Chaminade University

School of Nursing and Health Professions
Nursing

NUR 403 Leadership in Nursing

Section 1 Hale Hoaloha 301 Monday at 0830-1100
Section 2 Eiben 209 Monday at 1200-1430
Credits: 3 Term: Spring 2025

Instructor Information

IInstructor Name: Jen Nafarrete EdD MSN RN CNE
Email: jennifer.nafarrete@chaminade.edu
Phone: 808.440.4201
Office Location: Henry Hall 118-C
Office Hours: Thursdays 0800-1200 and by appt
LINK to appointment

Communication

Questions for this course can be emailed to the instructor at jennifer.nafarrete@chaminade.edu using the Chaminade student email account provided. Demonstrate professionalism by including a subject line that properly summarizes the contents of the message. Proper salutation is appreciated. Online, in-person and phone conferences can be arranged. Response time will take place up to 24 hours on business days, responses may be delayed on weekends or holidays.

School & Department Information

School of Nursing & Health Professions

If you have questions regarding the School of Nursing and Health Professions, reach out to your Instructor or the School of Nursing and Health Professions.
Office Location: 110 Henry Hall nursing@chaminade.edu
Phone: (808) 739-8340

Course Description & Materials

Catalog 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.

Time Allocation

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.

Required Materials

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.

Canvas (https://chaminade.instructure.com)
SUPPLEMENTAL MATERIALS:
The Learning Management System, *Canvas*, is used throughout all the nursing courses.   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 or call (808) 735-4855

Learning Outcomes

Program Learning Outcomes (PLOs)
Upon completion of the bachelor of science nursing program, the student will be able to:

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.
2. Apply leadership and communication skills to ensure quality, collaborative and continuous patient care.
3. Integrate credible research with clinical expertise and patient preferences for optimal care across the lifespan.
4. Incorporate informatics and healthcare technologies into the practice of professional nursing.
5. Contribute to the safety and quality improvement of the healthcare environment.

Course Learning Outcomes (CLOs)
Upon completion of NUR 403 the student will:
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.

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, and integrity of creation.
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 ʻOlelo Noʻeau (Hawaiian proverbs) and Marianist core beliefs:

1. Educate for Formation in Faith (Mana) E ola au i ke akua (ʻŌlelo Noʻeau 364) May I live by God.
2. Provide an Integral, Quality Education (Naʻauao) Lawe i ka maʻalea a kūʻonoʻono (ʻŌlelo Noʻeau 1957) Acquire skill and make it deep.
3. Educate in Family Spirit (ʻOhana) ʻIke aku, ʻike mai, kōkua aku kōkua mai; pela iho la ka nohana ʻohana (ʻŌlelo Noʻeau 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 noʻeau (ʻŌlelo Noʻeau 1430) Education is the standing torch of wisdom.
5. Educate for Adaptation and Change (Aina) ʻAʻohe pau ka ʻike i ka hālau hoʻokahi (ʻŌlelo Noʻeau 203) All knowledge is not taught in the same school

Alignment of Course Learning Outcomes

Program Learning Outcomes

Key progression in professional nurse practice: I= Introduced to the concept/skill D= Developing M= Mastered	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
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 experience 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

Alignment with Course Outcomes: X= Alignment	CLO1	CLO 2	CLO3	CLO 4	CLO5
Marianist Values	x	x	x	x	x
Native Hawaiian Values	x	x	x	x	x

Course Activities

Assessment and Course Grading

Assignment/assessment descriptions and instructions can be found in the appropriate modules on Canvas. Students are required to review the expectations of each assignment/assessment prior to completion.

The proportion that each of the above contributes to your grade in this course is as follows:

List of Assignments	
ATI Sigma Nurse Manager Certificate	10
ATI Proctored Nutrition Exam	10
Community Service	5
Portfolio (resume, cover letter, mock interview, etc)	5
Exam 1	20
Debate	5
Quality Improvement Project	5
Class attendance and participation	10
ATI Practice A & B and Remediation	P/F
Exam 2	20
ATI Proctored Leadership Exam	10
TOTAL	**100%**

Homework

See Canvas modules for descriptions for all assignments.

Exams

Exams are administered on ATI. In cases of emergencies and with prior approval from the instructor, makeup exams may be offered.

Team Projects

Debate and Quality Improvement Presentations are done in small groups. See Canvas for description of activities and rubrics.

Course Policies

Overall Testing Policy
- The 75% test average policy does not apply in NUR 403.

Assignment Policy (all courses):
- All assignments must be satisfactorily completed in order to pass this course.

ATI Grading Policy

A. **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: 11/25
   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: See canvas for due dates.
   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 12/2.

B. **Grading & Required Remediation:**
   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 following date 12/1.
   - 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 final ATI score will be included as part of the weighted 75% exam average (not applicable in NUR 403)

○ All other NUR Courses administering Master Exams: The course specific proctored ATI examination will be worth 10% of the final assessment grade in this course.

The School of Nursing may choose to utilize an online exam proctoring technology at any time during this course. This technology enables students to take proctored exams at a location that is off campus. This technology provides a secure test environment that promotes academic integrity and provides data security. The process identifies a student and records video, audio, and screen capture during the student's exam. This information is communicated to secure servers and reviewed. The video, audio, and screen capture are used solely for the purpose of ensuring academic integrity during the testing process.

Testing Policy

Students are expected to take tests on the designated day. In case of an emergency, the instructor of the course must be contacted immediately so that an alternate plan can be made at the instructor's discretion. Notification to any other individual other than the instructor of record will not be accepted. Notification must happen prior to the exam, any notification after the exam may not be honored. Failure to do so may result in a zero. In case of absence due to illness, a health care provider note is required. If proper documentation is provided, the instructor may approve a make-up test. The student will be required to take the exam upon the first business day the provider note states the student is clear to return unless the instructor approves otherwise. Make up test dates and times will be determined by the instructor. Once a student takes an exam, the student will not be permitted to retake the exam for any reason.

Attendance

Attendance is expected and required to ensure successful completion of the course learning objectives. Any absences should be communicated to the instructor prior to the class. Students are responsible for the information covered in class.

Late Work

All assignments are expected to be submitted as designated on this syllabus/course schedule. Students must inform the instructor via email of any late assignments. Late written assignments in the didactic component of this course will receive an automatic 10% deduction per day past the due date and time. No late assignments will be accepted after the 5th calendar day. Late assignments (e.g. weekly clinical reflection, etc.) in the clinical portion of this course will result in an UNSATISFACTORY rating under Competency 1. Any UNSATISFACTORY rating after midpoint may result in the failure of the course. ALL assignments regardless of grade must be completed and submitted in order to receive a passing grade in this class.

In the rare occurrence that submission in Canvas is not accessible, please contact Help Desk Support and report any technical issues. The student is responsible for getting a reference number from Help Desk Support as evidence of any technical issues as requested by the faculty. In an event that Canvas cannot be accessed to submit assignments on time, the student can email the course coordinator prior to the assignment deadline and attach the word document assignment. This procedure must only be used if

Help Desk informs the student that Canvas is not accessible. The student is also responsible to post the completed assignment in Canvas when the site is accessible for grading purposes. If requesting an extension on an assignment, the request must be formally submitted to the instructor prior to the due date unless there are extenuating circumstances. Extensions may be subject to the deduction of points as stipulated below in the late assignments section. The student is responsible for making sure that the document is the final version of the assignment. Any resubmissions may be subject to late penalty. Individual assignments must be done on an individual basis. When templates are used and information submitted appears to be duplicate information, suspicion of academic dishonesty may occur. Please review the policy of academic honesty in detail.

Extra Credit

Extra credit is not permitted in the Nursing Program.

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 8 guidelines.

Changes to the Syllabus

While the provisions of this syllabus are as accurate and complete as possible, your instructor reserves the right to change any provision herein at any time. Every effort will be made to keep you advised of such changes, and information about such changes will be available from your instructor.

Grades of Incomplete

Grades of incomplete are only considered for students in extenuating circumstances. Please refer to the University student catalog for more details.

Final Grades

Final grades are submitted to Self-Service:

      A = 90% and above

      B = 80-89%

      C = 70-79%

      D = 60-69%

      F = 59% and below

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.

Academic Honesty

Academic honesty is an essential aspect of all learning, scholarship, and research. It is one of the values regarded most highly by academic communities throughout the world. Violations of the principle of academic honesty are extremely serious and will not be tolerated.

Students are responsible for promoting academic honesty at Chaminade by not participating in any act of dishonesty and by reporting any incidence of academic dishonesty to an instructor or to a University official. Academic dishonesty may include theft of records or examinations, alteration of grades, and plagiarism, in addition to more obvious dishonesty.

Questions of academic dishonesty in a particular class are first reviewed by the instructor, who must make a report with recommendations to the Dean of the Academic Division. Punishment for academic dishonesty will be determined by the instructor and the Dean of Academic Division and may include an "F" grade for the work in question, an "F" grade for the course, suspension, or dismissal from the University.

For the most up to date information, please refer to the [Academic Honesty Policy](#) on the Chaminade University Catalog website.

SNHP Academic Conduct Policy

Nursing students are responsible for promoting academic honesty in all educational settings. ***Any behavior that impedes assessment of course outcomes is considered academic dishonesty by the CUH SNHP.*** Nursing students represent Chaminade University and the School of Nursing and Health Professions 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 by others to an instructor or to a university official. Academic dishonesty may include but not limited to: cheating, accessing or distributing test banks or test questions, plagiarism, unauthorized collaboration, deliberate interference with the integrity of the work of others, falsification of data, and submitting work for evaluation as one's own that was produced in whole or substantial part through the use of artificial intelligence tools or other tools that generate artificial content without permission from the instructor. Infractions may result in a reduced grade, repeating the assignment/ exam, course failure or dismissal from the program. Please refer to

"*Professional Behavior"* in the **Nursing and Health Professions BSN Student Handbook** for an in-depth explanation.

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.

Title IX and Nondiscrimination Statement

Chaminade University of Honolulu is committed to providing a learning, working and living environment that promotes the dignity of all people, inclusivity and mutual respect and is free of all forms of sex discrimination and gender-based violence, including sexual assault, sexual harassment, gender-based harassment, domestic violence, dating violence, and stalking. As a member of the University faculty, I am required to immediately report any incident of sex discrimination or gender-based violence to the campus Title IX Coordinator.

Nondiscrimination Policy & Notice of Nondiscrimination

Chaminade University of Honolulu does not discriminate on the basis of sex and prohibits sex discrimination in any education program or activity that it operates, as required by Title IX and its regulations, including in admission and employment. Inquiries about Title IX may be referred to the University's Title IX Coordinator, the U.S. Department of Education's Office for Civil Rights, or both and contact information may be found at the Chaminade University Title IX Office Contact Information and Confidential Resources website. On-campus Confidential Resources may also be found here at CAMPUS CONFIDENTIAL RESOURCES.

The University's Nondiscrimination Policy and Grievance Procedures can be located on the University webpage at: https://chaminade.edu/compliance/title-ix-nondiscrimination-policies-procedures/.

To report information about conduct that may constitute sex discrimination or make a complaint of sex discrimination under Title IX, please refer to the Campus Incident Report form. Chaminade University of Honolulu prohibits sex discrimination in any education program or activity that it operates. The NOTICE of NONDISCRIMINATION can be found here: Notice of Nondiscrimination.

CUH Alert Emergency Notification

To get the latest emergency communication from Chaminade University, students' cell numbers will be connected to Chaminade's emergency notification text system. When you log in to the Chaminade portal, you will be asked to provide some emergency contact information. If you provide a cellphone number, you will receive a text from our emergency notification system asking you to confirm your number. You must respond to that message to complete your registration and get emergency notifications on your phone.

Assessment for Student Work

With the goal of continuing to improve the quality of educational services offered to students, Chaminade University conducts assessments of student achievement of course, program, and institutional learning outcomes. Student work is used anonymously as the basis of these assessments, and the work you do in this course may be used in these assessment efforts.

Student with Disabilities Statement

Chaminade University of Honolulu offers accommodations for all actively enrolled students with disabilities in compliance with Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA) of 1990, and the ADA Amendments Act (2008).

Students are responsible for contacting Kokua Ike: Center for Student Learning to schedule an appointment. Verification of their disability will be requested through appropriate documentation and once received it will take up to approximately 2–3 weeks to review them. Appropriate paperwork will be completed by the student before notification will be sent out to their instructors. Accommodation paperwork will not be automatically sent out to instructors each semester, as the student is responsible to notify Kokua Ike via email at ada@chaminade.edu each semester if changes or notifications are needed.

Kōkua ʻIke: Tutoring & Learning Services

Chaminade is proud to offer free, one-on-one tutoring and writing assistance to all students. Tutoring and writing help is available on campus at Kōkua ʻIke: Center for Student Learning in a variety of subjects (including, but are not limited to biology, chemistry, math, nursing, English, etc.) from trained Peer and Professional Tutors. Please check [Kōkua ʻIke's](#) website for the latest times, list of drop-in hours, and information on scheduling an appointment. Free online tutoring is also available via TutorMe. Tutor Me can be accessed 24/7 from your Canvas account. Simply click on Account > TutorMe. For more information, please contact Kōkua ʻIke at tutoring@chaminade.edu or 808-739-8305.

*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 modules for complete lesson plan.*

Wk of	Theme	Readings/ Assignments
1/6	Review of syllabus Canvas and ATI review Nutrition Review Introduction to Leadership	ATI Leadership Chapter 1 ATI: Nutrition Entire book
1/13	ATI NUTRITION EXAM Discuss Portfolios	
1/20	Martin Luther King Day HOLIDAY	
1/27	Managing Client Care ● Basic Leadership and Management Principles ● Establishing Priorities/Time mgmt ● Delegation for Effective Outcomes ● Quality Improvement	ATI: Leadership Chapter 1 Suggested: work on portfolio
2/3	Coordinating Client Care ● Client's Rights ● Advocacy ● Informed Consent/AD ● IT/ Security/Confidentiality	ATI–Leadership Chapters 1 and 2
2/10	Management of Care and Coordinating Client Care ● Staff development/Appraisal ● Conflict mgmt ● Communication ● Change ● Case mgmt	ATI–Leadership Chapters 1 and 2
2/17	President's Day HOLIDAY	
2/24	EXAM 1 After exam: Work on Debates and Quality Improvement Projects	
3/3	Professional Practice ● Role responsibilities ● Professional Organizations ● Policy ● Business Mgmt ● Legal and Ethical Principles	ATI Leadership Chapter 3
3/10	Evidence-based Care Environment ● Equity and Inclusivity ● SDOH	ATI Leadership Chapters 4 and 5 Portfolios DUE

	Maintaining a Safe Environment ● Safe use of Equipment ● Accident & Injury Prevention ● Handling Infectious & Hazardous Materials ● Home Safety ● Ergonomic Principles ● Facility Protocols ● Incident Reporting ● Disaster planning	
3/17	SPRING BREAK	
3/24	Debates and Quality Improvement Presentations	Sigma Nurse Manager Certificates DUE
3/31	Safe, EB care environment	ATI Chapters 4 and 5
4/7	EXAM 2	DUE: ATI Leadership Practice Assessment A and B (2023) Reflection & Remediation (all templates on 1st take results)
4/14	ATI Leadership PROCTORED	
4/21	Makeup as needed	