 <p><b>Chaminade University</b> OF HONOLULU</p>	<p><b>Course Syllabus</b>  <a href="#">Chaminade University of Honolulu</a>  3140 Waialae Avenue - Honolulu, HI 96816</p>
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**Course Number:** NUR 403 Nursing Leadership  
**Department Name:** School of Nursing and Health Professions  
**Term:** Summer 2024  
**Course Credits:** 3 credits

**Class Meeting Days/Hours/Location:**  
Wed 1230-1630 Henry Hall 207

**Instructor and Course Coordinator:**  
Jen Nafarrete EdD MSN RNC  
[Jennifer.nafarrete@chaminade.edu](mailto:Jennifer.nafarrete@chaminade.edu)

**Office Location:** Henry Hall 118-G  
**Office Hours:** As needed. Please email me with your availability.

**Guidelines for Communication:**

Email: use the Chaminade email account provided. Always include a subject line such as NUR 403 and add the topic of the email. Use standard fonts; special formatting such as centering, audio messages, and tables should be avoided. Send an attachment with the email if the above items need to be shared. Classroom correspondence should be conducted using the Canvas email function.

**COURSE DESCRIPTION:**

Management and leadership skills are essential for all professional nurses. These skills are “community based” in that it is the community in which we serve that defines the needed abilities of managers and leaders in healthcare systems. The focus of this course is an introduction to varied theoretical frameworks that support principles of leadership and management in nursing and in all types of organizational settings. Emphasis is placed on developing, enhancing, and demonstrating leadership skills. Students are exposed to practical situations in the management of patient care in various healthcare settings.

This course provides an opportunity for the senior nursing student to investigate the role of nurse managers and leaders and to prepare for the practice of nursing management within various healthcare settings. Organizational structure, methods of nursing care delivery, comparison of management and nursing processes, decision-making, change, communication skills, collaboration, team building, ethical considerations, interpersonal skills of effective nursing leadership and management, and organizational issues related to the quality of client, family, and personnel outcomes are integrated in the course.

**PREREQUISITES:** All 300-level Nursing courses completed.

## **Marianist Values**

This class represents one component of your education at Chaminade University of Honolulu. An education in the Marianist Tradition is marked by five principles and you should take every opportunity possible to reflect upon the role of these characteristics in your education and development:

1. Education for formation in faith
2. Provide an integral, quality education
3. Educate in family spirit
4. Educate for service, justice and peace
5. Educate for adaptation and change

In NUR 403 we strive to provide you with a quality nursing education through the lens of the Marianist value of service, justice, and peace. The following attitudes, skills and knowledge related to social justice are expected in this course:

- Demonstrate the professional standards of moral, ethical, and legal conduct.
- Assume accountability for personal and professional behaviors.
- Promote the image of nursing by modeling the values and articulating the knowledge, skills, and attitudes of the nursing profession.
- Demonstrate professionalism, including attention to appearance, demeanor, respect for self and others, and attention to professional boundaries with patients and families as well as among caregivers.
- Reflect on one's own beliefs and values as they relate to professional practice.
- Identify personal, professional, and environmental risks that impact personal and professional choices and behaviors.
- Recognize the impact of attitudes, values, and expectations on the care of the very young, frail older adults, and other vulnerable populations.
- Act to prevent unsafe, illegal, or unethical care practices.
- Articulate the value of pursuing practice excellence, lifelong learning, and professional engagement to foster professional growth and development.

## **Native Hawaiian Values**

Education is an integral value in both Marianist and Native Hawaiian culture. Both recognize the transformative effect of a well-rounded, value-centered education on society, particularly in seeking justice for the marginalized, the forgotten, and the oppressed, always with an eye toward God (Ke Akua). This is reflected in the 'Olelo No'eau (Hawaiian proverbs) and Marianist core beliefs:

1. Educate for Formation in Faith (Mana) E ola au i ke akua ('Olelo No'eau 364) May I live by God
2. Provide an Integral, Quality Education (Na'auao) Lawe i ka ma'alea a kū'ono'ono ('Olelo No'eau 1957) Acquire skill and make it deep
3. Educate in Family Spirit ('Ohana) 'Ike aku, 'ike mai, kōkua aku kōkua mai; pela iho la ka nohana 'ohana ('Olelo No'eau 1200) Recognize others, be recognized, help others, be helped; such is a family relationship
4. Educate for Service, Justice and Peace (Aloha) Ka lama kū o ka no'eau ('Olelo No'eau 1430) Education is the standing torch of wisdom
5. Educate for Adaptation and Change (Aina) 'A'ohe pau ka 'ike i ka hālau ho'okahi ('Olelo No'eau 203) All knowledge is not taught in the same school

**COURSE LEARNING OUTCOMES:** At the end of this course, the student should be able to:

1. Analyze the nursing care delivery systems used in delivering care to different populations in a variety of settings
2. Utilize collaboration, delegation, and prioritization skills for the delivery of safe, effective client care
3. Integrate evidence and clinical judgment in the application of leadership/management of care strategies
4. Utilize information and communication technologies to drive decision making process in the management of client care.
5. Apply principles of quality improvement in the management of human resources and services across the healthcare continuum.

**Additional Service-Learning Outcome:**

Demonstrate an understanding of the connections between academic work and real-life situations.

**Alignment of Learning Outcomes**

**Key progression in professional nurse practice:** Key: I=Introduced, D=Developed, M=Mastered

<b>Program Learning Outcomes</b>	<b>CL O 1</b>	<b>CL O 2</b>	<b>CL O 3</b>	<b>CL O 4</b>	<b>CL O 5</b>
PLO#1 Utilize the nursing process to advocate for safe, holistic, patient-centered care across the lifespan, incorporating the Marianist value of service, justice and peace	M	M	M		
PLO#2 Apply leadership and communication skills to ensure quality, collaborative and continuous patient care		M	M		
PLO#3 Integrate credible research with clinical expertise and patient preferences for optimal care across the lifespan			M	M	M
PLO#4 Incorporate informatics and healthcare technologies into the practice of professional nursing.			M	M	M
PLO#5 Contribute to the safety and quality improvement of the healthcare environment.				M	M

<b>Program Associated Hawaiian Core Values</b>	<b>CL O 1</b>	<b>CL O 2</b>	<b>CL O 3</b>	<b>CL O 4</b>	<b>CL O 5</b>
1. Patient Centered-Care <i>Ka malama olakino pili pono I ia kanaka</i>		D	D		
2. Community Based Care <i>Ka malama olakino ma o ke kaiaulu</i>		D			

3. Developmentally and Culturally Appropriate Care <i>Ka malama olakino noka ho`omohala a me ka mo`omeheu</i>	D			D	
4. Care Across the Lifespan <i>Ka malama olakino o ka wa ola</i>		D	D		

**REQUIRED TEXTS:**

- ATI Content Mastery Series. (2019). *Learning System Package*

**TEACHING –LEARNING STRATEGIES:** Lecture, discussion, leadership project, virtual simulation, group activities, case studies, student presentation, online tutorials, concept mapping, and debate.

**SUPPLEMENTAL MATERIALS:**

The Learning Management System, **Canvas**, is used throughout all the nursing courses. Course website address: <https://chaminade.instructure.com>. Hardware requirements: Canvas is accessible from most PCs and Macintosh computers with a reliable Internet connection. Canvas is accessible on all computers available for use on campus.

**Technical Assistance for Canvas Users:**

- Search for help on specific topics or get tips in [Canvas Students](#)
- [Live chat with Canvas Support for students](#)
- Canvas Support Hotline for students: +1-833-209-6111
- Watch this [video to get you started](#)
- [Online tutorials](#): click on “Students” role to access tutorials
- Contact the Chaminade IT Helpdesk for technical issues: [helpdesk@chaminade.edu](mailto:helpdesk@chaminade.edu) or call (808) 735-4855

**Assessment Technologies Institute (ATI)** is an online educational learning system used throughout the nursing courses at CUH SON. Website: <https://www.atitesting.com>. Complete system requirements are available on the log on page. For all inquiries during office hours use: 1-800-667-7531. After hours technical support, send an email to [helpdesk@atitesting.com](mailto:helpdesk@atitesting.com).

**Final Grading Scale**

Letter grades are given in all courses except those conducted on a credit/no credit basis. Grades are calculated from the student’s daily work, class participation, quizzes, tests, term papers, reports and the final examination. They are interpreted as follows:

- A Outstanding scholarship (90.0% - 100.0%)
- B Superior work (80.0%-89.99%)
- C Average grade (70.0%-79.99%)
- D Inferior work 60.0%-69.99%
- F Failed to grasp the minimum subject matter; no credit given (below 59.99%)

**No Rounding of Grades: Example- If a student earned a final percentage grade of 69.99%, the final score will NOT be rounded to 70.**

### **COURSE REQUIREMENTS/METHOD OF EVALUATION:**

ATI Sigma Nurse Manager Certificate	10%
Portfolio (resume, cover letter, mock interview, etc)	5%
Community Service	5%
EXAM 1	20%
Debate	10%
Quality Improvement Project	10%
ATI Practice A & B and Remediation	P/F
EXAM 2	20%
ATI Proctored Nutrition Exam	10%
ATI Proctored Leadership Exam	10%

All assignments are REQUIRED and due as noted in your Canvas page. **No late assignments will be given credit without prior instructor agreement.** Many assignments can be completed before the week they are due so take advantage of your available free time and complete/submit work early if appropriate. The ATI Remediation templates should be done after both 2023 Practice Assessment A and B.

**\*SON COURSE POLICIES:** All policies stated in the Chaminade University and the School of Nursing handbooks are in effect in this course.

### **Overall Testing Policy**

- There is no 75% test average policy in NUR 403

### **ATI Policy**

ATI Required Preparation:

1. Prior to taking the proctored Leadership ATI examination you will be required to complete both non-proctored 2023 versions of the exam by the following date: 6/26/24
2. Utilize the non-proctored exams to study. When you take the non-proctored exams the first time, study the areas that you missed by utilizing the focused review tool provided by ATI.
3. On the ATI focused review Website select "all missed topics" to review. Read and view all the material provided by ATI to study.
4. Once you have read and viewed all the material provided by ATI, complete the active learning template for each topic reviewed and turn in to your instructor by the following date 7/3/24.
5. Once you have turned in the active learning templates, your instructor will turn on the rationales for the right and wrong answers for the non-proctored ATI examinations.
6. Take the exams again and this time read the rationales provided by ATI for the right and wrong answers (even if you obtained the correct answer); this will help you study the material.
7. Once you have completed the study requirements delineated above, you may take the proctored Leadership ATI examination which is tentatively scheduled for 7/10/24

### **ATI Grading Policy**

- If the student obtains a level 2 or above on the proctored ATI exam, the student will receive 100% for this portion of the grade.
- If the student scores a level 1 or below a level 1 on the proctored ATI exam, the student will

receive 0% for this portion of the grade.

- The benchmark of all ATI content mastery exams is a level 2. If the student obtains below level 2; the student has not been able to demonstrate mastery of the content and is not meeting course expectations.
- Therefore, if the student obtains a level 1 or below a level 1 on the ATI content mastery examination, the student must complete a focused review, submit active learning templates, and retake the mastery examination by the specified date.
- If the student obtains a level 2 on the retake examination, the ATI score will increase to 50%.
- If the student obtains a level 1 on the retake examination, the ATI grade will not change based on the retake examination, it will remain 0%.
- If the student is unable to achieve at least a level 1 on the retake exam, the student will fail the course.
- The course specific proctored ATI examination will be worth 10% of the final course grade.

## Course Policies

All policies stated in the Chaminade University Student Handbook [Link](#) and Chaminade University School of Nursing and Health Professions BSN Student Handbook [Link](#). are in effect in this course.

### Academic Conduct Policy

Nursing students are responsible for promoting academic honesty in all educational settings. ***Any behavior that impedes assessment is considered academic dishonesty by the CUH SONHP.*** Nursing students represent Chaminade University and the School of Nursing and as such are expected to demonstrate professional, ethical behavior in the classroom, in laboratory settings, in the clinical setting, and in the community. The Chaminade student nurse shall be committed to the Marianist values and the core values of the School of Nursing. ***Violations of the principle of academic honesty are extremely serious and will not be tolerated.*** Students are responsible for promoting academic honesty by not participating in any act of dishonesty and by reporting any incidence of academic dishonesty to an instructor or to a university official. Please refer to “*Professional Behavior*” in the **Nursing and Health Professions BSN Student Handbook** [Link](#) for an in-depth explanation.

### Late Work Policy

Offer specifics about your policy on late work

### Grades of "Incomplete"

See **Nursing and Health Professions BSN Student Handbook** [Link](#).

### Writing Policy

All submitted papers must be in an acceptable format per course coordinator. Papers are to be written in a scholarly manner, formatted in APA style. Refer to APA guidelines.

### Cell phones, tablets, and laptops

Out of consideration for your classmates, please set your cell phone to silent mode during class.

Students are encouraged to bring laptops or tablets to class as the instructor will assign online activities and readings that will require the use of a laptop or tablet. Laptops and tablets should not be misused, such as checking distracting websites. Use your best judgment and respect your classmates and instructor. Laptops and tablets should not be misused, such as checking distracting websites or recording. *Students may not record or distribute any class activity without written permission from the instructor, except as necessary as part of approved accommodations for students with disabilities. Any approved recordings may only be used for the student's own private use.* Use your best judgment and respect your classmates and instructor.

## University Information

### Disability Access

If you need individual accommodations to meet course outcomes because of a documented disability, please speak with me to discuss your needs as soon as possible so that we can ensure your full participation in class and fair assessment of your work. Students with special needs who meet criteria for the Americans with Disabilities Act (ADA) provisions must provide written documentation of the need for accommodations from Kōkua 'Ike: Center for Student Learning by the end of week three of the class, in order for instructors to plan accordingly. If a student would like to determine if they meet the criteria for accommodations, they should contact the Kōkua 'Ike Coordinator at (808) 739-8305 for further information ([ada@chaminade.edu](mailto:ada@chaminade.edu)).

### Title IX Compliance

Chaminade University of Honolulu recognizes the inherent dignity of all individuals and promotes respect for all people. Sexual misconduct, physical and/or psychological abuse will NOT be tolerated at CUH. If you have been the victim of sexual misconduct, physical and/or psychological abuse, we encourage you to report this matter promptly. As a faculty member, I am interested in promoting a safe and healthy environment, and should I learn of any sexual misconduct, physical and/or psychological abuse, I must report the matter to the Title IX Coordinator. If you or someone you know has been harassed or assaulted, you can find the appropriate resources by visiting Campus Ministry, the Dean of Students Office, the Counseling Center, or the Office for Compliance and Personnel Services.

### Attendance Policy

Students are expected to regularly attend all courses for which they are registered. Student should notify their instructors when illness or other extenuating circumstances prevents them from attending class and make arrangements to complete missed assignments. Notification may be done by emailing the instructor's Chaminade email address, calling the instructor's campus extension, or by leaving a message with the instructor's division office. It is the instructor's prerogative to modify deadlines of course requirements accordingly. Any student who stops attending a course without officially withdrawing may receive a failing grade.

Unexcused absences equivalent to more than a week of classes may lead to a grade reduction for the course. Any unexcused absence of two consecutive weeks or more may result in being withdrawn from the course by the instructor, although the instructor is not required to withdraw students in that scenario. Repeated absences put students at risk of failing grades.

Students with disabilities who have obtained accommodations from the Chaminade University of Honolulu Tutor Coordinator may be considered for an exception when the accommodation does not materially alter the attainment of the learning outcomes.

Federal regulations require continued attendance for continuing payment of financial aid. When illness or personal reasons necessitate continued absence, the student should communicate first with the instructor to review the options. Anyone who stops attending a course without official withdrawal may receive a failing grade or be withdrawn by the instructor at the instructor's discretion.

### **Student Conduct Policy**

Campus life is a unique situation requiring the full cooperation of each individual. For many, Chaminade is not only a school, but a home and a place of work as well. That makes it a community environment in which the actions of one student may directly affect other students. Therefore, each person must exercise a high degree of responsibility. Any community must have standards of conduct and rules by which it operates. At Chaminade, these standards are outlined so as to reflect both the Catholic, Marianist values of the institution and to honor and respect students as responsible adults. All alleged violations of the community standards are handled through an established student conduct process, outlined in the Student Handbook, and operated within the guidelines set to honor both students' rights and campus values.

Students should conduct themselves in a manner that reflects the ideals of the University. This includes knowing and respecting the intent of rules, regulations, and/or policies presented in the Student Handbook, and realizing that students are subject to the University's jurisdiction from the time of their admission until their enrollment has been formally terminated. Please refer to the Student Handbook for more details. A copy of the Student Handbook is available on the Chaminade website under Student Life. [Link](#)

For further information, please refer to the Chaminade Catalog ([Link](#))

### **Credit Hour Policy**

The unit of semester credit is defined as university-level credit that is awarded for the completion of coursework. One credit hour reflects the amount of work represented in the intended learning outcomes and verified by evidence of student achievement for those learning outcomes. Each credit hour earned at Chaminade University should result in 45 hours of engagement. This equates to one hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work each week for approximately fifteen weeks for one semester, 10-week term, or equivalent amount of work over a different amount of time. Direct instructor engagement and out-of-class work result in total student engagement time of 45 hours for one credit.

The minimum 45 hours of engagement per credit hour can be satisfied in fully online, internship, or other specialized courses through several means, including (a) regular online instruction or interaction with the faculty member and fellow students and (b) academic engagement through extensive reading, research, online discussion, online quizzes or exams; instruction, collaborative group work, internships, laboratory work, practica, studio work, and preparation of papers, presentations, or other forms of assessment. This policy is in accordance with federal regulations and regional accrediting agencies.

How Credit Hour Policy breaks down for this course:






This is a three-credit hour course requiring 135 clock hours of student engagement, per the official CUH Credit Hour Policy. Students enrolled in this course are anticipated to spend 36 hours in class, 10 hours preparing for in-class debate, 10 hours preparing for Quality Improvement project, 6 hours of a community service event, 24 hours learning and completing the Sigma Nurse Manager Certificate program, 16 hours studying for exams. There will be an additional 27 hours of work required beyond what is listed here (course readings, homework assignments, etc.), averaging 3 hours each week.



**PLEASE NOTE:**

*While every attempt has been made to prepare this syllabus and class schedule in final form, it may be necessary for the course leader to make changes as may be deemed essential to meet the learning outcomes of the course. Students will be notified in writing via Chaminade email of any changes. It is recommended that you check email and course site frequently for announcements. All students will be held responsible to read, understand, and clarify the content within this document.*

### Course Schedule & Teaching Plan

Course content may vary from this outline at the discretion of the instructor to meet the needs of each class. **NOTE:** Assigned readings, pre-assigned modules, and Study Plan content are to be completed **prior** to class. **Refer to course Canvas shell for complete lesson plans.**

WEEK	FOCUS	READINGS/ASSIGNMENTS
#1 5/15 	Review of syllabus Canvas and ATI review Nutrition Review Introduction to Leadership	ATI Leadership Chapter 1 ATI: Nutrition Entire book
#2 5/22 ATI Nutrition Proctored Exam	 <p>Managing Client Care</p> <ul style="list-style-type: none"> <li>● Basic Leadership and Management Principles</li> <li>● Establishing Priorities</li> <li>● Delegation for Effective Outcomes</li> </ul> <p>Discuss Portfolios</p>	ATI: Leadership Chapter 1 Suggested: work on portfolio
#3 5/29	Managing Client Care <ul style="list-style-type: none"> <li>● Quality Improvement</li> <li>● Coordinating Client Care</li> <li>● Case Mgmt</li> <li>● Interprofessional Team</li> </ul> Professional Responsibilities <ul style="list-style-type: none"> <li>● Client Rights</li> <li>● Advocacy</li> <li>● Informed Consent/AD</li> <li>● Case mgmt</li> </ul>	ATI–Leadership Chapters 1 and 2
#4 6/5 EXAM 1 (ATI Ch 1 and 2)	 <p>After exam: Work on Debates and Quality Improvement Projects</p>	
#5 6/12	Professional Practice <ul style="list-style-type: none"> <li>● Role responsibilities</li> </ul>	ATI Leadership Chapter 3

	<ul style="list-style-type: none"> <li>• Policy</li> <li>• Confidentiality &amp; Information security</li> <li>• Legal and Ethical Principles</li> </ul>	
#6 6/19	<p>Evidence-based Care Environment</p> <ul style="list-style-type: none"> <li>• Equity and Inclusivity</li> </ul> <p>Maintaining a Safe Environment</p> <ul style="list-style-type: none"> <li>• Safe use of Equipment</li> <li>• Accident &amp; Injury Prevention</li> <li>• Handling Infectious &amp; Hazardous Materials</li> <li>• Home Safety</li> <li>• Ergonomic Principles</li> <li>• Facility Protocols</li> <li>• Incident Reporting</li> <li>• Disaster planning</li> </ul>	ATI Leadership Chapters 4 and 5 <a href="#">Portfolios DUE</a>
#7 6/26		DEBATES Quality Improvement Project Presentations <a href="#">Sigma Nurse Manager Certificates DUE</a>
#8 7/3 <a href="#">EXAM 2 ATI Ch 3,4,5</a>		ATI: Fundamentals for Nursing – Chapters 12, 13 & 14 <a href="#">DUE: ATI Leadership Practice Assessment A and B (2023)</a> <a href="#">Reflection &amp; Remediation (all templates on 1<sup>st</sup> take results)</a>
#9 7/10 <a href="#">ATI Proctored exam</a>	