N447: Leadership & Management Spring 2024 Syllabus

**Important Note:** This syllabus, along with course assignments and due dates, are subject to change. It is the student’s responsibility to check Canvas for corrections or updates to the syllabus. Any changes will be clearly noted in a course announcement or through email.

# Course Information

## Instructor Information

**Instructor:** Elizabeth Lamb
**Office:** Science D142
**Virtual Office Hours:**Appointments are individually scheduled/arranged, please email to set up a ZOOM meeting

**Office Telephone:** 715-346-4828
**E-mail:** elamb@uwsp.edu preferred contact method\*

## Course Information

**Course Meeting Times:**

Wednesdays 12-1320ORThursdays 1600-1720 via ZOOM

**Course Description:** Examines nursing leadership and management using relevant theories and concepts. Analyze decision-making in relation to communication, delegation, supervision, and group process.

**Credits:** 3

**Prerequisite:** Major in Nursing

## Expected Instructor Response Times

* + I will attempt to respond to student emails within 24 hours. If you have not received a reply from me within 24 hours please resend your email.
	+ I will attempt to grade written work within 1 week, however longer written assignments may take me longer to read and assess.

## Communicate with your Instructor

If you find that you have any trouble keeping up with assignments or other aspects of the course, make sure you let your instructor know as early as possible. As you will find, building rapport and effective relationships are key to becoming an effective professional. Make sure that you are proactive in informing your instructor when difficulties arise during the semester so that we can help you find a solution.

## \*Textbook & Course Materials (Bibliography)

**Required Text:**

Marquis, B. L. & Huston, C. J. (2021). *Leadership roles and management functions in nursing: Theory and application* (10th ed.). Wolters Kluwer Health/LWW, Philadelphia

**Recommended Texts & Other Readings:**

American Psychological Association. (2010). *Concise rules of APA style* (7th ed.). Washington, DC: American Psychological Association.

Hacker, D., & Sommers, N. (2010). *Bedford handbook* (4th ed.). Boston: Bedford/St. Martin’s. (later editions also available)

\*\*Any additional readings are listed and linked in each lesson.

## \*Course Learning Outcomes

**Course Learning Outcomes**

Following completion of Nursing 447, students will:

1. Demonstrate knowledge of the complex and dynamic economic, political, and social influences on health care organizations and professional nursing practice. Examine the interrelationships among organizational behavior, leadership and management strategies and processes, and professional nursing practice.
2. Examine the interrelationships among organizational behavior, leadership and management strategies and processes, and professional nursing practice.
3. Analyze decision -making in relation to ethics, communication, delegation, leadership and followership, supervision, and group process.
4. Analyze leadership and management behaviors, evidence-based leadership, and management research to promote quality care and professional nursing practice.

## Course Structure

This course and materials will be delivered online through the course management system Canvas. You will use your UWSP account to log in to the course from the [Canvas Login Page](https://www.uwsp.edu/canvas/Pages/default.aspx). If you have not activated your UWSP account, please visit the [Manage Your Account](https://www.uwsp.edu/infotech/Pages/Account/Manage-Your-Account.aspx) page to do so.

Interaction between instructor, students, and content will occur in the ZOOM classroom, within Canvas and email. Communicating via phone or Skype may also occur. Students are expected to be active participants in the learning process by assuming responsibility for their own learning, being active participants in the ZOOM and online classroom, and working collaboratively with others in the course. The role of the faculty is to facilitate students’ learning. Teaching strategies may include lecture via recorded slides, readings/articles, online discussion, small group work, and written assignments. All course-related materials are located on Canvas. Students must have computer and internet access. Only campus email addresses will be used*. The instructor will be posting recorded lectures on the material. It is the responsibility of the student to review all materials before attempting the assignments.*

## \*Attendance

**To assure success in this course, several strategies are recommended:**

1. Complete all assigned readings prior to the class in which they are covered. These will be outlined in the class schedule and/or given in class.

2. Print theCourse Calendar to stay organized.

3. Use the resources provided in Canvas for guidance and to ensure the quality of work.

4. Read assignment guidelines and rubrics before beginning work on learning activities. Review criteria frequently to ensure completeness and understanding of assignment expectations.

5. Read all e-mails and the announcements in Canvas. Students are responsible for any information in either of these formats.

6. Contact instructor whenever necessary for clarification of student expectations.

**Statement of Student Time Commitment:**

For each week of a typical 16-week course, students are expected to spend a minimum three hours/week outside of class on coursework per credit. Therefore, for a three-credit course, at least 9 hours/week is expected. If the course is accelerated, as this one is, then you can expect to double this expectation. This is a general guideline; course workload may vary each week depending on the assignments.

## \*Topic Outline/Schedule

**Important Note:** Refer to the Canvas course home page for pertinent information. Activity and assignment details will be explained in detail within each week's corresponding Module. As tasks come due, they will appear in your “to do” list. If you have any questions, please contact your instructor.

**Course Organization** (units by topic and number of weeks per unit)

|  |  |  |
| --- | --- | --- |
| **Unit #** | **Unit Duration** | **Topic** |
| I. | 2 weeks | Health Care Environment; Organizational Structure and Planning |
| II. | 1 week | Organizational Planning |
| III. | 2 weeks | Change and Quality Improvement |
| IV | 2 Weeks | Personnel Management |

# Technology

## Artificial Intelligence (AI)

One goal of this course is for you to work on developing the discipline-specific writing skills that you will need to be successful as a professional in this field. I want to acknowledge that recent buzz about ChatGPT and other generative AI tools poses some interesting questions about the need for developing these skills, and how such tools can be used in higher education. Given that this technology is still in its infancy and that my goal is for you to develop your skills as writers, the unauthorized use of ChatGPT or other AI writing tools, is not permitted in this course. Students found to be using such tools without citing will be considered as engaging in conduct aimed at making false representations of a student’s academic performance, and will be subject to disciplinary action as defined in the [UWSP Academic Misconduct Policies](https://www3.uwsp.edu/dos/Documents/UWSP14-Final2019.pdf).

## Canvas Support

UWSP contracts with Canvas for 24/7/365 support. Several support options are available to users.

Click on the help button (question mark) in the global navigation menu on the left side of the screen and select the support option that best meets your needs.

*All options are available 24/7; however, if you opt to email your instructor, s/he may not be available immediately.*

Self-train on Canvas through the [Self-enrolling/paced Canvas training course](https://uws.instructure.com/enroll/FNRAL8)

## Course Technology Requirements

* View this website to see [minimum recommended computer and internet configurations for Canvas](https://community.canvaslms.com/docs/DOC-10721).
* You will also need access to the following tools to participate in this course.
* webcam
* microphone
* printer
* a stable internet connection (don't rely on cellular)

## Protecting your Data and Privacy

UW-System approved tools meet security, privacy, and data protection standards. IT provides a [list of UWSP approved tools](https://www.wisconsin.edu/dle/external-application-integration-requests/).

Tools not listed on the website linked above may not meet security, privacy, and data protection standards. If you have questions about tools, contact the UWSP IT Service Desk at 715-346-4357.

Here are steps you can take to protect your data and privacy.

* Use different usernames and passwords for each service you use
* Do not use your UWSP username and password for any other services
* Use secure versions of websites whenever possible (HTTPS instead of HTTP)
* Have updated antivirus software installed on your devices

## Technology Support

* Participate in the [Tech Essentials for Student Success (TESS)](https://www3.uwsp.edu/tlc/Pages/TechEssentials.aspx) program.
* Seek assistance from the [IT Service Desk](https://www.uwsp.edu/infotech/Pages/ServiceDesk/default.aspx) (Formerly HELP Desk)
	+ IT Service Desk Phone: 715-346-4357 (HELP)
	+ IT Service Desk Email: techhelp@uwsp.edu

# Grading Policies

## Completing Assignments

**All assignments for this course will be submitted electronically through Canvas unless otherwise instructed.** Assignments must be submitted by the given deadline or special permission must be requested from instructor *before the due date*. Extensions will not be given beyond the next assignment except under extreme circumstances.

All discussion assignments must be completed by the assignment due date and time. Late or missing discussion assignments will affect the student’s grade.

## Graded Course Activities

## Late Work Policy

Be sure to pay close attention to deadlines—there will be no make-up assignments or quizzes, or late work accepted without a serious and compelling reason and instructor approval.

## \*Letter Grade Assignment

|  |  |
| --- | --- |
| **Assignment** | **Percentage** |
| Formal Papers:1. Quadruple Aim – Impact on Nursing (10%)
2. Transformational Leadership (10%)
 | 20%  |
| Weekly (7) Discussion Board (2% each) | 15% |
| Weekly Critical Thinking Assignments (4) 5% each | 20% |
| Quality Improvement-Group | 15%  |
| Quality Improvement- Individual | 10% |
| Quizzes (2) Mid-term and Final | 10% |
| Participation in ZOOM classes | 10% |
| Total | 100% |

Final grades assigned for this course will be based on the percentage of total points earned, weighted grades and are assigned as follows:

**Letter Grade Percentage**

A 94-100

A- 90-93

B+ 87-89

B 84-86

B- 80-83

C+ 77-79

C 74-76

C- 70-73

D+ 67-69

D 64-66

F <64

## Participation

Students are expected to participate in all online activities as listed on the course calendar.

## Viewing Grades in Canvas

Points you receive for graded activities will be posted to Grades. Click on the Grades link to view your points.

Your instructor will update the online grades each time a grading session has been complete—typically 7 days following the completion of an activity. You will see a visual indication of new grades posted on your Canvas home page under the link to this course.

# Student Support Resources

## [Academic and Career Advising Center (ACAC)](https://www3.uwsp.edu/ACAC/Pages/default.aspx)

209 Collins Classroom Center (CCC)

1801 4th Ave.

Stevens Point, WI 54481

715-346-3226

acac@uwsp.edu

## [Counseling Center](https://www3.uwsp.edu/counseling/Pages/default.aspx)

Delzell Hall

910 Fremont Street

Stevens Point, WI 54481

715-346-3553

counsel@uwsp.edu

### Mental Health Resources for Students

#### [Mantra Health](https://app.mantrahealth.com/register)

Teletherapy & Telepsychiatry

* Diverse therapists
* After-hours availability
* Medication evaluations & prescriptions

#### [You@UWSP](https://you.uwsp.edu/)

Self-help & Well-being Platform

#### Didi Hirsch Mental Health Services

24/7 M​​ental Health Support​:

* ​​Call or text:  888-531-2142
* [Start a chat session​](https://na0messaging.icarol.com/ConsumerRegistration.aspx?org=2036&pid=813&cc=en-US)
* Crisis care available

## [Dean of Students Office](https://www3.uwsp.edu/dos/Pages/default.aspx)

2100 Main Street

Old Main, Room 212

Stevens Point, WI 54481-3897

Phone: 715-346-2611

DOS@uwsp.edu

## \*Equal Access and Disability Accommodations

If you have a condition that may impact your learning and/or participation in course activities, please contact the [Disability Resource Center](https://www.uwsp.edu/disability-resource-center/) (DRC).  The DRC will engage in an interactive process with students and identify appropriate academic accommodations and auxiliary services in accordance with the University’s legal obligations.  Instructors, students, and DRC staff work collaboratively to establish any necessary adjustments or supports.  Accommodations are rarely applied retroactively so it is vital that students make timely requests.

Please let me know if you have questions.  The DRC is located in 108 Collins Classroom Center and can be reached at 715/346-3365 and drc@uwsp.edu.

## Library Resources

### Research Assistance

Get help with research for this class from the library. Email questions to librefd@uwsp.edu, call (715) 346-2836, [chat online](https://www3.uwsp.edu/library/chat/Pages/default.aspx), schedule an individual or group [research consultation](https://www3.uwsp.edu/library/Pages/researchConsultation.aspx), or stop by the Library’s Reference Desk located on the first floor or the Collins Classroom Center (CCC 104). For more information, visit the library’s web site at [www.uwsp.edu/library](http://www.uwsp.edu/library).

### Library Resources and Services

The Library offers resources and services to support your success in this and every course. Find thousands of books, articles, videos, and other resources through [Search@UW](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwisconsin-uwsp.primo.exlibrisgroup.com%2Fprimo-explore%2Fsearch%3Fvid%3DSP%26sortby%3Drank%26lang%3Den_US%26lang%3Den_US&data=05%7C01%7Cesimkins%40uwsp.edu%7C79c4e2108bfa4b4e461108dbb93a12db%7C209c4baddf14417287df060f84f01a11%7C0%7C0%7C638307431295030044%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=wR6%2FFcwJlfDN78nyx67%2BOpZuAyk4mdI9xllJcxtWe8g%3D&reserved=0) and [library databases](http://libraryguides.uwsp.edu/az.php). [Ask a Librarian](https://www3.uwsp.edu/library/Pages/askUs.aspx) to get help with your research, from developing search strategies to citing your sources. For more information, visit the library’s web site at [www.uwsp.edu/library](http://www.uwsp.edu/library).

## [Student Health Service](https://www3.uwsp.edu/stuhealth/Pages/default.aspx)

Delzell Hall

910 Fremont St

Stevens Point, WI 54481

715-346-4646

## [Tutoring-Learning Center](https://www3.uwsp.edu/tlc/Pages/default.aspx) (TLC)

The Tutoring-Learning Center (TLC) helps students in all disciplines become more effective, confident learners. We believe all learners benefit from sharing work with knowledgeable, attentive tutors. The TLC offers four tutoring services:

* Academic Coaching: Build skills in studying, time management, test-taking, online learning, and more.
* Course Content: Practice problems, deepen understanding, and prepare for exams in natural resources, STEM, World Languages, and more.
* Reading/Writing: Brainstorm and refine papers, essays, lab reports, citations, résumés, scholarship applications, personal writing, and more.
* Tech Essentials: Develop computer literacy and learn to use UWSP-related applications such as Canvas, Microsoft 365, and Zoom.

To make an appointment, students can self-schedule using Navigate, contact us at tlctutor@uwsp.edu or 715-346-3568, or stop into CCC 234.

### [Stevens Point Campus](https://www3.uwsp.edu/tlc/Pages/default.aspx) Tutoring-Learning Center

234 Collins Classroom Center (CCC)

1801 4th Ave.

Stevens Point, WI 54481

715-346-3568

tlctutor@uwsp.edu

### [Marshfield Campus](https://www3.uwsp.edu/marshfield/academics/Pages/success-center.aspx) Tutoring-Learning Center

Library

2000 W. 5th Street

Marshfield, WI 54449

715-898-6036

roleary@uwsp.edu

### [Wausau Campus](https://www3.uwsp.edu/wausau/tlc/Pages/default.aspx) Tutoring-Learning Center

Library

518 S. 7th Ave

Wausau, WI 54401

715-261-6148

lorandal@uwsp.edu

# Additional UWSP Policies

## Absences due to Military Service

As stated in the UWSP Catalog, you will not be penalized for class absence due to unavoidable or legitimate required military obligations, or medical appointments at a VA facility, not to exceed two (2) [weeks](https://www.uwsp.edu/veteran-services/Pages/short-term-leave.aspx) unless special permission is granted by the instructor. You are responsible for notifying faculty members of such circumstances as far in advance as possible and for providing documentation to the Office of the Dean of Students to verify the reason for the absence. The faculty member is responsible to provide reasonable accommodations or opportunities to make up exams or other course assignments that have an impact on the course grade. For absences due to being deployed for active duty, please refer to the [Military Call-Up Instructions for Students](https://www.uwsp.edu/finaid/veteran-services/Pages/Call-Up-Guidelines.aspx).

## Academic Integrity

At UW-Stevens Point and in all courses, we place great emphasis on academic integrity and honesty. Plagiarism, fabrication, cheating, helping others commit these acts, and any form of dishonesty compromise the educational process and devalue the achievements of all students. All work you submit must be original and completed individually unless collaboration is explicitly allowed. Always acknowledge your sources, cite appropriately, and give credit where it's due. If instances of alleged academic dishonesty are identified, appropriate actions will be taken in accordance with the institution’s policies ([UWSP Chapter 14](https://www3.uwsp.edu/dos/Documents/UWSP14-Final2019.pdf)). These actions could include revising the assignment, receiving a lower grade or no credit for the assignment, receiving a lower grade for the entire course, or facing greater academic consequences.

*If you are unsure if something might be considered academic misconduct, you are struggling to understand the content or an assignment, or you have fallen behind for whatever reason, please contact your instructor as soon as possible.* By nurturing a community of support, honesty, and respect, we ensure that academic pursuits and your experiences at UW-Stevens Point are both meaningful and genuine.

## Clery Act

The US Department of Education requires universities to disclose and publish campus crime statistics, security information, and fire safety information annually. Statistics for the three previous calendar years and policy statements are released on or before October 1st in our [Annual Security Report](https://www.uwsp.edu/dos/clery/Documents/ASR-ASFR.pdf). Another requirement of the Clery Act is that the campus community must be given timely warnings of ongoing safety threats and immediate/emergency notifications. For more information about when and how these notices will be sent out, please see our [Jeanne Clery Act](https://www.uwsp.edu/dos/clery/Pages/default.aspx) page.

## Commit to Integrity

As a student in this course (and at this university) you are expected to maintain high degrees of professionalism, commitment to active learning and participation in this class and also integrity in your behavior in and out of the classroom.

## Confidentiality

Learning requires risk-taking and sharing ideas. Please keep your classmates’ ideas and experiences confidential outside the classroom unless permission has been granted to share them.

## Copyright infringement

This is the act of exercising, without permission or legal authority, one or more of the exclusive rights granted to the copyright owner under section 106 of the Copyright Act. Each year students violate these laws and campus policies, putting themselves at risk of federal prosecution. For more information about what to expect if you are caught, or to take preventive measures to keep your computing device clean, visit our [copyright page](http://libraryguides.uwsp.edu/copyright?hs=a).

## Dropping UWSP Courses

It is the student’s responsibility to understand when they need to consider unenrolling from a course. Refer to the UWSP [Academic Calendar](https://www.uwsp.edu/regrec/Pages/calendars.aspx) for dates and deadlines for registration. After this period, a serious and compelling reason is required to drop from the course. Serious and compelling reasons includes: (1) documented and significant change in work hours, leaving student unable to attend class, or (2) documented and severe physical/mental illness/injury to the student or student’s family.

## Drug Free Schools and Communities Act

The Drug Free Schools and Communities Act (DFSCA) requires institutions of higher education to establish policies that address unlawful possession, use, or distribution of alcohol and illicit drugs. The DFSCA also requires the establishment of a drug and alcohol prevention program. The Center for Prevention lists information about alcohol and drugs, their effects, and the legal consequences if found in possession of these substances.[Center for Prevention – DFSCA](https://www.uwsp.edu/dos/aoda-ipv/Pages/dfsca.aspx)

## FERPA

The [Family Educational Rights and Privacy Act](https://www.uwsp.edu/regrec/Pages/ferpa.aspx) (FERPA) provides students with a right to protect, review, and correct their student records. Staff of the university with a clear *educational need to know* may also have to access to certain student records. Exceptions to the law include parental notification in cases of alcohol or drug use, and in case of a health or safety concern. FERPA also permits a school to disclose personally identifiable information from a student’s education records, without consent, to another school in which the student seeks or intends to enroll.

Lecture materials and recordings are protected intellectual property at UW-Stevens Point. Students in this course may use the materials and recordings for their personal use related to participation in this class. Students may also take notes solely for their personal use. If a lecture is not already recorded, you are not authorized to record my lectures without my permission unless you are considered by the university to be a qualified student with a disability requiring accommodation. [Regent Policy Document 4-1] Students may not copy or share lecture materials and recordings outside of class, including posting on internet sites or selling to commercial entities.  Students are also prohibited from providing or selling their personal notes to anyone else or being paid for taking notes by any person or commercial firm without the instructor’s express written permission. Unauthorized use of these copyrighted lecture materials and recordings constitutes copyright infringement and may be addressed under the university's policies, UWS Chapters 14 and 17, governing student academic and non-academic misconduct.

## Inclusivity Statement

([Examples found here](https://www.brown.edu/about/administration/sheridan-center/sites/brown.edu.about.administration.sheridan-center/files/uploads/InclusiveSyllabusStatements_4_1_17.pdf). Sample below from Lynn Hernandez, Brown University)

It is my intent that students from all diverse backgrounds and perspectives be well-served by this course, that students’ learning needs be addressed both in and out of class, and that the diversity that the students bring to this class be viewed as a resource, strength and benefit. It is my intent to present materials and activities that are respectful of diversity: gender identity, sexuality, disability, age, socioeconomic status, ethnicity, race, nationality, religion, and culture. Your suggestions are encouraged and appreciated. Please let me know ways to improve the effectiveness of the course for you personally, or for other students or student groups.

If you have experienced a bias incident (an act of conduct, speech, or expression to which a bias motive is evident as a contributing factor regardless of whether the act is criminal) at UWSP, you have the right to report it, please visit [the Dean of Students – Bias/Hate Incident Reporting website](https://www3.uwsp.edu/dos/Pages/Bias-Hate-Incident.aspx). You may also contact the Dean of Students office directly at dos@uwsp.edu.

## Incomplete Policy

Under emergency/special circumstances, students may petition for an incomplete grade. An incomplete will only be assigned if student and instructor meet establishing reason and terms. All incomplete course assignments must be completed within one month of course end date.

## Netiquette Guidelines

Netiquette is a set of rules for behaving properly online. Your instructor and fellow students wish to foster a safe online learning environment. All opinions and experiences, no matter how different or controversial they may be perceived, must be respected in the tolerant spirit of academic discourse. You are encouraged to comment, question, or critique an idea but you are not to attack an individual. Working as a community of learners, we can build a polite and respectful course community.

The following netiquette tips will enhance the learning experience for everyone in the course:

* Do not dominate any discussion.
* Give other students the opportunity to join in the discussion.
* Do not use offensive language. Present ideas appropriately.
* Be cautious in using Internet language. For example, do not capitalize all letters since this suggests shouting.
* Popular emoticons such as ☺ or / can be helpful to convey your tone but do not overdo or overuse them.
* Avoid using vernacular and/or slang language. This could possibly lead to misinterpretation.
* Never make fun of someone’s ability to read or write.
* Share tips with other students.
* Keep an “open-mind” and be willing to express even your minority opinion. Minority opinions have to be respected.
* Think and edit before you push the “Send” button.
* Do not hesitate to ask for feedback.
* Using humor is acceptable

Adapted from:

Mintu-Wimsatt, A., Kernek, C., & Lozada, H. R. (2010). [*Netiquette: Make it part of your syllabus*. Journal of Online Learning and Teaching](http://jolt.merlot.org/vol6no1/mintu-wimsatt_0310.htm), 6(1).

Shea, V. (1994). [Netiquette. Albion.com](http://www.albion.com/netiquette/book/).

## Religious Beliefs Accommodation

It is UW System policy ([UWS 22](https://docs.legis.wisconsin.gov/code/admin_code/uws/22)) to reasonably accommodate your sincerely held religious beliefs with respect to all examinations and other academic requirements.

You will be permitted to make up an exam or other academic requirement at another time or by an alternative method, without any prejudicial effect, if:

* There is a scheduling conflict between your sincerely held religious beliefs and taking the exam or meeting the academic requirements; and
* You have notified your instructor within the first three weeks of the beginning of classes (first week of summer or interim courses) of the specific days or dates that you will request relief from an examination or academic requirement.
* Your instructor will accept the sincerity of your religious beliefs at face value and keep your request confidential.
* Your instructor will schedule a make-up exam or requirement before or after the regularly scheduled exam or requirement.
* You may file any complaints regarding compliance with this policy in the Equity and Affirmative Action Office.

## Title IX

UW-Stevens Point is committed to fostering a safe, productive learning environment. Title IX and institutional policy prohibit discrimination on the basis of sex, which includes harassment, domestic and dating violence, sexual assault, and stalking. In the event that you choose to disclose information about having survived sexual violence, including harassment, rape, sexual assault, dating violence, domestic violence, or stalking, and specify that this violence occurred while a student at UWSP, federal and state laws mandate that I, as your instructor, notify the Title IX Coordinator/Office of the Dean of Students.

Please see the information on the [Dean of Students webpage](https://www.uwsp.edu/DOS/sexualassault) for information on making confidential reports of misconduct or interpersonal violence, as well as campus and community resources available to students. For more information see the [Title IX page.](https://www.uwsp.edu/hr/Pages/Affirmative%20Action/Title-IX.aspx)