University of Nevada, Las Vegas

School of Nursing

Course Prefix and Number	NURS 772
Course Title	The Nurse as Leader
Credits	3 credits
Course Prerequisite	Admission to the UNLV DNP program. Students in the DNP must complete Term 1 courses in the DNP program.
Response Time	For e-mails sent to me Monday through Friday (during normal business hours), I will respond within 24 hours. For e-mails sent to me on weekends and holidays, expect a response within 48 hours.

Course Description

Leadership models as templates for nurse educator, advanced practice, or management roles and relationships; mentorship, service and knowledge dissemination as leadership activities; use of informatics as leadership resource; impact of diversity on ethical leadership practices.

Please note: The instructor reserves the right to make changes to this syllabus during the semester if determined to be needed to best address the specific needs of the class.

Objectives and Outcomes

By the end of the semester the student will be able to:

Course Objectives

1. Perform ongoing self-analysis of leadership behaviors through self-reflection and assessment of interpersonal skills and emotional intelligence.
2. Analyze leadership models and theories applicable to nursing in clinical practice, clinical teaching and healthcare analysis
3. Evaluate how ethical issues impact nursing leadership.
4. Use leadership skills in a variety of settings to advance a vision of nursing.
5. Discuss how social, political and legal forces influence nursing leadership.
6. Analyze the integrated roles of leadership and management in education and healthcare organizations.
7. Discuss an environment that promotes professional and ethical conduct for the nurse leader.

8. Develop potential areas for research in nursing leadership and the application of evidence-based practice or evidence-based education.
9. Discuss how trends in nursing, education, and health care influence nursing leadership initiatives and priorities.
10. Examine how culturally diverse communities influence leadership styles.

Course Outcomes

1. Perform ongoing self-analysis of leadership behaviors through self-reflection and assessment of interpersonal skills and emotional intelligence.
2. Understand the concept of leadership as it applies to nursing leadership and demonstrate this understanding in leadership activities.
3. Use leadership skills in a variety of settings to advance a vision of nursing.
4. Exercise leadership and management skills in managing conflict and change within educational and or practice settings.

Required/Recommended Texts

American Psychological Association. (2009). *Publication manual of the American Psychological Association* (6th ed.). Washington, DC : Author.

Northhouse, P. G. (2016). *Leadership: Theory and practice*(7th ed.) Thousand Oaks, CA : Sage Publication.

Yukl, G. (2013) *Leadership in Organizations* (8th ed.). Upper Saddle River, New Jersey: Prentice Hall

Online Learning Strategies

1. Contact the IT Help Desk for technical support: 702-895-0777, daily from 7 am to 11 pm or http://oit.unlv.edu/students.
2. In order to avoid formatting problems, please type your documents in Microsoft Word and then attach (or cut and paste) on the Discussion Board under the appropriate topic. This will also help you avoid losing your work should the internet or WebCampus go down.
3. I will respond to e-mails within 24 hours (unless otherwise posted). Please note that e-mails sent after 3 PM on Friday may not receive a reply until Monday morning.
4. I am available for telephone conferences or on-campus meetings. Please e-mail me through the course if you would like to meet.
5. Your ongoing feedback on the course is very important. A topic on the Discussion Board entitled Anonymous Feedback to the Instructor has been set up so that you may provide your constructive comments regarding the course anonymously. I will consider all comments and make general responses to the whole group as appropriate. I encourage you to use the area!

6. Due times for all WebCampus course assignments and responses to other students are due by midnight Pacific Time (PT).
7. In order to stay engaged, receive course updates, and generally get the most out of the course, you are encouraged to login everyday.

Assignment Requirements

Look to the course calendar in the Essential folder for all due dates.

Any written assignment should be formatted in APA. You can find additional assistance with APA style at the library's website:

http://www.library.unlv.edu/help/morebibtools.html
http://writingcenter.unlv.edu/writing/

METHODS OF EVALUATION:

* 5% Understanding Leadership and Self Introduction: (Week 1-3) "Start with Yourself" This Part will hone Critical thinking skills in dealing with leadership issues and concerns in an educational institution and help in applying necessary knowledge and skills in managing and leading an institution. Take your assessment test click on the link and see for yourself what type of a leader are you, enjoy. https://www.bumc.bu.edu/.../Leadership-Matrix-Self-Assessment-Questionnaire.pdf (You can also request me an electronic copy to be emailed to you). Reflect on your answers and identify your personal traits, attributes, values, beliefs what motivates you in leading other people (Write this up as part of your introduction).

* 5% Philosophy of Leadership: (Week 4-5)
Each student will compose and bring to the first day of class a printout of their philosophy of leadership. The statement should be no more than 4 paragraphs in length.

* 10 % Leadership Interview: (Week 6-7) After Reflecting on the result of your "Self Assessment Questionnaire" result, asked at least 2 leaders in your local area to also answer the same assessment. (1 from your present work and other from the community) Then conduct a short interview and ask them to describe their leadership styles following SWOT Analysis model (Strength, Weakness, Opportunities, Threat) . Thinking of the result of your Self-assessment matrix write an Integrative Paper combining your own leadership style and those of the leaders you've interviewed, share concrete life experiences as a leader (reference appropriately). In your interview/discussion please ask this follow up question - What Prepares you to LEAD well?

* 10% Conceptual Model: (Week 7-8) After the interview/discussion create a "Conceptual Model" describing the two leaders combined with your own leadership style then write up your explanation of the model you just created.

* 10% Visioning the Future: (Week 8-9)Each student is to post one newspaper article to class from a 2016-2018 edition of the Wall Street Journal that discusses a sociopolitical, economic or technical force indicating an actual or potential impact on the delivery of healthcare in the 21st century. Along with the article, post a discussion that gives: 1.The title, author and date of the article; 2. Categorization of the change as actual or potential; and 3. Brief description of the impact. 4. Role of the leader in the issue as presented in the article you selected.

* 15% Journal Club Leadership Assignment: (Week 9-10) Each student is to select an evidence-based article on leadership and budgeting/ finance no more than 5 years old from a peer-reviewed journal to present to the class for discussion (May share this with a CNO/ Nursing Academic Leader /Nursing Leader of an Institution or Organization). Then post your discussion summary also your posting presentation should touch on what you have discussed about the theoretical framework of the article, if any, problem or research question/hypothesis, methods of data collection, data analysis, findings and clinical practice applications or implications.

* 30% Leadership Final Paper Written Assignment: (Week 11-13) Due on Week 13. This paper will demonstrate the ability to synthesize and apply concepts and principles of leadership. The student may select a clinical setting and leadership issue relevant to their career path. The maximum manuscript length is 3000 words (including abstract table and figures but NOT references).
Some discussion you can include are but guidelines and rubric are attached for this Final Leadership Paper:
- Introduction of the problem to include the complexities, chaos, and change associated with it.
- Potential economic and/or technological changes that may impact the problem.
- Identification and application of a minimum of 2 quantum / transformational leadership principles and rationale for selection of these principles to achieve resolution.
- Discussion of one or more management tools that will be applied to reach the leadership goal / measurable outcome.
- Discussion of the evidence you would collect to validate resolution.
- Summary
- Reference list

* 15% Discussion / Posting

Getting Writing Help

Prior to submitting your written work, you may seek assistance from Brainfuse's Writing Lab. Find the link to Brainfuse Tutoring in your MyWebCampus page (the page you see after logging

in to WebCampus). While in the Brainfuse site, notice that there is also a link to Live Tutoring which includes nursing subject topics.

Your final course grade will be calculated from the grades you earn from the following activities:

Project	Percentage of Grade
Understanding Leadership and Self Introduction	5%
Philosophy of Leadership	5%
Leadership Interview	10%
Leadership Conceptual Model	10%
Visioning the Future	10%
Journal Club Leadership Assignment	10%
Leadership Final Paper	30%
Case Studies [10%] (1, 2, 3, 4) and Module Discussion Post [10%] (From leadership Questions) (Submitted via Email)	20%
Total	

Assignment of Grades Based on Course Points

The course grading scale follows the approved scale of the School of Nursing. As per School of Nursing policy, there is no rounding (up or down) or scores; thus, a grade of 89.99% will be recorded as 89%. A minimum of a "B" grade (83%) is required to satisfactorily complete the course.

A	93-100	B-	80-82	D+	68-69
A-	90-92	C+	78-79	D	63-67
B+	88-89	C	75-77	D-	60-62
B	83-87	C-	70-74	F	Below 59

Topical Outline

Weeks	Learning Module and Units	Course Objectives by Number	Activities	Assignments
1	Introduction: Nurse as Leader Leadership defined and described	1. Examine the definitions and qualities of leadership styles. 6. Analyze the integrated roles of leadership and management in education and healthcare organizations.	Respond to questions on the discussion board	Philosophy of Leadership
2-3	Module 1: Strengths, criticism and application of: Trait and Situational approach	2. Analyze leadership models and theories applicable to nursing leadership in educational settings.	Self Assessment of Leadership Styles Review Articles posted in the module	Understanding Leadership and Self Introduction
4-5	Module 2: How motivation drives the structure of path-goal theory and interactions directs leader member exchange theory	1. Examine the definitions and qualities of leadership styles. 5. Analyze the integrated roles of leadership and management in nursing education	Homework Articles posted in the module Discuss possible solutions to the leadership problems embedded in the case study assignments	Leadership Interview
6-7	Module 3:	4. Discuss how social, political and legal forces	Literature and Article reviews	Leadership Conceptual Model

	New leadership paradigm: transformational leadership and team leadership	influences nursing education and nursing leadership. 10. Discuss how trends in nursing, education, and health care influence nursing leaders' initiatives and priorities.	Design a Conceptual Model of Leadership	
7-8	Module 4: Personality traits and gender's influence on leadership styles	2. Analyze leadership models and theories applicable to nursing leadership in educational settings. 7. Discuss an environment that promotes professional and ethical conduct for the nurse educator.	Articles posted in the module Discuss possible solutions to the leadership problems embedded in the case study assignments	Visioning the Future
9-10	Module 5: Culture and a situation's influence on leadership	5. Analyze the integrated roles of leadership and management in nursing education. 10. Examine how culturally diversity communities influence leadership styles	Homework Draft of Leadership Paper Articles posted in the module Provide possible solutions to the leadership problems embedded in the case study assignments	Journal Club Leadership Assignment
12-13	Module 6: Leadership Ethics	3. Evaluate how ethical issues associated with nursing education	Homework	Leadership Paper

| | | influence the educational process. | Articles posted in the module

Leadership problems embedded in the case study assignments | |
|---|---|---|---|---|
| 14 | Final week: Writing | 8. Develop potential areas for research in nursing leadership and the application of evidence-based practice or evidence-based education.

9. Discuss how trends in nursing, education, and health care influence nursing leadership initiatives and priorities. | | Final Leadership Paper |

School of Nursing Policies

Evaluation:

Your evaluation of instruction is a vital part of maintaining and improving the nursing program's quality and a professional responsibility as well. Your instructors give great weight to your assessments and suggestions for course improvement. Each semester, we modify the courses based on these evaluations so that the courses are improved for the incoming class of students, a type of continuous quality improvement. Finally, the Commission on Collegiate Nursing Education bases part of its accreditation of our program on whether we make course improvements responsive to student evaluations. We appreciate your assistance with this important part of your student career.

UNLV Policies

All School of Nursing and University academic standards apply. These are described in both the School of Nursing Student Handbook and the University Student Handbook.

Academic Misconduct

Academic integrity is a legitimate concern for every member of the Campus community: we all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility, and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy, and are encouraged to always take the ethical path whenever faced with choices. Students enrolling at UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's educational mission. An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another person, from the Internet or any other source without proper citation of the sources. See the Student Conduct Code, https://www.unlv.edu/studentconduct/student-conduct.

Auditing Classes
Auditing a course allows a student to continue attending the lectures and/or laboratories and discussion sessions associated with the course, but the student will not earn a grade for any component of the course. Students who audit a course receive the same educational experience as students taking the course for a grade, but will be excused from exams, assessments, and other evaluative measures that serve the primary purpose of assigning a grade.

Classroom Conduct
Students have a responsibility to conduct themselves in class and in the libraries in ways that do not interfere with the rights of other students to learn or of instructors to teach. Use of electronic devices such as pagers, cellular phones, or recording devices, or potentially disruptive devices or activities, are only permitted with the prior explicit consent of the instructor. The instructor may rescind permission at any time during the class. If a student does not comply with established requirements or obstructs the functioning of the class, the instructor may initiate an administrative drop of the student from the course.

Copyright
The University requires all members of the University Community to familiarize themselves with, and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The University will neither protect nor defend you, nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional copyright policy information is available at http://www.unlv.edu/provost/copyright.

Disability Resource Center (DRC)
The UNLV Disability Resources Center (SSC-A, Room 143, https://www.unlv.edu/drc, 702-895-0866) provides resources for students with disabilities. Students who believe that they may need academic accommodations due to injury, disability, or due to pregnancy should contact the DRC as early as possible in the academic term. A Disabilities Specialist will discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours, so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be

treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

Final Examinations
The University requires that final exams given at the end of a course occur on the date and at the time specified in the Final Exam schedule. The general schedule is typically available at the start of the semester and the classroom locations are available approximately one month before the end of the semester. See the Final Exam Schedule, https://www.unlv.edu/registrar/calendars.

Identity Verification in Online Courses
All UNLV students must use their Campus-issued ACE ID and password to log in to WebCampus.

UNLV students enrolled in online or hybrid courses are expected to read and adhere to the Student Academic Misconduct Policy, https://www.unlv.edu/studentconduct/misconduct/policy. Which defines, "acting or attempting to act as a substitute for another, or using or attempting to use a substitute, in any academic evaluation or assignment" as a form of academic misconduct. Intentionally sharing ACE login credentials with another person may be considered an attempt to use a substitute and could result in investigation and sanctions, as outlined in the Student Academic Misconduct Policy.
UNLV students enrolled in online courses are also expected to read and adhere to the Acceptable Use of Computing and Information Technology Resources Policy, https://www.it.unlv.edu/policies/acceptable-use-computing-and-information-technology-resources-policy, which prohibits sharing university accounts with other persons without authorization.

To the greatest extent possible, all graded assignments and assessments in UNLV online courses should be hosted in WebCampus or another UNLV-managed platform that requires ACE login credentials for access.

Incomplete Grades
The grade of "I" (Incomplete) may be granted when a student has satisfactorily completed three-fourths of course work for that semester/session, but cannot complete the last part of the course for reason(s) beyond he student's control and acceptable to the instructor, and the instructor believes that the student can finish the course without repeating it. For undergraduate courses, the incomplete work must be made up before the end of the following regular semester. Graduate students receiving "I" grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the period indicated, a grade of "F" will be recorded, and the student's GPA will be adjusted accordingly. Students who are fulfilling an Incomplete grade do not register for the course, but make individual arrangements with the instructor who assigned the "I" grade.

Library Resources
Librarians are available to consult with students on research needs, including developing research topics, finding information, and evaluating sources. To make an appointment with a subject expert for this class, please visit the Libraries' Research Consultation website:

http://guides.libary.unlv.edu/appointments/librarian. You can also ask the library staff questions via chat and text message at: http://ask.library.unlv.edu/.

Missed Classwork
Any student missing class, quizzes, examinations, or any other class or laboratory work because of observance of religious holidays will be given an opportunity during that semester to make up the missed work. The make-up opportunity will apply to the religious holiday absence only. It is the responsibility of the student to notify the instructor within the first 14 calendar days of the course for Fall and Spring courses (except modular courses), or within the first 7 calendar days of the course for Summer and modular courses, of their intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit the Policy for Missed Work, under Registration Policies, on the Academic Policies webpage, https://catalog.unlv.edu/content.php?catoid=6&navoid=531.

In accordance with the policy approved by the Faculty Senate regarding missed class time and assignments, students who represent UNLV in any official extracurricular activity will also have the opportunity to make up assignments, provided that the student provides official written notification to the instructor no less than one week prior to the missed class(es).

The spirit and intent of the policy for missed classwork is to offer fair and equitable assessment opportunities to all students, including those representing the University in extracurricular activities. Instructors should consider, for example, that in courses which offer a "Drop one" option for the lowest assignment, quiz, or exam, assigning the student a grade of zero for an excused absence for extracurricular activity is both contrary to the intent of the Faculty Senate's policy, and an infringement on the student's right to complete all course work for the course.

The policy will not apply in the event that completing the assignment or administering the examination at an alternate time would impose an undue hardship on the instructor or the University that could reasonably have been avoided. There should be a good faith effort by both the instructor and the student to agree to a reasonable resolution. When disagreements regarding this policy arise, decisions can be appealed the Department Chair/Unit Director, College/School Dean, and/or the Faculty Senate Academic Standards Committee.

For purposes of definition, extracurricular activities may include, but are not limited to: fine arts activities, competitive intercollegiate athletics, science and engineering competitions, liberal arts competition. Academic recruitment activities, and any other event or activity sanctioned by a College/School Dean, and/or by the Executive Vice President and Provost.

Rebelmail
Rebelmail is UNLV's official email system for students, and by University policy, instructors and staff should only send emails to students' Rebelmail accounts. Rebelmail is one of the primary ways students receive official University communications, information about deadlines, major Campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the University. Emailing within WebCampus is also acceptable.

Tutoring and Coaching
The Academic Success Center (ASC) provides tutoring, academic success coaching, and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, please visit the ASC website, https://www.unlv.edu/asc, or call 702-895-3177. The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of SSC A, Room 254. Drop-in tutoring is located on the second floor of the Lied Library and on the second floor of the College of Engineering building (TBE A 207).

UNLV Writing Center
One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, https://writingcenter.unlv.edu/, located in the Central Desert Complex, Building 3, Room 301 (CDC 3-301). Walk-in consultations are sometimes available, but students with appointments in person or by calling the Center, 702-895-3908. Students are requested to bring to their appointments their Rebel ID Card, a copy of the instructions for their assignment, and two copies of any writing they have completed on their assignment.