

Master of Science in Nursing

Program Director: Paulette Thabault
Program Coordinator: Janice Hansen

Norwich University offers the Master of Science in Nursing with concentrations in Healthcare Systems Leadership, Nursing Informatics, and Nursing Education. The program is fully approved by the Vermont State Nursing Board and accredited by the Commission on Collegiate Nursing Education (CCNE).

Beginning in the December 2020 term, Norwich University will revise its existing curriculum. The new curriculum will require students to take two, three-credit seminars each term or, for those enrolled in a specialty Nurse Practitioner track, two, two-credit seminars or clinicals. The revised program will offer concentrations in Healthcare Systems Leadership, Nursing Informatics, Nursing Education as well as Nurse Practitioner tracks in: Family Nurse Practitioner (FNP), Acute Care Nurse Practitioner Adult Gerontology (ACNP-AG), and Psychiatric and Mental Health. Each Nurse Practitioner track is a 45 credit-hour program of study.

The Norwich University Master of Science in Nursing with a concentration in Healthcare Systems Leadership is a 36 credit program that provides graduates with the knowledge and skills necessary to succeed as nurse leaders in a variety of health care settings.

The Master of Science in Nursing with a concentration in Nursing Informatics is 36 credit program that prepares the graduate to function in a variety of information systems leadership roles and to sit for the national certification examination.

The Master of Science in Nursing with a concentration in Education is a 40 credit program that prepares the graduate to assume roles in formal academic settings or in staff development positions.

Mission

The Master of Science in Nursing program prepares visionary nurse leaders who demonstrate advanced critical thinking, communication, and decision making skills to ensure quality outcomes within the complex systems of the health care continuum. Graduates initiate and effectively utilize research findings to improve outcomes, as well as utilize knowledge of health promotion, health care policy and systems, change and finance to effectively manage available resources in the changing health care environment. Masters prepared nurses utilize this knowledge base integrated with theories from nursing and related disciplines to create and implement ethical practices and policies to improve the environment in which health care is delivered.

The Masters prepared nurse engages in an expanded scope of practice that is characterized by critical analysis of problems and creative problem solving, and application of theories in the decision making process. The graduate manages change effectively and utilizes effective communication skills and technologies to create collaborative partnerships within nursing and across health care disciplines. Graduate education prepares the nurse to identify and evaluate personal and organization values and to implement ethical decisions and strategies to improve outcomes.

Program Outcomes

- Initiate and effectively utilize research findings to improve outcomes across the spectrum of nursing environments.
- Integrate knowledge of health promotion, health care policy and systems, change and finance to effectively manage available resources in the nursing environment.

- Integrate theories from nursing and related disciplines to create and implement ethical practices and policies to improve nursing practice.
- Critically analyze problems and demonstrate theory based problem solving in making decisions across a variety of nursing settings.
- Plan and manage change effectively.
- Incorporate the knowledge and skills related to informatics and technology to effectively improve nursing practice.
- Implement effective communication skills to create collaborative partnerships within nursing and across health care disciplines.
- Apply the principles of translational science and implementation/improvement science, advocacy and appreciative inquiry in the context of the advanced nursing role.

Requirements (MSN-NP Beginning December 2020)

Nurse Practitioner Core Curriculum

NR 541	Clinical Concepts: Advanced Pharmacology	3
NR 543	Clinical Concepts: Pathophysiology for Disease Management	4
NR 523	Healthcare Systems, Nursing Leadership, and Advanced Nursing Roles	3
NR 514	Epidemiology and Population Health	3
NR 553	Advanced Physical Assessment	3
NR 524	Health Policy, Advocacy, and Economics in Healthcare	3
NR 533	Quality Improvement and Patient Safety	3
NR 534	Informatics & Healthcare Technologies	3
NR 593	Advanced Nursing Research and Evidence Based Practice	3
NR 595	Residency	0
Total Cr.		28

Family Nurse Practitioner (FNP) Track

NR 590	Advanced Pharmacology - Population Focus: Family	2
NR 611	Family Nurse Practitioner I (adult and geriatric)	2
NR 612	Family Nurse Practitioner I Clinical	2
NR 613	Family Nurse Practitioner II (adult and geriatric)	2
NR 614	Family Nurse Practitioner II Clinical	2
NR 615	Family Nurse Practitioner III (women and children)	2
NR 616	Family Nurse Practitioner III Clinical	2
NR 617	Family Nurse Practitioner IV (women and children)	2
NR 618	Family Nurse Practitioner IV Clinical	2
Total Cr.		18

Acute Care Nurse Practitioner Adult Gerontology (ACNP-AG) Track

NR 591	Advanced Pharmacology--Population Focus: Adult and Geriatric	2
NR 621	Adult Geriatric Acute Care I	2
NR 622	Adult Geriatric Acute Care 1 Clinical	2
NR 623	Adult Geriatric Acute Care II	2
NR 624	Adult Geriatric Care II Clinic	2
NR 625	Adult Geriatric Acute Care III	2
NR 626	Adult Geriatric and Acute Care III Clinical	2

NR 627	Adult Geriatric Acute Care IV	2
NR 628	Adult Geriatric and Acute care IV Clinical	2
Total Cr.		18

Psychiatric and Mental Health NP Track

NR 592	Advanced Pharmacology--Population Focus: Mental Health	2
NR 631	Psychiatric and Mental Health NP I	2
NR 632	Psychiatric and Mental Health Clinical I	2
NR 633	Psychiatric and Mental Health NP II	2
NR 634	Psychiatric and Mental Health Clinical II	2
NR 635	Psychiatric and Mental Health NP III	2
NR 636	Psychiatric and Mental Health Clinical III	2
NR 637	Psychiatric and Mental Health NP IV	2
NR 638	Psychiatric and Mental Health Clinical IV	2
Total Cr.		18

Requirements (MSN Beginning December 2020)

Core Curriculum for Healthcare Systems Leadership

NR 523	Healthcare Systems, Nursing Leadership, and Advanced Nursing Roles	3
NR 524	Health Policy, Advocacy, and Economics in Healthcare	3
NR 533	Quality Improvement and Patient Safety	3
NR 593	Advanced Nursing Research and Evidence Based Practice	3
NR 534	Informatics & Healthcare Technologies	3
NR 514	Epidemiology and Population Health	3
NR 595	Residency	0
Total Cr.		18

Healthcare Systems Leadership Concentration (18 credits)

NR 581 Leadership in Healthcare Organizations 3 Credits

Students explore organizational science and its application to healthcare and analyze the principles of leadership and leadership science including theory, styles as well as contemporary approaches and strategies. The course emphasizes system science and integration, change theory and social change theories, and healthcare systems and organizational relationships. The student has the opportunity to address an organization's challenges specific to healthcare delivery within the contemporary financial and social environment. *This course has not been approved by the University Curriculum Committee,

NR 582 – Healthcare Resource Management – Financial Resources 3 Credits

Students explore all aspects of finance related to healthcare systems including operating budgets and capital requests. Calculation of revenue, direct and indirect costs as well as cost benefit calculations are considered. *This course has not been approved by the University Curriculum Committee,

NR 583 Healthcare Resource Management – Human Resources 3 Credits

Students examine the critical aspects of human resource management in the context of healthcare systems. Human resource management includes confronting the nursing shortage through recruitment and retention, staffing management, performance appraisal and marketing. Prevention of workplace violence and disaster preparedness are also explored as opportunities and challenges for nurse leaders in managing the healthcare workforce. *This course has not been approved by the University Curriculum Committee,

NR 584 Innovation and Entrepreneurship in Healthcare 3 Credits

The student is introduced to definitions and concepts that pertain to innovation, including different types of innovation and entrepreneurship as well as individual-level, organizational and institutional factors that impact the healthcare innovation process. The course examines how entrepreneurs and healthcare organizations create and capture value through sustainable innovation that meet consumer and societal needs. It explores various approaches employed by entrepreneurial healthcare organizations and considers the knowledge, skills and abilities needed to succeed in today's competitive and global environment. *This course has not been approved by the University Curriculum Committee,

NR 585 Strategic Planning in Healthcare 3 Credits

The seminar emphasizes strategic planning in healthcare, business planning and conceptual analysis of role. Discussion focuses on the acquisition of knowledge, skills and abilities (KSA) for strategic planning and for practice as a nurse leader across traditional and non-traditional healthcare setting. *This course has not been approved by the University Curriculum Committee,

NR 586 The Nurse Leader's Role in Healthcare Systems 3 Credits

This practicum experience expands and refines the leadership and management skills related to the administrative nurse leader role. Working with a nurse leader acting as a manager/administrator in a selected care environment, the student focuses their chosen leadership role, with a focus on quality, risk management and processes of managing health care delivery. The student attends agency organization and management meetings and works collaboratively to design and create a health care project appropriate to the student's practice setting. *This course has not been approved by the University Curriculum Committee,

Core Curriculum for Nurse Education

NR 523	Healthcare Systems, Nursing Leadership, and Advanced Nursing Roles	3
NR 524	Health Policy, Advocacy, and Economics in Healthcare	3
NR 533	Quality Improvement and Patient Safety	3
NR 593	Advanced Nursing Research and Evidence Based Practice	3
NR 534	Informatics & Healthcare Technologies	3
NR 514	Epidemiology and Population Health	3
NR 595	Residency	0

Concentration Courses

NR 548	Advanced Pathophysiology	3
NR 552	Advanced Pharmacology	3
NR 553	Advanced Physical Assessment	3
*NR 563	(Curriculum Design in Nursing)	3
*NR564	(Innovations in Teaching and Learning)	3
*NR 565	(Assessment and Evaluation Strategies)	3
*NR 568	(Advanced Nursing Practicum)	2
*NR 569	(Implementing the Nurse Educator Role)	2

* courses have not yet been developed or approved by University Curriculum Committee

Total Cr.		40
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Requirements (MSN Legacy)

The September 2020 start date will be the last enrollment for this curriculum map. Students entering the MSN program in December 2020 or later should consult the Revised MSN Curriculum Map.

Curriculum Map

Term 1		
NR 512		6
Term 2		
NR 522	Translating and Integrating Scholarship into Practice	6
Term 3		
NR 532	Quality Improvement, Informatics & Healthcare Technologies	6
Term 4		
	Concentration course(s)	6
Term 5		
	Concentration course(s)	6-10
Term 6		
	Concentration course(s)	6
NR 595	Residency ¹	0
Total Cr.		36-40

¹ Students are required to attend a one-week, on-campus Residency Conference the June following or concurrent with their final course.

Curriculum Requirements

The program's first three seminars (18 credits) are common core content seminars and provide the foundation for specialization, addressing the study of health care delivery systems, ethical issues, and theoretical bases for nursing, leadership, and research. The remaining seminars (18 credits) address the specific content essential for either the concentration in nursing administration or in nursing education.

Core Courses (18 credits)

NR 512		6
NR 522	Translating and Integrating Scholarship into Practice	6
NR 532	Quality Improvement, Informatics & Healthcare Technologies	6
Culminating Academic Requirement		
NR 595	Residency	0
Total Cr.		18

Concentrations (18 - 22 credits)

Healthcare Systems Leadership Concentration

NR 546	Leadership in Healthcare Organizations	6
Select two of the following		
NR 555	Innovation and Entrepreneurship in Healthcare	6
NR 556	Healthcare Resource Management	6
AD 582	Healthcare Management	6
NR 566	Strategic Planning and Management in Healthcare	6
Total Cr.		18

Nursing Informatics Concentration

NR 547	Theoretical and Practice Foundations of Nursing Informatics	6
NR 557	Strategic Planning and Practice Applications in Nursing Informatics	6

NR 567	Using Informatics to improve Nursing Practice	6
Total Cr.		18
Nursing Education Concentration		
NR 541	Clinical Concepts: Advanced Pharmacology	3
NR 542	Clinical Concepts: Advanced Health Assessment	3
NR 543	Clinical Concepts: Pathophysiology for Disease Management	4
Students may substitute the following for NR 543		
NR 571	Clinical Concepts ADV Pathophys1	1
NR 572	Clinical Concepts ADV Pathophys2	1
NR 573	Clinical Concept ADV Pathophys3	1
NR 574	Clinical Concepts ADV Pathophys4	1
NR 551	Theoretical Foundations of Curriculum and Instruction	6
NR 561	Scholarship of Teaching, Learning, and Evaluation	6
Total Cr.		22

One-Week Residency

All degree candidates of the Master of Science in Nursing are required to attend a one-week Residency Conference (<http://catalog.norwich.edu/onlineprogramscatalog/academicpolicies/graduationrequirements/>) on the Norwich University campus, during which they may attend professional presentations, participate in roundtable discussions with faculty, and present papers. The one-week residency is a degree requirement.

Faculty

Faculty Member	Institution at which highest degree was earned
Jonathon Brown, DNP	George Washington University
Janet Dupont, PhD	Capella University
Betty Fair, PhD	University of Texas
Emily Gessner, DNP	Northeastern University
Jean Gordon, DBA	Nova Southeastern University
Jo Anne Grunow, PhD	Rush University
Lisa Hawthorne, PhD	University of San Diego
Nancy Kupka, DNS	Rush University
Mario Ortiz, PhD	Loyola University
Linda Tjiong, DBA	University of Sarasota
Richard Watters, PhD	University of Western Australia
Hope Williamson, DNP	University of Miami