



Program Guidebook

Master of Science, Nursing - Leadership and Management (BSN to MSN)

The Master of Science, Nursing-Leadership and Management is a competency-based program that prepares graduates to be leaders and managers in diverse settings: hospitals, long term care facilities, community service agencies, governmental agencies and facilities, and corporations. They use their organizational, analytic, strategic planning, financial, human resources, and evaluation skills to services in diverse nursing and healthcare settings. The WGU Master of Science in Nursing, Leadership and Management program content is evidence based on national standards and research related to creating work environments that are collaborative, interdisciplinary, and promote effective functioning in complex nursing and healthcare environments. The Master of Science in Nursing- Leadership/Management content and processes are consistent with the American Nurses Association (ANA) Standards for Nurse Administrators and the AONE competencies for nursing managers and executives. The degree program is focused on the preparation of highly qualified nurse administrators (nurse managers and nurse executives). This program consists of developing core knowledge related to complexities of healthcare, access, quality, and costs for diverse populations. New nursing knowledge includes research, theory, technology applied to nursing practice, evidence based practice, ethics, and new roles for master's prepared nurses. The nurse leadership/management focuses on organizational and leadership theories, strategic planning, regulatory standards, risk management, principles of financial management, and concepts of human resource management. A case study approach is used to examine organizational, financial, and personnel issues and their resolution. The process for assessment, measurement, evaluation, and use of outcome data for improvement is presented.

Understanding the Competency-Based Approach

Practically speaking, how do competency-based programs like those offered at Western Governors University (WGU) work? Unlike traditional universities, WGU does not award degrees based on completion of a certain number of credit hours or a certain set of required courses. Instead, you will earn your degree by demonstrating your skills, knowledge, and understanding of important concepts.

Progress through a degree program is governed not by the amount of time you spend in class but by your ability to demonstrate mastery of competencies as you complete required courses. Of course, you will need to engage in learning experiences as you review competencies or develop knowledge and skills in areas in which you may be weak. To help you acquire the knowledge and skills you need to complete your courses and program, WGU provides a rich array of learning resources. Your program mentor will work closely with you to help you understand the competencies required for your program and to help you create a schedule for completing your courses. You will also work closely with course instructors as you engage in each of your courses. As subject matter experts, course instructors will guide you through the content you must master to pass the course assessments.

The benefit of this competency-based system is that enables students who are knowledgeable about a particular subject to make accelerated progress toward completing a degree, even if they lack college experience. You may have gained skills and knowledge of a subject while on the job, accumulated wisdom through years of life experience, or already taken a course on a particular subject. WGU will award your degree based on the skills and knowledge that you possess and can demonstrate—not the number of credits hours on your transcript.

Accreditation

Western Governors University is the only university in the history of American higher education to have earned accreditation from four regional accrediting commissions. WGU's accreditation was awarded by (1) the Northwest Commission on Colleges and Universities, (2) the Higher Learning Commission of the North Central Association of Colleges and Schools, (3) the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges, and (4) the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges. The university's accreditation status is now managed by the Northwest Commission on Colleges and Universities (NWCCU), which reaffirmed WGU's accreditation in February 2017. The WGU Teachers College is accredited by the National Council for Accreditation of Teacher Education (NCATE). The nursing programs are accredited by the Commission on Collegiate Nursing Education (CCNE). The Health Information Management program is accredited by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM). The College of Business programs are accredited by the Accreditation Council for Business Schools and Programs (ACBSP).

The Degree Plan

The focus of your program is your personalized Degree Plan. The Degree Plan is a detailed blueprint of the courses you will need to complete in order to earn your degree. The Degree Plan also lays out the accompanying learning resources and assessments that compose your program. The list of courses in the Degree Plan is often referred to as the standard path. The amount of time it takes to complete your program depends on both the amount of new information you need to learn and the amount of time you plan to devote each week to study. Your program mentor and course instructors will help you assess

your strengths and development needs to establish a study plan.

Students vary widely in the specific skills and information they need to learn. For example, some students may be highly knowledgeable in a particular subject matter and would not need to engage in new learning opportunities. Other students may find that portions of the program require them to learn new information and that they need to take an online class or participate in a study module to acquire the knowledge and skills needed to fulfill program competencies in that area. Some individuals may be able to devote as little as 15–20 hours per week to the program, while others may need to devote more time. For this reason, pre-assessments are there to help your program mentor form a profile of your prior knowledge and create a personalized Degree Plan.

How You Will Interact with Faculty

At WGU, faculty serve in specialized roles, and they will work with you individually to provide the guidance, instruction, and support you will need to succeed and graduate. As a student, it is important for you to take advantage of this support. It is key to your progress and ultimate success. Upon your enrollment, you will be assigned a program mentor—an expert in your field of study who will provide you with regular program-level guidance and support from the day you start until the day you graduate. Your program mentor will set up regular telephone appointments (weekly at first) with you, which you will be expected to keep. The mentor will review program competencies with you and work with you to develop a plan and schedule for your coursework. Your program mentor will serve as your main point of contact throughout your program—helping you set weekly study goals, recommending specific learning materials, telling you what to expect in courses, and keeping you motivated. In addition to regular calls, your program mentor is available to help you resolve questions and concerns as they arise.

You will also be assigned to a course instructor for each course. Course instructors are doctoral-level subject matter experts who will assist your learning in each individual course. When you begin a new course, your assigned course instructor will actively monitor your progress and will be in touch to offer one-on-one instruction and to provide you with information about webinars, cohort sessions, and other learning opportunities available to help you acquire the competencies you need to master the course. Your course instructor can discuss your learning for the course, help you find answers to content questions, and give you the tools to navigate the course successfully. In addition, you will communicate with course instructors by posting in the online learning community and participating in live discussion sessions such as webinars and cohorts.

For many of the courses at WGU, you will be required to complete performance assessments. These include reports, papers, presentations, and projects that let you demonstrate your mastery of the required competencies. A separate group of faculty members, called evaluators, will review your work to determine whether it meets requirements. Evaluators are also subject matter experts in their field of evaluation. If your assessment needs further work before it “passes,” these evaluators, who review your work anonymously, will provide you with instructional feedback to help you meet evaluation standards and allow you to advance.

Connecting with Other Mentors and Fellow Students

As you proceed through your Degree Plan, you will have direct contact with multiple faculty members.

These communications can take a variety of forms, including participation in one-on-one discussions, chats in the learning communities, and live cohort and webinar opportunities. As a WGU student, you will have access to your own personal MyWGU Student Portal, which will provide a gateway to your courses of study, learning resources, and learning communities where you will interact with faculty and other students.

The learning resources in each course are specifically designed to support you as you develop competencies in preparation for your assessments. These learning resources may include reading materials, videos, tutorials, cohort opportunities, community discussions, and live discussions that are guided by course instructors who are experts in their field. You will access your program community during your orientation course to network with peers who are enrolled in your program and to receive continued support through professional enrichment and program-specific chats, blogs, and discussions. WGU also provides Student Services associates to help you and your program mentor solve any special problems that may arise.

Orientation

The WGU orientation course focuses on acquainting you with WGU's competency-based model, distance education, technology, and other resources and tools available for students. You will also utilize WGU program and course communities, participate in activities, and get to know other students at WGU. The orientation course must be completed before you can start your first term at WGU.

Transferability of Prior College Coursework

Because WGU is a competency-based institution, it does not award degrees based on credits but rather on demonstration of competency. However, if you have completed college coursework at another accredited institution, or if you have completed industry certifications, you may have your transcripts and certifications evaluated to determine if you are eligible to receive some transfer credit. The guidelines for determining what credits will be granted varies based on the degree program. Students entering graduate programs must have their undergraduate degree verified before being admitted to WGU. To review more information in regards to transfer guidelines based on the different degree programs, you may visit the Student Handbook found at the link below and search for "Transfer Credit Evaluation."

[Click here for the Student Handbook](#)

WGU does not waive any requirements based on a student's professional experience and does not perform a "résumé review" or "portfolio review" that will automatically waive any degree requirements. Degree requirements and transferability rules are subject to change in order to keep the degree content relevant and current.

Remember, WGU's competency-based approach lets you take advantage of your knowledge and skills, regardless of how you obtained them. Even when you do not directly receive credit, the knowledge you possess may help you accelerate the time it takes to complete your degree program.

Continuous Enrollment, On Time Progress, and Satisfactory Academic Progress

WGU is a "continuous enrollment" institution, which means you will be automatically enrolled in each of your new terms while you are at WGU. Each term is six months long. Longer terms and continuous

enrollment allow you to focus on your studies without the hassle of unnatural breaks between terms that you would experience at a more traditional university. At the end of every six-month term, you and your program mentor will review the progress you have made and revise your Degree Plan for your next six-month term.

WGU requires that students make measurable progress toward the completion of their degree programs every term. We call this “On-Time Progress,” denoting that you are on track and making progress toward on-time graduation. As full-time students, graduate students must enroll in at least 8 competency units each term, and undergraduate students must enroll in at least 12 competency units each term. Completing at least these minimum enrollments is essential to On-Time Progress and serves as a baseline from which you may accelerate your program. We measure your progress based on the courses you are able to pass, not on your accumulation of credit hours or course grades. Every time you pass a course, you are demonstrating that you have mastered skills and knowledge in your degree program. For comparison to traditional grading systems, passing a course means you have demonstrated competency equivalent to a “B” grade or better.

WGU assigns competency units to each course in order to track your progress through the program. A competency unit is equivalent to one semester credit of learning. Some courses may be assigned 3 competency units while others may be as large as 12 competency units.

Satisfactory Academic Progress (SAP) is particularly important to students on financial aid because you must achieve SAP in order to maintain eligibility for financial aid. We will measure your SAP quantitatively by reviewing the number of competency units you have completed each term. In order to remain in good academic standing, you must complete at least 66.67% of the units you attempt over the length of your program—including any courses you add to your term to accelerate your progress. Additionally, during your first term at WGU you must pass at least 3 competency units in order to remain eligible for financial aid. We know that SAP is complex, so please contact a financial aid counselor should you have additional questions. *Please note: The Endorsement Preparation Program in Educational Leadership is not eligible for federal financial aid.

Courses

Your Degree Plan includes courses needed to complete your program. To obtain your degree, you will be required to demonstrate your skills and knowledge by completing the assessment(s) for each course. In general there are two types of assessments: performance assessments and objective assessments. Performance assessments contain, in most cases, multiple scored tasks such as projects, essays, and research papers. Objective assessments include multiple-choice items, multiple-selection items, matching, short answer, drag-and-drop, and point-and-click item types, as well as case study and video-based items. Certifications verified through third parties may also be included in your program. More detailed information about each assessment is provided in each course of study.

Learning Resources

WGU works with many different educational partners, including enterprises, publishers, training companies, and higher educational institutions, to provide high-quality and effective learning resources that match the competencies you are developing. These vary in type, and may be combined to create the best learning experience for your course. A learning resource can be an e-textbook, online module,

study guide, simulation, virtual lab, tutorial, or a combination of these. The cost of most learning resources are included in your tuition and Learning Resource Fee. They can be accessed or enrolled for through your courses. Some degree-specific resources are not covered by your tuition, and you will need to cover those costs separately. WGU also provides a robust library to help you obtain additional learning resources, as needed.

Mobile Compatibility:

The following article provides additional details about the current state of mobile compatibility for learning resources at WGU. It includes a list that can be referenced to determine the mobile friendliness of all core course materials used in a program.

[Student Handbook article: Can I use my mobile device for learning resources?](#)

Standard Path

As previously mentioned, competency units (CUs) have been assigned to each course in order to measure your academic progress. If you are an undergraduate student, you will be expected to enroll in a minimum of 12 competency units each term. Graduate students are expected to enroll in a minimum of 8 competency units each term. A standard plan for a student for this program who entered WGU without any transfer units would look similar to the one on the following page. Your personal progress can be faster, but your pace will be determined by the extent of your transfer units, your time commitment, and your determination to proceed at a faster rate.

Standard Path *for* Master of Science, Nursing - Leadership and Management (BSN to MSN)

Course Description	CUs	Term
Professional Presence and Influence	2	1
Translational Research for Practice and Populations	2	1
Advanced Information Management and the Application of Technology	3	1
Organizational Leadership and Interprofessional Team Development	3	1
Pathopharmacological Foundations for Advanced Nursing Practice	3	2
Contemporary Pharmacotherapeutics	2	2
Comprehensive Health Assessment for Patients and Populations	3	2
Essentials of Advanced Nursing Practice Field Experience	2	3
Policy, Politics, and Global Health Trends	3	3
Principles of Organizational Performance Management	2	3
Principles of Healthcare Business and Financial Management	3	3
Strategic Leadership and Future Delivery Models	2	4
Nursing Leadership and Management Field Experience	4	4
Nursing Leadership and Management Capstone	2	4

Changes to Curriculum

WGU publishes an Institutional Catalog, which describes the academic requirements of each degree program. Although students are required to complete the program version current at the time of their enrollment, WGU may modify requirements and course offerings within that version of the program to maintain the currency and relevance of WGU's competencies and programs. As these changes are implemented, WGU will ensure that the length of the student's degree program (i.e., total competency unit requirements) will not increase and that competency units already earned will be applied to the updated program version. When program requirements are updated, students readmitting after withdrawal from the university will be expected to re-enter into the most current catalog version of the program.

Areas of Study for Master of Science, Nursing - Leadership and Management (BSN to MSN)

The following section includes the areas of study in the program, with their associated courses. Your specific learning resources and level of instructional support will vary based on the individual competencies you bring to the program and your confidence in developing the knowledge, skills, and abilities required in each area of the degree. The Degree Plan and learning resources are dynamic, so you need to review your Degree Plan and seek the advice of your mentor regarding the resources before you purchase them.

MSN Professional Nursing Core

Professional Presence and Influence

Who we are and how we behave affects others. Our professional presence in therapeutic settings can support or inhibit well-being not only in patients, but also in the rest of the health care team, in the family and support system of the patients, and in the health care organization as a whole. This course will help registered nurses manage this impact by recognizing situations and practices that support a positive environment and cultivating actions and responses to achieve and maintain this environment. The growth of self-knowledge will expand nurses' ability to direct influence in ways that are intended rather than in random or destructive ways.

This course covers the following competencies:

- *The graduate utilizes personality tools to identify his/her own personality type and incorporate self-awareness practices to increase mindful presence into his/her own life, practice of health care, and interactions with patients and colleagues.*
- *The graduate uses principles of self-knowledge, active listening, authentic leadership, and mentoring in transforming and creating a healing environment.*

Translational Research for Practice and Populations

This graduate-level course builds on your baccalaureate-level statistical knowledge to help you develop skills in analyzing, interpreting, and translating research into nursing practice using principles of patient-centered care and applications to individuals and populations

This course covers the following competencies:

- *The graduate interprets evidence and evaluates its applicability to nursing practice.*
- *The graduate evaluates comprehensive literature reviews for historical context, completeness, applicability, reliability, organization, and quality of information sources.*

Organizational Leadership and Interprofessional Team Development

This graduate-level course builds on baccalaureate-level leadership knowledge to develop application skills in complex healthcare environments with diverse teams. Graduates will develop knowledge and competencies in the following areas: leadership theory, systems and complexity theory, advanced communication, and building consensus.

Knowledge, skills, and abilities related to creating cultures of safety and leading quality improvement are key parts of this course and of contemporary leadership. Most importantly, students will develop and establish deep understanding of leadership roles within organizations, a central theme in the course. Upon successful completion of this course, Students will demonstrate:

- critical decision making, critical analysis, and visionary thinking to lead and affect positive healthcare environments;
- the ability to build consensus and communicate a compelling vision that facilitates teamwork.

This course covers the following competencies:

- *The graduate analyzes effective leadership strategies within the context of the interprofessional team.*

- *The graduate evaluates leadership practices that support accountability and integrity within an organization.*
- *The graduate analyzes the impact of contemporary healthcare trends and practices on the delivery of healthcare.*
- *The graduate identifies the impact of business and economic principles and practices, and regulatory requirements on the provision of healthcare.*
- *The graduate relates systems theory and change theory to the design, delivery, and evaluation of health care.*

Pathopharmacological Foundations for Advanced Nursing Practice

In Pathopharmacological Foundations for Advanced Nursing Practice, students will gain application skills by examining syndromes rather than looking at body systems independently. The course includes pathophysiologies, the associated pharmacological treatments, and social and environmental impacts. Pathopharmacological Foundations for Advanced Nursing Practice is an integrated examination of five common and important disease processes: asthma, heart failure, obesity, traumatic brain injury, and depression.

These processes are relevant to advanced nursing practice because of their prevalence and impact on the healthcare system and the health of the nation.

This course covers the following competencies:

- *The graduate distinguishes between general information and relevant assessment findings to manage and minimize pathologies and risk factors to promote optimal patient outcomes.*
- *The graduate integrates relevant patient and population data to develop pathopharmacological management strategies for populations.*
- *The graduate evaluates salient pharmacological issues in managing patient care transitions.*
- *The graduate analyzes pharmaceutical impacts, including physiological, psychological, financial, and lifestyle factors on the selected disease processes.*
- *The graduate evaluates high volume-high impact disease processes including associated pharmacological interventions and implications for advanced practice.*

Contemporary Pharmacotherapeutics

This course provides the opportunity to acquire advanced knowledge and skills in the therapeutic use of pharmacologic agents, herbals, and supplements. Students will explore the pharmacologic treatment of major health problems and examine the principles of pharmacogenomics. The effects of culture, ethnicity, age, pregnancy, gender, healthcare setting, and funding of pharmacologic therapy will be emphasized. Legal aspects of prescribing will be fully addressed. Case studies will be utilized to present some of these concepts.

This course covers the following competencies:

- *The graduate identifies the role of regulatory agencies and their impact in drug therapy from development to delivery.*
- *The graduate applies comprehensive principles of pharmacotherapeutics to nursing care with individuals, families and communities.*
- *The graduate makes recommendations to address issues affecting adherence, safety, and compliance with prescribed, over the counter (OTC), and complementary drug regimens among patients and families.*
- *The graduate identifies social ramifications to health based on patterns of prescription and non-prescription medication use from an individual, community and global perspective.*
- *The graduate incorporates scientific and ethical principles to make decisions regarding drug distribution and availability.*

Comprehensive Health Assessment for Patients and Populations

In this course, students will learn about the principles of health assessment from the individual to the global level. Students will learn to perform a comprehensive functional health assessment that includes social structures, family history, and

environmental situations, from the individual patient to the population. This course builds on prior knowledge gained in previous courses and in nursing practice, in areas such as pathophysiology, pharmacology, and epidemiology, and focus on applying this knowledge in various populations with common disorders.

This course is roughly divided into three parts:

- Advanced health assessment focusing on abnormal findings for common disease.
- Integrating health assessment findings into a population, considering such issue as culture, spirituality, and continuum.
- Functionality of clients based upon the problems and populations.

This course covers the following competencies:

- *The graduate develops strategies for assessment of health maintenance and risk reduction activities of individuals and populations.*
- *The graduate identifies integrative strategies for promoting physical and functional health, and preventing disease for individuals and selected populations.*
- *The graduate develops outcome goals for individuals and selected populations based on assessment findings.*
- *The graduate develops a comprehensive assessment approach for the assessment of individuals and populations.*

Essentials of Advanced Nursing Practice Field Experience

The Essentials of Advanced Nursing Practice Field Experience course gives you an opportunity to apply leadership knowledge to evaluate a healthcare facility and then recommend an organizational change to improve population health. In this course you will integrate and apply your learning in a clinical experience working with a nurse leader. You will demonstrate and document the following skills:

- lead change to improve quality health in populations
- advance a culture of excellence through lifelong learning
- build and lead collaborative interprofessional care teams
- navigate and integrate care services across the healthcare system
- design innovative nursing practices
- translate evidence into practice

This course covers the following competencies:

- *The graduate evaluates an organizational change or innovation as measured against the master's level nursing and interprofessional standards.*
- *The graduate adapts an organizational change or innovation to improve quality care outcomes while meeting the master's level nursing and interprofessional standards.*

Policy, Politics, and Global Health Trends

Social, political, and economic factors influence policies that impact health outcomes in acute care settings in communities, nationally and globally. Nurse leaders need to understand the determinants of health as well as how legal and regulatory processes, healthcare finances, research, the role of professional organizations, and special interest groups/lobbyists impact health outcomes. This course provides a framework for understanding the organization of healthcare delivery and financing systems in the U.S. and other nations. It addresses how policies are made and factors that influence policies at local, national, and global levels that impact health/wellness and the nursing profession. The roles of values, ethical theories, stakeholder interests, research, and recent legislation related to health policy and health outcomes will be explored. The nurse leader will gain expertise in effecting change through active participation in influencing or developing policies that impact health.

This course covers the following competencies:

- *The graduate analyzes strategies that healthcare advocates use to affect policies with the goal of improving the public health and the profession of nursing*
- *The graduate analyzes the organization of healthcare delivery and financing systems in the U.S. and other nations.*
- *The graduate analyzes the effect of major legal and regulatory policies on nursing practice, health care delivery, and health outcomes for individual, families, and communities.*

- *The graduate analyzes the historical, economic, and political, factors that affect health care policy development and the impact of those policies on healthcare cost, quality and access.*
- *The graduate analyzes the values that drive policies.*

Nursing Science

Advanced Information Management and the Application of Technology

In this course you will examine complementary roles of master's level-prepared nursing information technology professionals, including informaticists and quality officers. You will analyze current and emerging technologies; data management; ethical legal and regulatory best-practice evidence; and bio-health informatics using decision-making support systems at the point of care.

This course covers the following competencies:

- *The graduate distinguishes between the critical and useful electronic data needed for effective decision support (clinical, financial, and administrative outcomes) to provide high- quality and efficient care.*
- *The graduate evaluates the essential elements of safety, security, and privacy in an information management system or informatics project.*
- *The graduate evaluates information management systems that support timely, high-quality, patient-centered care.*
- *The graduate evaluates the implications of current and emerging technologies for practice, research, education, and administration.*
- *The graduate integrates knowledge of nursing initiatives, professional organizations, and leadership into strategies for enhancing nursing informatics.*

Nursing Leadership

Principles of Organizational Performance Management

This is the first specialization course in the nursing leadership and management track. Building on core coursework in the master's program, future nurse leaders examine the roles, responsibilities, and expectations of managers in maximizing productivity and performance in healthcare organizations. They will explore leadership issues, including how to build and motivate a team, organize staff development (including legal and ethical issues), and budget resources and time. This course encourages future nurse leaders to examine administration from a systems perspective, relying on evidence to inform their practice.

This course covers the following competencies:

- *The graduate demonstrates expertise in nurse leader roles to improve operational performance needed to improve quality and safety in healthcare organizations.*
- *The graduate uses data and analytics to advance the operational performance of a healthcare organization.*
- *The graduate evaluates the responsibility and accountability of nursing management in the operations of complex healthcare organizations.*
- *The graduate demonstrates the ability to effectively manage human resources to promote a professional environment conducive to skilled and safe patient care.*

Principles of Healthcare Business and Financial Management

Business and financial healthcare practices have a significant impact on organizational outcomes. In this course, future nurse leaders examine scarce resources, financial principles, and tools for financial and business management. They will also use financial budgeting and management practices and analyze the impact of regulations on the current healthcare environment.

This course covers the following competencies:

- *The graduate applies the implementation of financial principles in the healthcare environment.*
- *The graduate applies business management principles in the healthcare environment.*
- *The graduate applies the concepts of U.S. healthcare economics in administration of healthcare organizations.*
- *The graduate applies legal and ethical principles to business management of healthcare organizations.*

Strategic Leadership and Future Delivery Models

This graduate-level course emphasizes strategic leadership in healthcare, focusing on the trends and directions in the industry and the future of healthcare delivery. Future nurse leaders will have the opportunity to explore how the strategic planning processes incorporates healthcare trends and the evolution of healthcare systems, methods and concepts in strategic leadership, and the ever-changing technology in healthcare.

This course covers the following competencies:

- *The graduate evaluates the use of technology within the healthcare setting as it relates to the organization's strategic plan.*
- *The graduate evaluates the components of strategic planning and integrates strategic planning within varied healthcare settings.*
- *The graduate evaluates the use of systems theory, organizational development theory, change management, and leadership concepts in the strategic planning process within evolving healthcare settings.*
- *The graduate evaluates healthcare trends and adapts strategic planning process to meet the changing healthcare environment.*

Nursing Leadership and Management Field Experience

Today's rapidly changing healthcare delivery environment requires nurse executives to effectively lead change to achieve organization goals and improvements. Registered nurses needs to hold an active nursing license and have considerable clinical experience and education to become a nurse leader or manager. The Nursing Leadership and Management Field Experience provides the graduate student with an opportunity to work collaboratively within the organization where he/she is employed to address an identified nursing problem, need, or gap in current practices. Students then work to promote a practice change, quality improvement, or innovation that is based on the existing evidence and best practices.

This course covers the following competencies:

- *The graduate utilizes effective communication and relationship-building practices at all levels of interaction in the healthcare environment.*
- *The graduate effectively designs and implements a contemporary, organizationally relevant initiative within the context of transprofessional care.*
- *The graduate designs plans to implement appropriate business practices within a healthcare organization.*
- *The graduate demonstrates a leadership role by effectively designing and implementing patient safety and quality improvement initiatives within the context of transprofessional care guided by evidence for best practice.*
- *The graduate utilizes public and organizational policies, nursing standards, evidence from research for best practice, and quality improvement to evaluate and improve the healthcare environment.*

Nursing Leadership and Management Capstone

The Nursing Leadership and Management capstone course provides the student with an opportunity to engage in a project that is actionable, relevant, highly collaborative, and based on real world experience. The capstone involves development of a scholarly project that addresses a problem, need, or gap in current practices. The capstone project provides an opportunity for the graduate nursing student to demonstrate competency through design, application, and evaluation of a planned practice change, quality improvement, or innovation that is based on the existing evidence and best practices.

This course covers the following competencies:

- *The graduate integrates and synthesizes competencies from across the degree program, thereby demonstrating the ability to participate in and contribute value to the chosen professional field.*

Need More Information? WGU Student Services

WGU's Student Services team is dedicated exclusively to helping you achieve your academic goals. The Student Services office is available during extended hours to assist with general questions and administrative or accessibility issues. The Student Services team members help you resolve issues, listen to student issues and concerns, and make recommendations for improving policy and practice based on student feedback. The Student Services team provides a formal means by which you can express your views, which in turn will inform the decisions we make.

Student Services team members also assist with unresolved concerns to find equitable resolutions. To contact the Student Services team, please feel free to call 877-435-7948 or e-mail studentservices@wgu.edu. We are available Monday through Friday from 6:00 a.m. to 10:00 p.m., Saturday from 7:00 a.m. to 7:00 p.m., mountain standard time. Closed Sundays.

If you have inquiries or concerns that require technical support, please contact the WGU IT Service Desk. The IT Service Desk is available Monday through Friday, 6:00 a.m. to 10:00 p.m. and Saturday and Sunday, 10:00 a.m. to 7:00 p.m., mountain standard time. To contact the IT Service Desk, please call 1-877-HELP-WGU (877-435-7948) or e-mail servicedesk@wgu.edu. The support teams are generally closed in observance of university holidays.

For the most current information regarding WGU support services, please visit "Student Support" on the Student Portal at <http://my.wgu.edu>.