

Council Approval

Note: This form is intended to track the progress of a proposal (whether from Academic Affairs or Health Sciences) through the Undergraduate and Graduate Councils.

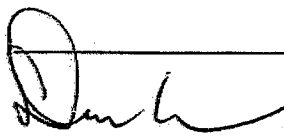
Proposal: Graduate Certificate in Organizational Leadership

This proposal needs to go through:

| | |
|--------------------------------------|-------------------------------------|
| Undergraduate Council | <input type="checkbox"/> |
| Graduate Council | <input checked="" type="checkbox"/> |
| Both Approvals | <input type="checkbox"/> |
| Grad Approval/Undergrad Notification | <input type="checkbox"/> |

This proposal has been approved by:

Chair of Undergraduate Council



Date: _____

Chair of Graduate Council



Date: 12/1/16

Once the appropriate signature(s) have been obtained, please forward this completed form to the Office of the Senior Vice President for Academic Affairs. (NOTE: The SVP-AA is the Chief Academic Officer for the University of Utah and reports to the Board of Regents in this capacity. When necessary, the CAO will get a signature from the SVP-IISC.)

Chief Academic Officer



Date: 12-2-16

Once the Chief Academic Officer's signature has been obtained, this approval document will be forwarded to the **Office of the Academic Senate**.

² "Proposed Beginning Term" refers to first term after Regent approval that students may declare this program.

**Utah System of Higher Education
Program Description - Abbreviated Template**

Section I: The Request

University of Utah requests approval to offer the following Graduate Certificate: Graduate Certificate in Nursing Organizational Leadership effective Fall 2017. This program was approved by the institutional Board of Trustees on .

Section II: Program Proposal/Needs Assessment

Program Description/Rationale

Present a brief program description. Describe the institutional procedures used to arrive at a decision to offer the program. Briefly indicate why such a program should be initiated. State how the institution and the USHE benefit by offering the proposed program. Provide evidence of student interest and demand that supports potential program enrollment.

The College of Nursing is applying for a Graduate Certificate in Nursing Organizational Leadership. Four three-credit courses have been developed for the graduate certificate, each course focusing on different competencies needed for nurse leaders in complex health care systems. Students will be required to take an additional three credits to fulfill the 15 credits required for a graduate certificate. The graduate certificate has been developed for nurses with or currently earning a graduate degree, who plan on working in an leadership role. For example, the certificate would provide specialized knowledge and skills for a PhD student who plans on working as a Chief Nursing Officer (CNO) after graduation, or a student in the Adult/Gerontology Acute Care Nurse Practitioner track who plans on working in an acute care setting as a provider.

The decision to offer a graduate certificate in Nursing Organizational Leadership was initiated by current and potential graduate students requesting additional content and courses specific to organization management and leadership. In 2015, a discussion ensued at the Masters (MS) and DNP directors committee meeting. At that time committee members made a decision to ascertain interest from local communities of interest. Nurse managers and leaders from the University of Utah Hospitals and Clinics, Intermountain Healthcare, IASIS Healthcare, Mountain Star Health, the Department of Health attended a communities of interest meeting. They voiced strong support for a nursing organizational leadership graduate certificate in the DNP program. This feedback was brought back to the MS and DNP directors meeting with the consequent decision to develop a new graduate certificate in nursing organizational leadership. The University of Utah and associated hospitals and clinics, as well as healthcare systems throughout the intermountain west, will benefit from nurse managers and leaders prepared with the skills and knowledge to hold leadership positions in healthcare. This program is ideal for both advanced practice registered nurses (APRNs) in leadership positions, either in private clinics or who work as part of the larger healthcare systems; or the master's prepared RN who seeks a terminal nonresearch degree focused on the complexities of leadership, organizational development, project planning, and quality improvement. The terminology 'nursing organizational leadership', was immediately understandable when used in our community of interest meeting. The graduate certificate was approved at the MS and DNP program committee meeting on September 26th, 2016. It was approved at a College Council (college wide) meeting on October 17th, 2016.

The University of Utah and associated hospitals and clinics will benefit from nurse managers and leaders prepared with the skills and knowledge to hold leadership positions in healthcare. The terminology 'nursing organizational leadership', was immediately understandable when used in our community of interest meeting.

Attached to this document are the four new course syllabi for the Nursing Organizational Leadership Certificate program.

Labor Market Demand

Provide local, state, and/or national labor market data that speak to the need for this program. Occupational demand, wage, and number of annual openings information may be found at sources such as Utah DWS Occupation Information Data Viewer (jobs.utah.gov/jsp/wi/utalmis/gotoOccinfo.do) and the Occupation Outlook Handbook (www.bls.gov/oco).

According to the Utah Department of Workforce Services Occupation Information Data Viewer, positions for Medical and Health

Services Managers, which includes leadership and managerial positions for nurses, are expected to grow faster than average, predicting a high volume of job openings. Statewide Star Rating for Medical and Health Services Managers in Utah received 5/5 stars. According to the Occupation Outlook Handbook, employment of medical and health systems managers is projected to grow 17% from 2014-2024. The average percent change in employment is 7% for all occupations, and 6% for management occupations. Recent changes in the US healthcare system and organizational restructuring have resulted in a more complex healthcare infrastructure, requiring leadership, managerial, and business skill sets for nurses in leadership positions within organizations. The Patient Protection and Affordable Care Act (ACA) has resulted in increased accountability for health care quality and value at the level of the organization. Nurses lead and participate in these quality and value driven initiatives and in organizational restructuring and decision making, including nurse staffing, policy development, budgeting, quality improvement, reimbursement structures, developing new care delivery models, managing personal, physical space, and flow. In response to the Governor's Education Excellence Commission Vision Statement, the graduate certificate is for students who already hold an undergraduate degree, and it will not increase the number of Utahns with a post-secondary degree or certificate.

Consistency with Institutional Mission/Impact on Other USHE Institutions

Explain how the program is consistent with the institution's Regents-approved mission, roles, and goals. Institutional mission and roles may be found at higheredutah.org/policies/policyr312/. Indicate if the program will be delivered outside of designated service area; provide justification. Service areas are defined in higheredutah.org/policies/policyr315/.

The graduate certificate in organizational leadership, with a focus on preparing students as leaders and citizens who promote health, is consistent with the University of Utah mission, which states that the University ".... fosters student success by preparing students from diverse backgrounds for lives of impact as leaders and citizens. We generate and share new knowledge, discoveries, and innovations, and we engage local and global communities to promote education health, and quality of life." (University of Utah Mission Statement).

The responsibility of health care leaders and organizations is shifting to maintaining health and health promotion across the lifespan. The primary service area for students in the program will be in Salt Lake County, consistent with Policy 315, Service Area Designations and Coordination of Off-Campus Courses and Programs.

Finances

What costs or savings are anticipated in implementing the proposed program? If new funds are required, indicate expected sources of funds. Describe any budgetary impact on other programs or units within the institution.

The financial model is based on concurrent implementation of the Graduate Certificate and the MS-DNP emphasis in Nursing Organizational Leadership. During the first year of implementation, we anticipate the combined program will experience a net loss of less than \$7000.00. The College of Nursing will draw on reserves to offset this cost until the programs become fiscally viable, beginning year 2. Faculty and staff resources are in place for the DNP. The new courses will be taught by faculty currently employed in the College of Nursing. The core core courses in the DNP program were revised, with a net decrease in the credit hours. Consequently, this will free up faculty who will be available to teach the new set of courses. No additional budgetary impacts are expected on other programs or units within the institution.

The budget was developed mindful that the same four required courses in the certificate program are part of the core course offerings for the MS-DNP emphasis. Attached to this document a breakdown of the costs of initiating both the graduate certificate in Nursing Organizational Leadership and the emphasis track in Nursing Organizational Leadership.

Section III: Curriculum

Program Curriculum

List all courses, including new courses, to be offered in the proposed program by prefix, number, title, and credit hours (or credit equivalences). Indicate new courses with an X in the appropriate columns. The total number of credit hours should reflect the number of credits required to receive the award. **For NEW Emphases, skip to emphases tables below.**

For variable credits, please enter the minimum value in the table below for credit hours. To explain variable credit in detail as well as any additional information, use the narrative box below.

| Course Number | NEW Course | Course Title | Credit Hours |
|---|------------|---|--------------|
| General Education Courses (list specific courses if recommended for this program on Degree Map) | | | |
| General Education Credit Hour Sub-Total | | | |
| Required Courses | | | |
| NURS 7XXX | X | Organizational Leadership and Management | 3 |
| NURS 7XXX | X | Program Planning Management and Evaluation | 3 |
| NURS 7XXX | X | Advanced Management in Complex Health Care Systems | 3 |
| NURS 7XXX | X | Healthcare Finance and Budgeting for Organizational Leaders | 3 |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| Add Another Required Course | | | |
| Required Course Credit Hour Sub-Total | | | 12 |
| Elective Courses | | | |
| NURS 7XXX | X | 3-Credit Elective | 3 |
| | | Exemplars of Approved Electives | |
| ACCTG 6520 | | IT Risks and Controls | |
| ACCTG 6610 | | Reading and Interpreting Financial Statements | |
| OIS 6040 | | Data Analysis and Decision Making | |
| OIS 6621 | | Operations Strategy | |
| MGT 6500 | | Managerial Negotiation | |
| MHA 6550 | | Marketing for Health Professionals | |
| MHA 6560 | | Health Law | |
| | | | |
| Add Another Elective Course | | | |
| Elective Credit Hour Sub-Total | | | 3 |
| Core Curriculum Credit Hour Sub-Total | | | 15 |

| |
|---|
| Propose a NEW Emphasis to an existing Regent approved program |
|---|

Program Curriculum Narrative

Describe any variable credits. You may also include additional curriculum information, as needed.

Degree Map

Degree maps pertain to undergraduate programs ONLY. Provide a degree map for proposed program. Degree Maps were approved by the State Board of Regents on July 17, 2014 as a degree completion measure. Degree maps or graduation plans are a suggested semester-by-semester class schedule that includes prefix, number, title, and semester hours. For more details see <http://higheredutah.org/pdf/agendas/201407/TAB%20A%202014-7-18.pdf> (Item #3).

Please cut-and-paste the degree map or manually enter the degree map in the table below



UNIVERSITY OF UTAH
COLLEGE OF NURSING

November 14, 2016

David B. Kieda, PhD
Dean: Graduate School
University of Utah
302 Park Building
Salt Lake City, UT 84112

Dear Dean Kieda,

I am writing to express my strong support and commitment to the implementation of the graduate certificate in *Organizational Leadership*, and the new emphasis in the MS to DNP program in *Organizational Leadership* at the University of Utah College of Nursing. The idea of expanding our educational offerings to include Organizational Leadership has been requested by our community partners, including nurse leaders from the University of Utah Hospitals and Clinics (UUHCs), Intermountain Health Care, Iasis, and Mountain Star Health, as well as current doctoral students in both the PhD and DNP programs. This innovative certificate and specialty track will explore vital elements of organizational leadership and management, complex health systems, healthcare finance and budgeting, and program planning and management. It will aid in our efforts to prepare strong nursing leaders who have the skills to lead complex health systems and to promote health and well-being of our citizens locally and globally.

We are in the midst of a strong labor demand for doctorally-prepared nurse leaders who have both the leadership underpinnings and the managerial and business acumen needed to effectively navigate complex healthcare systems. With uncertainty in the future of the Affordable Care Act and the need for increased accountability for the quality of care delivered, nurse leaders must possess unique skills to enable them to effectively lead individuals, groups, and systems. This specialty track will arm them with such knowledge.

Building on our ongoing partnerships with our community leaders, we anticipate robust enrollment and the ongoing need for this certificate and specialty track in our MS to DNP program. We have faculty with the expertise, background, and skills to effectively lead this effort.

Thank you in advance for your consideration. Please contact me for additional questions.

Kind Regards,

A handwritten signature in cursive script, reading "Barbara L. Wilson".

Barbara L. Wilson, PhD, RN
Associate Professor
Associate Dean: Academic Programs
College of Nursing
Barbara.Wilson@nurs.utah.edu
Office: 801.585.9609

College of Nursing Certificate in Nursing Organizational Leadership: Budget

| CON Postmasters-DNP in Nursing Organizational Leadership Pro-forma | | | |
|--|----------------------|---------------------|---------------------|
| | FY 2018 | FY 2019 | FY2020 |
| Full-Time Students Enrolled | 12 | 24 | 24 |
| Certificate Students | 5 | 10 | 10 |
| Revenues and Expenses | | | |
| <u>Full-time Student Revenue</u> | | | |
| Zero Based Differential | \$ 18,853.30 | \$ 41,477.25 | \$ 45,624.98 |
| Hourly Based Differential | \$ 6,281.35 | \$ 13,818.97 | \$ 15,200.87 |
| <i>Subtotal Full-time Student Revenue</i> | \$ 25,134.65 | \$ 55,296.23 | \$ 60,825.85 |
| <u>Certificate Student Revenue</u> | | | |
| Zero Based Differential | \$ 3,927.77 | \$ 8,641.09 | \$ 9,505.20 |
| Hourly Based Differential | \$ 2,617.23 | \$ 5,757.91 | \$ 5,757.91 |
| <i>Subtotal Full-time Student Revenue</i> | \$ 6,545.00 | \$ 14,399.00 | \$ 15,263.11 |
| Total Revenue | \$ 31,679.65 | \$ 69,695.23 | \$ 76,088.96 |
| <u>Program Expenses</u> | | | |
| Faculty Salaries | \$ 21,600.00 | \$ 22,032.00 | \$ 22,472.64 |
| Faculty Benefits | \$ 7,992.00 | \$ 8,151.84 | \$ 8,314.88 |
| TA Salaries | \$ 5,375.00 | \$ 10,965.00 | \$ 11,184.30 |
| TA Benefits | \$ 537.50 | \$ 1,096.50 | \$ 1,118.43 |
| Administrative Support | \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 |
| Total Expenses | \$ 38,504.50 | \$ 45,245.34 | \$ 46,090.25 |
| Net Margin | \$ (6,824.85) | \$ 24,449.89 | \$ 29,998.71 |

The financial narrative is in the new Application Proposal Document

New Courses in the Nursing Organizational Leadership Certificate

This certificate includes 4 Organizational-Leadership specialty courses with an additional 3 credit elective, for a total of 15 credits.

Organizational Leadership & Management (2 + 1)

Course description: In this course, organizational leadership and management principles will be analyzed. Strategies related to business, change management and influences on healthcare delivery will be explored.

Objectives, at the successful completion of this course, the student will be able to:

Didactic

1. Compare and contrast traditional and contemporary management theories in the context of organizational leadership
2. Analyze current quality business strategies that improve outcomes at the patient, organization, and system levels.
3. Examine and apply organizational change theories in the healthcare setting
4. Project the impact of regulatory, government, and policy change on health care finance, reimburse, and delivery

Clinical

1. Evaluate the utilization of management and change theories in a practicum setting

Program Planning, Management and Evaluation, 2+ 1

Course Description: In this course, students obtain in-depth knowledge of program planning, implementation, management, and evaluation to drive system level changes in health care delivery. This course combines comprehensive didactic instruction with concurrent application in a practicum setting.

Objectives, at the successful completion of this course, students will:

Didactic:

1. Identify opportunity/need for program development based on regulatory mandates, market demands and/or system-level outcomes
2. Summarize key processes used in program planning
3. Examine common strategies for successful program implementation
4. Determine key components and processes used to evaluate programs

Clinical Objective:

1. Students will participate in program planning, implementation and evaluation in the practicum setting

Advanced Management in Complex Healthcare Systems, 3 credits

Course Description: In this course, students will analyze stages of organizational development, evaluate organizational complexity, and consider how system models positively improve outcomes and lead to change at a systems level.

Objectives:

At the end of this course, students will:

1. Identify the stages of organizational development
2. Examine how stages of organizational development influence capacity for change
3. Compare and contrast levels of organizational complexity in health care systems
4. Examine how system models are applied in complex health care settings
5. Analyze how political, legal, social, regulatory, economic, ethical events affect health care system stability.
6. Analyze and predict strategies that positively influence system outcomes.

Healthcare Finance and Budgeting for Organizational Leaders 3 credits

Course Description: This course covers key principles of finance and budgeting for healthcare leaders. Roles and responsibilities of organizational leaders will be explored. Internal and external forces impacting healthcare finance and the viability of organizations will be analyzed.

1. Describe current and future roles and responsibilities of healthcare leaders in healthcare finance.
2. Analyze the impact of programs, for example, The Centers for Medicaid and Medicare Services, healthcare reform, and regulatory bodies on healthcare finance
3. Outline key elements in healthcare budgets
4. Identify steps in budget development
5. Differentiate budget types and functions commonly used in healthcare settings
6. Articulate strategies for successful budget management pertaining to monitoring, analyzing and acting on variances, and responding to organizational needs
7. Identify key principles of budget reporting.