES | **CORE COMPETENCIES** | **LEARNING ACTIVITIES** |
| Explore the role of the nurse executive at MHS (Role) | Facilitate collaborative relationships (Relationships) |  |

1. **Personal Philosophy/Framework for Nursing Administration (Format: Double-Space)**

The Personal Philosophy/Framework for Nursing Administration provides the philosophical basis for the student’s advanced nursing practice and is used to guide decision making in all clinical encounters. The student will be expected to further refine and enhance this framework as he/she moves through the nursing administration program (ex: theories of leadership, motivation/reward, change, etc.).

**A sample journal is posted under Resources. This journal is a compilation of exemplar journals from former students and will help you see the flow of ideas, brevity of learning activities, analyses, and how references are to be used to support or challenge your observations/conclusions/comparisons/contrasts.**

1. **Journal (please refer to Sample Journal)**

Include the following components in your clinical journal:

* Provide a description of experiences and activities regarding advanced nursing administration in the clinical setting.
* Identify the personal objectives and core competencies focused on during the clinical visit.
* Provide evidence of the development of your personal advanced nursing practice skills – especially related to the core competencies.
* Document the clinical experiences, date, time, and place. Identify hours for each clinical session and cumulative hours for the semester (use a table). Clinical onsite hours must total 90 hours. Your experience is valuable. However, you are expected to use the literature to validate those experiences. Use APA 6th edition format when citing literature. Include a reference page.
* Demonstrate your ability to apply and integrate didactic/theoretical information into common leadership/management situations.
* Show increasing evidence of your critical decision-making ability.Support your views with the literature.
* Demonstrate application and integration of the roles of the advanced nurse leader/administrator in a variety of situations by:
	+ Describing how you have applied and integrated information gained in the classroom and related readings into the role of a nurse leader/administrator.
	+ Using examples of specific experiences encountered in the clinical setting, describe actual happenings, and then describe how you personally would have conducted the situation.Compare and contrast the two. Support your statements with evidenced-based referencesfrom the literature**.**
1. Journal Summary **(please refer to Sample Journal)**
* The Summary of the clinical experience should include an evaluation of the objectives with a brief description of how each objective and core competency was met. Show how you have benefitted and grown in the Core Competencies selected for this clinical experience. Include examples of how your skills as nurse leader/administrator have developed during your clinical experience.
1. Core Competency Table **(please refer to Sample Journal) (NOTE: This section will NOT be submitted with the journal in N5339)**
* In N5339, this table should begin to summarize how you have achieved each Nursing Administration Program Core Competencies in Table format (see the sample Core Competency Table from Sample Journal). This will be demonstrated by formulating a Table that lists all Nursing Administration Program Core Competencies and identifies activities and/or assignments that were completed and the course in which they were completed. The table should show evidence of the development of your personal advanced nursing practice skills. The table will be completed with the work you accomplish in subsequent courses, ending with the Capstone course, N5340 Management Seminar & Practicum
1. References
2. Appendices

**RESEARCH PARTICIPATION PRESENTATION (100 points: 5% of Course Grade)**

Students meet with the preceptor to discuss an opportunity to participate in a research project that is ongoing in the facility, or is a proposed project that the student can initiate. Student may participate in most any stage of the project, i.e., literature search, tool development, implementation, data gathering, data analysis, evaluation, and/or write-up. In the past, students have participated in poster or paper presentations, and manuscript development. Documentation of the process should be included in the Journal.

If no research projects are identified, you may use an evidence-based practice or continuing improvement project. Discuss with your grading faculty prior to initiating project.

**\*Your research project is to be part of your organizational analysis paper (See Organizational Analysis Paper Guidelines).**

**Further:**

 \*Post a **one page summary** of your Research Project on the designated Discussion Board.

 \*Prepare a short oral presentation describing the research project and your involvement

 \*Be prepared to discuss the conduct of research from the perspective of the Nurse Administrator.

**EVALUATIONS**

At the end of the semester, in accordance with good clinical practice in nursing administration, the following evaluations are completed:

1. Preceptor Evaluation of Student (10% of Grade): Provide the appropriate evaluation form to the preceptor. At the end of the clinical experience, schedule a meeting time between student and preceptor to review and discuss the evaluation. Both preceptor and student signatures are required.
2. Faculty Evaluation of Student (15% of Grade): Grading faculty will complete the evaluation once the final journals have been read. A meeting time will be scheduled during the final semester week; can be done in person or via telephone, at the student/faculty discretion.
3. Student Evaluation of Faculty: Course, site, and faculty evaluations are conducted during the last class session.
4. Student Evaluation of Clinical Site/Preceptor: Students have the opportunity to complete an evaluation of the experience at the clinical site.

**CLINICAL EXPECTATIONS AND REQUIREMENTS**

1. The student will complete a minimum of 90 clinical hours onsite to receive course credit.
2. The student will develop personal objectives in areas of individual interest which are congruent with course objectives.
3. Student initiates a meeting with the preceptor to discuss course and personal objectives and learning experiences desired. These may be revised as a result of this meeting based on the specific opportunities available in this organization.
4. Student will select core competencies in areas of personal choice. The student also is expected to demonstrate growth in core competencies in selected areas of personal choice. These should be in areas that will be of most value to the student.
5. Student should be prepared to give the preceptor a brief synopsis of his/her educational and experiential background. The student also should provide the preceptor with a resume or curriculum vita.
6. Student objectives for the clinical are due to faculty with the first journal submission.
7. Student arranges regularly scheduled conferences with the preceptor to assess learning experiences.
8. Student arranges a mid-semester meeting (after approximately 45 clinical hours) with the student’s preceptor and faculty. The meeting may be face-to-face or by conference call.

**SELECTION OF PRACTICE SITES AND PRECEPTORS**

Practice sites and preceptors are selected jointly by the student and the nursing administration faculty and/or practice faculty, taking into consideration the student’s educational and experiential background, career goals, and professional interests. Practice sites may be within health care organizations and agencies where the College of Nursing has established interagency affiliation agreements or within other health care facilities where an experience may be sought, through a letter of agreement. Preceptors-contact persons are selected for their knowledge and expertise in the field of management, and for their ability to create and promote a positive learning environment for the student. A master’s degree in nursing, health care administration, or business administration is required for preceptors. Exceptions are considered on an individual basis where a preceptor’s expertise in a specialized area may contribute to a valuable learning experience for the student. The nursing administration faculty is responsible for the general supervision of the practice component through conferences with the student, and through a mid-hours (sometime midway in the 90 hours) meeting. Faculty act as liaison and resource persons.

**APPROPRIATE LEARNING ACTIVITIES**

The preceptor-contact person aids the student to identify appropriate learning activities to meet the objectives. As much as possible, students should endeavor to get “hands-on” types of learning activities. Observational experiences, interviews with selected personnel of the organization, attendance at meetings, and participation in projects are all appropriate. Involvement in projects that are of mutual benefit to the student and the organization is encouraged and there may be several projects in which the student is engaged over the course of the semester. Take advantage of all opportunities (not restricted to one).

**NUMBER OF HOURS REQUIRED**

 Students must complete 90 onsite clinical hours. A minimum of 90 onsite clinical hours is required to pass the course.

**SUGGESTED AREAS OF INVESTIGATION FOR CLINICAL COMPONENT**

The student should attempt to view the organization as a whole and seek learning experiences that will broaden his/her understanding of how the nursing interfaces with other departments. The following are suggested areas for examination and by no means constitute a complete list. Students may be involved in several projects with the preceptor over the course of the semester. Take advantage of all opportunities (not restricted to only one). **Financial management, budgeting and staffing are not included, as they comprise the clinical component for Nursing Administration Financial Management.** These areas may be investigated, however, after discussion with faculty.

1. Philosophy, mission statement, goals, objectives of the total organization, and the nursing services.
2. Organization structure, departmentalization, decentralization, governance.
3. Strategic planning processes; strategic plans.
4. Marketing strategies; plans
5. Policies and procedures.
6. Standards of patient care.
7. Patient care delivery systems; case management, critical pathways.
8. Risk management; continuing quality improvement.
9. Performance evaluations; reward systems.
10. Peer review system.
11. Research and education.
12. Legal aspects of administration
13. Ethical decision-making.
14. Chaplains’ services; spiritual counseling.
15. Social services.
16. Outpatient services; ambulatory care; clinics; home health; hospice.
17. Discharge planning; continuity of care.
18. Extended care facilities.
19. Nursing informatics; information systems
20. Public relations; guest services.
21. Human resource department.
22. Physician relations.
23. Consumer participation in health care.
24. Ramifications of corporate mergers.
25. Organizational politics in health care organizations.

**Core Competencies**

* Develop and articulate a vision for nursing practice
* Facilitate collaborative relationships
* Use advanced analytic, problem solving and communication skills
* Make sound decisions that value effectiveness and parsimony in use of resources
* Use information and communication technology in a global framework
* Assume risk-taking behavior that promotes quality patient care
* Advocate consumer and community partnering
* Demonstrate creative problem solving
* Use team-building strategies that create partnerships and collaboration within nursing and across health care disciplines
* Embrace change and manage it effectively
* Negotiate and resolve conflict
* Effectively market the nursing practice enterprise
* Demonstrate effective public speaking
* Establish relationships with community groups around the issue of health

Reference

American Association of Colleges of Nursing, & American Organization of Nurse  Executives. (1997). *Joint Position Statement on Education for Nurses in Administrative Roles.* Washington, DC: American Association of Colleges of Nursing.