

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO: AAC 14-38

COMMITTEE DATE: April 29, 2014

BOARD DATE: May 6, 2014

APPLICATION OF CHAMBERLAIN COLLEGE OF NURSING TO AWARD THE MASTER OF SCIENCE IN NURSING, DOCTOR OF NURSING PRACTICE, CERTIFICATE IN NURSING EDUCATION AND CERTIFICATE IN NURSING INFORMATICS.

MOVED: The Board hereby approves the Certificates of Organization of **Chamberlain College of Nursing** to offer the **Master of Science in Nursing, Doctor of Nursing Practice, Certificate in Nursing Education and Certificate in Nursing Informatics.**

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Shelley Tinkham, Ph.D., Assistant Commissioner for Academic, P-16 and Veterans Policy

BOARD OF HIGHER EDUCATION

May 2014

**Chamberlain College of Nursing
Master of Science in Nursing
Doctor of Nursing Practice
Certificate in Nursing Education
Certificate in Nursing Informatics**

INTENT

Chamberlain College of Nursing (CCN), located in Downers Grove, Illinois, is a proprietary postsecondary institution of higher education requesting authority to award the Master of Science in Nursing (MSN), Doctor of Nursing Practice (DNP), Certificate in Nursing Education, and Certificate in Nursing Informatics in the Commonwealth of Massachusetts. Chamberlain is accredited by the Higher Learning Commission (HLC). Its last accreditation visit was 2005 and it will be reviewed again for accreditation in 2015. The institution has been approved by the HLC to offer 100% of its degree programs through distance education. The Master of Science in Nursing degree program is accredited by the Commission on Collegiate Nursing Education (CCNE); CCNE's last accreditation visit occurred in 2010. All programs offered in Massachusetts will be online and include practicum/clinical experiences which will physically occur in the Commonwealth.

All of the proposed programs address the growing need for advanced practice nursing. A shortage of general and family practice physicians in the United States, particularly in rural and underserved areas, has created a greater need for, and reliance on, other healthcare providers, including nurse practitioners and other advanced practice nurses. Nurses are also being asked to move into other roles as educators and policymakers who can use and manipulate healthcare data. The proposed programs address the expanding roles of nurses both nationally and in Massachusetts.

The proposed Master of Science in Nursing degree program has four tracks. The executive track is designed to prepare nursing leaders and administrators. The educator track is designed to prepare nursing faculty to teach the next generation of nurses. The informatics track addresses the use of computer technology to solve problems in the healthcare industry, as well as the technology's effect on the quality and cost efficiency of healthcare delivery. The healthcare policy track is designed to build foundational skills essential to nurses in healthcare policy roles including leader, researcher, change agent, advocate and activist. Current and emerging healthcare standards, technologies, applications, and management practices are covered, including integrated electronic health record systems, major information systems, and service providers.

The proposed Doctor of Nursing Practice degree program prepares advanced practice nurses to evaluate, plan, design, implement, and evaluate care for individuals, families, and populations. It is a post-master's professional degree program of 30 credits. There are four (4) 125-hour DNP project practicum courses for a total of 500 practicum hours for the Chamberlain DNP degree program. The practicum courses allow the DNP student an opportunity to integrate practice experiences providing an intense practice immersion experience. Students are engaged in the practicum experiences beginning the second semester. Each practicum provides an opportunity to foster and expand their advanced practice nursing knowledge through both clinical practice and the development of a culminating project.

The Certificate in Nursing Education prepares a registered nurse with a previously-earned master's degree in nursing to take a set of courses specifically designed to allow her/him to move into nursing education in a faculty role. The Certificate in Nursing Informatics prepares a registered nurse with a previously-earned master's degree in nursing to move into a variety of data management positions within healthcare delivery systems.

The Master of Science in Nursing degree program is accredited by the Commission on Collegiate Nursing Education (CCNE). The institution received approval for the DNP degree program by the Higher Learning Commission in January 2013. CCNE visited Chamberlain in February 2014 for the purpose of DNP program review and initial accreditation. A final decision of the program accreditation status will be communicated to Chamberlain after the CCNE Board of Directors meeting in November 2014.

The Institution's Graduate Curriculum Committee, comprised of all full-time graduate faculty members, and the Administrative Council, the primary decision-making body of Chamberlain School of Nursing, approved the curricula for the proposed MSN, DNP and certificate programs. The DeVry Education Group Inc. (previously DeVry Inc.) Board of Directors approved the proposed programs in June 2010. DeVry Inc. changed its name to DeVry Education Group Inc. effective November 6, 2013.

INSTITUTIONAL OVERVIEW

Chamberlain College of Nursing, located in Downers Grove, Illinois, was formerly known as the Deaconess School of Nursing. Established in 1889 first as a diploma school of nursing and then a college of nursing, it was acquired by DeVry, Inc. in 2005. A term of the acquisition agreement was that the name would change and as of September 30, 2006, it became known as Chamberlain College of Nursing. Chamberlain has 13 physical campuses and offers numerous programs online. DeVry Education Group Inc. is the parent company of Chamberlain College of Nursing as well as DeVry University and seven other educational organizations. DeVry Education Group Inc. is located in Downers Grove, Illinois.

The DeVry Education Group Inc. Board of Directors provides the authority for policy decisions and strategic directions for all of the institutions owned by DeVry Education Group Inc. . DeVry Education Group Inc. is the parent company of American University of the Caribbean School of Medicine, Becker Professional Education, Carrington College, Carrington College California, Chamberlain College of Nursing, DeVry Brasil, DeVry University and Ross University Schools of Medicine and Veterinary Medicine.

DeVry Education Group Inc. delegates to the Chamberlain Board of Trustees general oversight of the College's academic affairs (programs, campuses and other major activities) with requisite attention to the adequacy of resources. The President of Chamberlain College of Nursing is responsible to the Chamberlain Board of Trustees for the operation of the College.

The mission of Chamberlain College of Nursing is the provision of a superior nursing education experience distinguished by academic excellence, innovation, integrity and world-class service. Chamberlain is committed to graduating compassionate, ethical and knowledgeable nurse leaders who are empowered to transform healthcare. It is a single-purpose institution of higher learning with a focus on nursing programs.

Chamberlain has now requested the authority to offer its first online programs in Massachusetts: the Master of Science in Nursing, Doctor of Nursing Practice, Certificate in Nursing Education and

Certificate in Nursing Informatics. All programs offered in Massachusetts will include practica/clinical experiences which will physically occur in the Commonwealth. Online programs and courses that require the following activities, conducted within Massachusetts, as part of the curriculum: internships, externships, clinicals, mentorships, shadowing experiences, student teaching experiences, etc. are subject to Massachusetts Board of Higher Education approval.

ACADEMIC AND RELATED MATTERS

Admission

MSN/Certificate in Nursing Education/Certificate in Nursing Informatics

Chamberlain looks for candidates with the following qualifications for the proposed MSN degree program:

- Bachelor of Science in Nursing (BSN) degree from an accredited college or university that is recognized by the Council for Higher Education Accreditation (CHEA) and the United States (U.S.) Department of Education
- A minimum undergraduate cumulative Grade Point Average (CGPA) of 3.0 on a 4.0 scale for the BSN degree
- A minimum cumulative Grade Point Average (CGPA) of 3.0 on a 4.0 scale based on 12 or more semester hours of graduate coursework.
- Current, active unrestricted RN license from the U.S. or from a jurisdiction that is an associate member of the National Council of State Boards of Nursing (NCSBN). All students must maintain licensure throughout the program of study. Failure to do so will result in a dismissal from the College.
- Applicants from countries where English is not the primary language spoken, whose native language is not English, or who earned their last degree from an institution where the language of instruction was not English, must demonstrate English-language proficiency.

Applicants to the Certificate in Nursing Education and Certificate in Nursing Informatics must have a master's degree in nursing from an institution accredited by either a regional accrediting agency or an agency recognized by the Council of State Boards of Nursing, current active unrestricted RN license as described above, a minimum cumulative graduate GPA of 3.0 on a 4.0 scale for the earned master's degree in nursing and English-language proficiency as described above.

DNP

Candidates for the proposed DNP degree program are required to meet the following admission requirements:

- A master's degree in nursing from an institution accredited by either a regional accrediting agency or an agency recognized by the Council for Higher Education Accreditation (CHEA)
- Unrestricted current RN license
- Current, active national certification as an advanced practice registered nurse
- Minimum CGPA of 3.0 from the master's degree in nursing
- Applicants from countries where English is not the primary language and applicants whose native language is not English, must demonstrate English-language proficiency.

Projected Enrollment

MSN PROGRAM ENROLLMENT PROJECTION

	# of Students Fiscal Year 2013	# of Students Fiscal Year 2014	# of Students Fiscal Year 2015	# of Students Fiscal Year 2016
New Full Time	3	15	20	25
Continuing Full Time	22	15	20	30
New Part Time	-	-	-	-
Continuing Part Time	-	-	-	-
Totals	25	30	40	55

DNP PROGRAM ENROLLMENT PROJECTION

	# of Students Fiscal Year 2013	# of Students Fiscal Year 2014	# of Students Fiscal Year 2015	# of Students Fiscal Year 2016
New Full Time	0	2	3	4
Continuing Full Time	0	0	2	3
New Part Time	-	-	-	-
Continuing Part Time	-	-	-	-
Totals	0	2	5	7

Graduate Certificate in Nursing Education Enrollment Projection

	# of Students Fiscal Year	# of Students Fiscal Year 2014	# of Students Fiscal Year 2015	# of Students Fiscal Year 2016

	2013			
New Full Time	0	2	3	4
Continuing Full Time	0	0	1	2
New Part Time	-	-	-	-
Continuing Part Time	-	-	-	-
Totals		2	4	6

Graduate Certificate in Nursing Education Enrollment Projection

	# of Students Fiscal Year 2013	# of Students Fiscal Year 2014	# of Students Fiscal Year 2015	# of Students Fiscal Year 2016
New Full Time	0	2	3	4
Continuing Full Time	0	0	1	2
New Part Time	-	-	-	-
Continuing Part Time	-	-	-	-
Totals		2	4	6

Current Tuition and Fee Charges

Tuition for the proposed MSN degree program and certificates is on a per-credit basis of \$650 per credit hour. The proposed MSN degree program consists of 36 credit hours for a total tuition cost of \$23,400. There are additional student services fees per session with an estimate of \$ 1,800 total and an estimated total cost for books of \$900. These costs would bring the total cost of the proposed MSN degree program to approximately \$26,310.

The nursing education certificate requires 12 credit hours for a total cost of 8,760; the optional 3 credit hour practicum would add \$2,325 to the cost.

The nursing informatics certificate requires 9 credit hours for a total cost of \$6,585. The optional 6 credit hour practicum would add \$4,500 to the cost.

Tuition for the proposed DNP degree program is \$ 750 per credit hour. The total tuition cost would be \$22,500 for the 30 credit hour program; the additional costs of student services fees (\$6,000) and books (\$1,250) would bring the total cost to \$29,960.

Curriculum (Attachment A)

MSN

Students may choose from one of the four following specialty tracks:

- Education
- Executive
- Informatics
- Healthcare Policy

The proposed MSN degree program requires 21 credits of core courses and 15 credits in each concentration for a total of 36 credits. Students can complete the proposed program in two years of full-time study comprised of two courses per semester, three semesters per year, for a total of six semesters.

Descriptions of each specialty track follows:

Educator Track

The educator track prepares nurses to be educators in academic or clinical settings. Basic foundations of educational theory, assessment and evaluation, as well as instructional methods and curriculum development are explored within this track. Students complete the four required education-track courses, and then complete a practicum experience that provides an opportunity to apply newly developed skills and theoretical knowledge to real-world practice situations.

Executive Track

The executive track promotes the skills and knowledge essential to leaders in today's society. The foundations of management, organizational change, organizational behavior, leadership, and managerial decision-making are explored. Students complete the four required Executive track courses then complete a practicum with the support of an experienced nurse executive allowing them to develop leadership skills.

Informatics Track

Healthcare informatics refers to the growing use of information obtained through technology to assist in the care of patients, the development of healthcare policy, and research. The informatics track builds the foundational skills essential to informatics nurse specialists. Coursework includes the foundations of nursing informatics, including the practice of nursing informatics, management of data and information, healthcare information workflow, and project management.

Healthcare Policy

The Healthcare policy track builds the foundational skills essential to nurses in healthcare policy roles, including leader, researcher, change agent, advocate and activist. Coursework includes the foundations of healthcare policy, principles of healthcare systems, politics, economics and policy, global health, and nursing leadership in the public policy arena. Students complete the four required Healthcare Policy specialty track courses, and then complete a practicum experience that provides them the opportunity to apply the knowledge and skills acquired from course work.

Certificates

The nursing education certificate consists of 12 required credit hours with an optional 3 credit hour practicum. The courses are a subset of the concentrations within the MSN. If the practicum option is chosen for the nursing education certificate, the student may take an additional course in which 100 hours of practicum experience are completed.

The nursing informatics certificate consists of 9 required credit hours with two optional 3 credit hour practicums. If the practicum option is chosen for the certificate in nursing informatics, the student may take two additional courses in which 200 hours of practicum experience are completed.

DNP

The proposed DNP is a post-master's professional degree program of 30 credit hours. There are four, 125-hour DNP practica for a total of 500 practicum hours. Practica begin in the second semester and continue through to the last semester. The student begins in the first practicum with the identification of a problem or issue in their chosen clinical setting; in the remaining practica the student identifies an appropriate research- and evidence-based response and implements the response in the practicum setting.

Chamberlain's MSN degree program student learning outcomes are as follows:

- Synthesize knowledge and concepts from nursing and related disciplines as a foundation for advanced nursing roles.
- Demonstrate effective leadership skills that promote quality nursing practice.
- Integrate verbal, written, and technological communication in implementing advanced nursing roles in the health care environment.
- Utilize critical inquiry and judgment to evaluate the design, implementation, and outcomes of strategies developed for learning and health care systems.
- Exemplify professional values, scholarship, service, and global awareness that support professional and personal development.
- Incorporate human caring and legal and ethical principles within the concepts of person, health, environment, and nursing for the benefit of society and the nursing profession.
- Advocate for healthcare policy to meet the needs of a diverse society in a changing healthcare environment.
- Manage human and physical resources in a fiscally responsible manner to support effective decision making.
- Contribute to the body of nursing knowledge through participation in systematic inquiry, utilization of evidence-based practice, and dissemination of findings to support innovation.

Specific objectives are tailored and refined by specialties to apply to each specialty track.

Chamberlain's DNP degree program's student learning outcomes are as follows:

- Apply biophysical, psychosocial, sociopolitical, cultural principles, economics, nursing science and ethics in evidence-based advanced nursing practice to improve the nation's health through clinical prevention and population-focused healthcare (Essential VII).
- Assume a leadership role as a DNP in application, formation and reformation of health policy and advocacy in healthcare at micro and macro levels (Essential V).

- Apply and synthesize scientific methods and underpinnings to develop best practice and shape informed healthcare decisions and systems of care for individuals, families and populations to improve patient outcomes (Essential I).
- Base nursing practice on relationship-based practice and care delivery models that embrace political, ethical, social, economic, and culturally appropriate services in a variety of healthcare delivery settings (Essential VIII).
- Apply scientific-based theories and concepts to determine best practice in the nature and significance of health and healthcare delivery phenomenon(a); describe actions and advance strategies to improve healthcare delivery and outcomes; and develop, deliver and evaluate theory-based healthcare for evidence-based practice (Essential III).
- Apply organizational and transformational leadership that fosters and promotes patient safety, integration of healthcare technology and informatics to improve patient safety and health outcomes for quality improvement and systems thinking that improve and transform healthcare (Essential II).
- Apply concepts of healthcare technology and informatics to make data-driven decisions that inform nursing practice and patient care systems that are nurse-sensitive and patient/family-focused (Essential IV).
- Develop and sustain interprofessional collaboration and serve as a clinical role model for collegiality and professionalism in healthcare delivery settings to facilitate optimal care and patient outcomes that improve patient and population health outcomes (Essential VI).
- Analyze and synthesize conceptual and analytical skills in evaluating links among practice, organization, population, fiscal and policy issues as a basis for transformational change in healthcare delivery systems (Essential III).

Delivery Methodology

The proposed program uses primarily synchronous and asynchronous online delivery and practicum to assure competency achievement of students. Students must complete the “Orientation to Online Learning” module that covers the following topics unique to the online instructional format: accessing and navigating the online learning environment, virtual tutoring, requirements for interaction with peers and faculty, and technical help. Class sizes are limited to 20 students per course.

Practica

Students in both the MSN and DNP degree programs are responsible for identifying an appropriate location and preceptor for their practicum experiences. Students must secure an acceptable site a minimum of 120 days prior to the beginning of the first practicum course. Preceptors for each level of practica must be appropriately qualified.

Students must have an active unrestricted registered nursing license in the state where they will be completing their practicum. In addition, DNP students must have current certification as an advanced practice nurse and must meet all state requirements for advanced nursing practice.

Prior to each practicum course, the student and faculty will collaborate to develop a learning agreement including expectations, student learning goals and measures of success. During the practicum, students will advise their preceptors of course requirements and personal learning goals. Students are also responsible for developing a portfolio of the practicum experiences, including accurate reflections on activities and attainment of course outcomes and specialty competencies. Each assigned faculty member is responsible for evaluating the student's performance and all associated assignments completed during the practicum experience. Students are responsible for making travel arrangements and paying for all related practicum expenses.

If a student needs assistance finding a mentor, Chamberlain will reach out to sites where it has clinical contacts for assistance in finding a suitable site and mentor. Some of the locations in Chamberlain's network include: Boston Health Care for the Homeless; St. Francis House Clinic; Genesis Health Care; Mount Wachusett Community College; St. Joseph Nursing Rehab Center; Beacon Hospice; Berkshire Medical Center; and Reliant Medical Group. In addition, Chamberlain has distance practicum options for students who cannot otherwise find a mentor or site. Students in the education practicum can teach online with online faculty or teach in simulated classrooms with simulation scenarios on the web. Students in the executive, informatics, and healthcare policy practica can complete simulated executive scenarios online, attend conferences by phone/web, and work with a mentor in another location by email and phone.

Licensure and Professional Accreditation

The proposed programs are designed to meet the national criteria established by the American Association of Colleges of Nursing's (AACN) Masters Essentials, CCNE Accreditations Standards and National Organization of Nurse Practitioner Faculties (NONPF) competencies.

The proposed MSN and DNP degree programs and certificates are post-licensure programs and students will have already attained their RN licensure. The MSN degree program is accredited by CCNE and the DNP degree program was reviewed by CCNE appointed experts in February 2014 to determine the initial CCNE program accreditation. Results of the review will be in CCNE committees with an expected final result to be determined by Fall 2014.

RESOURCES AND BUDGET

Faculty and Staff

The proposed programs will be delivered by Chamberlain College of Nursing. Faculty are hired based on need, particularly as the programs grow. The Chamberlain College of Nursing courses are presently taught by nineteen (19) full-time, nineteen (19) part-time, and visiting professor faculty members. The faculty's academic and professional qualifications met the minimum standards required by the Independent Institutions of Higher Education Standards, 610 CMR 2.07. Four

faculty members who teach courses such as business, research methods, and theoretical foundations of teaching and learning have degrees in careers other than nursing. Full-time faculty report to and are evaluated by the Director of Graduate Programs and the VP of Academic Affairs. Part-time and visiting faculty are supported and evaluated by a faculty manager and the Assistant Dean of Graduate Programs.

Facilities and Library and Information Technologies

Online Learning Platform

Chamberlain uses eCollege as its Learning Management System (LMS). Faculty and technical staff constantly and consistently look for ways of improving course delivery and assessment due in large part to the effort of the Chamberlain's "Growth Initiatives Team." This mix of staff and faculty is charged with envisioning and impelling growth initiatives, in consultation with a broader representation of staff and faculty, and strives to bring together the many considerations of the new online programs' development. Infrastructure features are paramount, but the team also considers the comprehensive array of student, faculty, administrative, and programmatic concerns.

Library Resources

Chamberlain's library in St. Louis, Missouri, functions as its library archive and primary collection for print subscriptions. All Chamberlain faculty members have the ability to place requests for print materials at the nearest Chamberlain campus or by contacting any of the campus librarians. St. Louis also manages the bulk of the interlibrary loan requests and is a member of Docline (National Library of Medicine interlibrary loan service) for journal articles, but every campus participates in lending physical materials to other campuses. Requests for physical materials are also mailed to students and faculty members who are not attached to a particular campus (online only).

Databases now include ProQuest Dissertations and Theses, which provides access to doctoral publications. Students have access to far more than 49 journals online. Chamberlain subscribes to a large OVID nursing collection as well as to the ProQuest Nursing & Allied Health collection and CINAHL Plus Full Text. Combined access is to more than 800 full-text titles online. All online databases are accessible 24/7 remotely or on campus. The eBook collections online provide full text access to thousands of books spanning all of the general education, nursing and allied health fields. Students can request articles not available online by using the "Request an Article" link on the library webpage.

Physical Resources

There are no physical resources associated with the delivery of the online proposed programs.

Fiscal (Attachment B)

The program budget is included in Attachment B. The budget reflects the institution's intent to add both full and part-time faculty as the programs grow.

PROGRAM EFFECTIVENESS

Chamberlain College of Nursing has a Systematic Evaluation Plan (SEP) to assess and evaluate all of the aspects of the College and the program. The Systematic Evaluation Plan exists to identify, collect and interpret data essential in the process of the College's decision-making and planning. The foci for the evaluation program include achievement of the mission and purposes of the College, program and student learning outcomes, and faculty effectiveness. A College-wide assessment committee oversees the SEP.

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

The proposed program was reviewed by a committee comprised of faculty members: Jean E. DeMartinis, PhD, Associate Professor, UMASS Amherst, School of Nursing; Patricia A. Tabloski, PhD, Associate Dean of Graduate Programs, Boston College, William F. Connell School of Nursing; Elaine Parker, PhD, retired Professor Nursing, UMass Worcester and Mark A. Schlesinger, Ph.D., retired Interim Chief Executive Officer, UMass Online.

The committee reviewed Chamberlain College of Nursing's written proposal submitted to the Massachusetts Department of Higher Education to offer the proposed degrees and certificates and directly communicated with College administration, faculty, staff, and students during a site visit held in Downers Grove, IL on November 4-6, 2012. Additional documents were also provided to the committee by the College at this time.

The committee reviewed the institution's ability to offer and support the proposed program in the context of its faculty, equipment, financial organization, leadership and other factors as mandated by standards currently utilized by the *Independent Institutions of Higher Education Standards, 610 CMR 2.07*. For this review, the appropriate criteria found within the 610 CMR 2.07 standards include: mission; planning and evaluation; organization and governance; academic programs and instruction; faculty; student services; financial resources; public disclosure; physical resources; library and other informational resources; and additional criteria for out-of-state institutions operating in Massachusetts.

At the time of the site visit the institution was revising the curriculum of the proposed programs due to recent changes in the nursing field in regards to educational standards, licensure and accreditation. The visiting committee requested updated curricular changes and revisions, which the institution provided.

The visiting committee requested a plan outlining recruitment and hiring projections necessary as distance learning role concentrations are expanded and DNP is fully launched. The institution provided projections outlining expected program growth with projected hiring of both full- and part-time faculty.

The visiting committee also requested plans for faculty workload analysis given the increasing needs for advisement for the MSN and DNP students in capstones and practica as enrollment increased. The institution evaluated the time needed for student advisement and support in the practicum and capstone courses and decided to limit capstone courses at no more than 15 students per faculty. A task force is evaluating the amount of faculty time required for advising DNP students, including collecting data from other institutions. Data from other programs and Chamberlain's experience will be used to establish a reasonable advising workload guideline for the DNP. At the time of this update, all DNP practicum courses are limited to no more than 10 students

per faculty member. In addition, all DNP students are assigned to an individual faculty advisor who heads the DNP student's project committee.

After reviewing the institution's response, the visiting committee members concurred that the institution responded substantively to their questions and concerns. The visiting committee recommends the proposed program for approval.

PUBLIC HEARING

The required public hearing will be held April 28, 2014 at the Department of Higher Education, located at One Ashburton Place in Boston, Massachusetts.

STAFF ANALYSIS AND RECOMMENDATION

After a thorough evaluation of all documentation submitted, staff is satisfied that the proposal of Chamberlain College of Nursing to award the **Master of Science in Nursing, Doctor of Nursing Practice, Certificate in Nursing Education** and **Certificate in Nursing Informatics** meets the requirements set forth in 610 CMR 2.07 in the Degree Granting Regulations for Independent Institutions of Higher Education. Recommendation is for approval. These programs will be delivered online and will also include practicum/clinical experiences which will physically occur in the Commonwealth.

ATTACHMENT A: CURRICULUM OUTLINE

Graduate Program Curriculum Outline

Major Required (Core) Courses (Total # of courses required = 7)		
Course Number	Course Title	Credit Hours
MIS-566	Informatics and Application Systems in Healthcare (<i>prerequisite NR-500</i>)	3
NR-500	Foundational Concepts and Applications	3
NR-501	Theoretical Basis for Advanced Nursing Practice (<i>prerequisite NR-500</i>)	3
NR-504	Leadership and Nursing Practice: Role Development	3
NR-505	Advanced Research Methods: Evidence-Based Practice(<i>prerequisite NR-500</i>)	3
NR-506	Healthcare Policy (<i>prerequisite NR-500</i>)	3
NR-660	Capstone (<i>prerequisite NR-500</i>) <i>All courses in the specialty track chosen by the student, including the practicum course(s).</i>	3
	Subtotal # Core Credits Required	21
Elective Course Choices (Total courses required = 5) (attach list of choices if needed)		
	Specialty Track – Educator Track	
NR-521	Theoretical Foundations of Teaching and Learning (<i>prerequisite NR500, NR501, NR-504, NR-505, NR-506, MIS-566</i>)	3
NR-522	Instructional Methods (<i>prerequisite NR-524</i>)	3
NR-523	Assessment and Evaluation Techniques in Education (<i>prerequisite NR-522</i>)	3
NR-524	Curriculum Development (<i>prerequisite NR-521</i>)	3
NR-620	Education Practicum(<i>prerequisite NR-523</i>)	3
	Subtotal # Elective Credits Required	15
	Specialty Track – Executive Track	
MGMT-530	Organizational Decision-Making(<i>prerequisite NR-500, NR501, NR-504, NR-505, NR-506, IS-566, GM-530, GM-550,GM-591, HR-587</i>)	3
MGMT-550	Managerial Communication (<i>prerequisite NR500, NR501, NR-504, NR-505, NR-506, MIS-566</i>)	3
MGMT-591	Leadership and Organizational Behavior (<i>prerequisite NR500, NR501, NR-504, NR-505, NR-506, MIS-566</i>)	3
HRM-587	Managing Organizational Change (<i>prerequisite NR500, NR501, NR-504, NR-505, NR-506, MIS-566</i>)	3
NR-630	Executive Practicum (<i>prerequisite NR500, NR501, NR-504, NR-505, NR-506, MIS-566, MGMT530, MGMT550, MGMT591, HRM587</i>)	3
		15
	MSN/MBA Option	
ACCT-504	Accounting and Finance: Managerial Use and Analysis	3

ACCT-505	Managerial Accounting(<i>prerequisite FI504 or PA504</i>)	3
ECON-545	Business Economics	3
FIN-515	Managerial Finance(<i>prerequisite ACCT505</i>)	3
MGMT-533	Applied Managerial Statistics	3
MGMT-600	Business Planning Seminar (<i>Prerequisite: successful completion of all other program core and MBA program-specific courses before registration</i>)	3
MGMT-520	Legal, Political & Ethical Dimensions of Business	3
MKTG-522	Marketing Management	3
	Subtotal # Elective Credits Required	24
	Specialty Track – Healthcare Policy Track	
NR-551	Healthcare Systems, Politics and Policy (<i>prerequisite NR500, NR501, NR-504, NR-505, NR-506, MIS-566</i>)	3
NR-552	Economics of Healthcare Policy (<i>prerequisite NR551</i>)	3
NR-553	Global Health (<i>prerequisite NR552</i>)	3
NR-554	The Nurse Leader and Healthcare Policy (<i>prerequisite NR553</i>)	3
NR-650	Healthcare Policy Practicum (<i>prerequisite NR554</i>)	3
	Subtotal # Elective Credits Required	15
	Specialty Track – Informatics Track	
NR-541	Practice of Nursing Informatics (<i>prerequisite NR500, NR501, NR-504, NR-505, NR-506, MIS-566</i>)	3
NR-542	Managing Data and Information (<i>prerequisite NR541</i>)	3
NR-543	Information Workflow in Healthcare (<i>prerequisite NR542</i>)	3
NR-640	Informatics Nurse Specialist Practicum (<i>prerequisite NR543</i>)	3
NR-641	Informatics Nurse Specialist Practicum II (<i>prerequisite NR640</i>)	3
	Subtotal # Elective Credits Required	15
	Graduate Certificate – Nursing Education	
NR-521	Theoretical Foundations of Teaching and Learning (<i>prerequisite NR500, NR501, NR-504, NR-505, NR-506, MIS-566</i>)	3
NR-522	Instructional Methods (<i>prerequisite NR-524</i>)	3
NR-523	Assessment and Evaluation Techniques in Education (<i>prerequisite NR-522</i>)	3
NR-524	Curriculum Development (<i>prerequisite NR-521</i>)	3
	Optional Nursing Education Practicum	
NR-620	Education Practicum(<i>prerequisite NR-523</i>)	3
	Subtotal # Elective Credits Required	15
	Graduate Certificate – Nursing Informatics	
NR-541	Practice of Nursing Informatics (<i>prerequisite NR500, NR501, NR-504, NR-505, NR-506, MIS-566</i>)	3

NR-542	Managing Data and Information (<i>prerequisite NR541</i>)	3
NR-543	Information Workflow in Healthcare (<i>prerequisite NR542</i>)	3
	Optional Nursing Informatics Practicum	
NR-640	Informatics Nurse Specialist Practicum (<i>prerequisite NR543</i>)	3
NR-641	Informatics Nurse Specialist Practicum II (<i>prerequisite NR640</i>)	3
	Subtotal # Elective Credits Required	15

Curriculum Summary	
Total number of courses required for the degree- Educator Track	12
Total credit hours required for degree	36
Total number of courses required for the certificate- Educator	4
With practicum	5
Total credit hours required for certificate without practicum	12
Total credit hours required for certificate with practicum	15
Total number of courses required for the degree- Executive Track	12
Total credit hours required for degree	36
Total number of courses required for the degree- MSN/MBA Option	8
Total credit hours required for degree	60
Total number of courses required for the degree- Healthcare Policy Track	12
Total credit hours required for degree	36
Total number of courses required for the degree- Informatics Track	12
Total credit hours required for degree	36
Total number of courses required for the certificate- Informatics	3
With practicum	5
Total credit hours required for certificate without practicum	9
Total credit hours required for certificate with practicum	15
Prerequisite, Concentration, Dissertation or Other Requirements:	
<p>The Educator track includes courses designed to prepare the student to teach in an academic or clinical-practice setting. Coursework includes educational foundations, instructional methods, program assessment and evaluation, and curriculum development. Students complete a 100-hour practicum in their own geographic location, allowing them to develop educational skills with the support of an experienced nurse educator.</p> <p>The graduate certificate in nursing education provides knowledge and skills in the areas of educational theory, instructional methods, assessment and evaluation of learning, and curriculum development. The student has a choice of completing only the theory courses or completing a practicum.</p>	

The Executive track builds the foundational skills essential to nurse leaders. Coursework includes the foundations of organizational leadership, including managerial communication, organizational change, and decision-making. Students also complete a 100-hour practicum, allowing them to develop leadership skills.

After completing the Chamberlain MSN executive track, graduates have the option to apply to the DeVry University Keller Graduate School of Management MBA program. Qualifying credits earned in Chamberlain's MSN Executive Specialty Track program can be applied to Keller management program so students can earn their MBA by successfully completing eight additional courses instead of the 16 courses normally required for the MBA.

The Healthcare Policy track builds the foundational skills essential to nurses in healthcare policy roles, including leader, researcher, change agent, advocate and activist. Coursework includes the foundations of healthcare policy, principles of healthcare systems, politics, economics and policy, global health, and nursing leadership in the public policy arena. Students complete the four required Healthcare Policy specialty track courses, and then complete a practicum experience that provides them the opportunity to apply newly developed skills and theoretical knowledge to real-world practice situations. The practicum experience provides a mentored opportunity for the student to work with an experienced leader in a chosen organizational field.

The Informatics track builds the foundational skills essential to informatics nurse specialists. Coursework includes the foundations of nursing informatics, including the practice of nursing informatics, management of data and information, healthcare information workflow, and project management. Students also complete a 200-hour informatics practicum, allowing them to apply the knowledge and skills acquired from course work. Completing the practicum meets the practice requirements for the national certification examination in nursing informatics.

The graduate certificate in nursing informatics provides knowledge and skills in the practice of nursing informatics, management of healthcare data and information, and the use of data to inform decisions to improve processes and outcomes in healthcare settings. The student has a choice of completing only the theory courses or completing a practicum.

Graduate Program Curriculum Outline – Doctor of Nursing Practice

Major Required (Core) Courses (Total # of courses required = 10)		
Course Number	Course Title	Credit Hours
NR-700	Scientific Underpinnings (<i>Prerequisite: Admission to the DNP program</i>)	3
NR-701	Application of Analytic Methods (<i>Prerequisite NR-700 & 708</i>)	3
NR-702	DNP Project & Practicum I (<i>Prerequisite NR-700, 701 & 708</i>)	3
NR-703	Applied Organizational & Leadership Concepts (<i>Prerequisite NR-700, 701, 702 & 708</i>)	3
NR-704	Concepts in Population Health Outcomes (<i>Prerequisite NR-700, 701, 702, 703, 705 & 708</i>)	3
NR-705	DNP Project & Practicum II (<i>Prerequisite NR-700, 701, 702 & 708</i>)	3
NR-706	Healthcare Informatics & Information Systems (<i>Prerequisite NR-700, 701, 702, 703, 704, 705, 707 & 708</i>)	3
NR-707	DNP Project & Practicum III (<i>Prerequisite NR-700, 701, 702, 703, 705, & 708</i>)	3
NR-708	Health Policy (<i>Prerequisite NR-700</i>)	3
NR-709	DNP Project & Practicum IV (<i>Prerequisite NR-700, 701, 702, 703, 704, 705, 707 & 708</i>)	3
Subtotal # Core Credits Required		30
Total number of courses required for the degree		10
Total credit hours required for degree		30
<i>Prerequisite, Concentration, Dissertation or Other Requirements:</i>		
<p>There are four (4) 125-hour DNP project practicum courses for a total of 500 practicum hours for the Chamberlain DNP program. The practicum courses allow the DNP student an opportunity to integrate practice experiences providing an intense practice immersion experience. Rather than a knowledge-generating research effort, the student in a practice-focused program generally carries out a practice application-oriented final DNP project which is an integral part of the integrative practice experience. Each practicum provides an opportunity to foster and expand students' advanced practice nursing knowledge through both clinical practice and the development of a culminating project.</p> <p>Students are responsible for identifying an appropriate location and mentor for the DNP practicum experiences. Students must secure an acceptable site a minimum of 120 days prior to the beginning of the first practicum course. The same clinical site will be used for all four (4) DNP project and practicum courses. Each student will select a qualified nurse mentor with advanced clinical experience. In concurrence with the student's assigned faculty member, a learning contract including expectations, student learning outcomes and means of measuring success must be executed. During the DNP practicum courses, the student must advise the mentor of course requirements, learning contract goals, expected outcomes and deliverables. Students will add documents throughout their practicum courses to their professional portfolio according to course benchmarks and designated timelines. The faculty member assigned to the practicum course is responsible for evaluating student performance and all associated DNP project and practicum experiences. The student is responsible for making travel arrangements and incurs all related expenses.</p>		

ATTACHMENT B: BUDGET

NEW ACADEMIC PROGRAM BUDGET Master of Science in Nursing

One Time/ Start Up Costs	Cost Categories	Annual Expenses(\$000s)			
		Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015
	Full Time Faculty (Salary & Fringe)	\$980	\$1,358	\$1,785	\$2,027
	Part Time/Adjunct Faculty (Salary & Fringe)	764	967	1,221	1,548
	Staff ^{1/}	279	288	296	305
	General Administrative Costs ^{2/}	933	1,167	1,473	1,869
	Instructional Materials, Library Acquisitions	27	40	51	64
	Facilities/Space/Equipment				
	Field & Clinical Resources				
	Marketing	2,870	3,150	3,408	3,583
	Other (specify) ^{3/}	2,530	3,142	3,851	4,699
	TOTALS	\$8,383	\$10,112	\$12,085	\$14,095

One Time/Start-Up Support	Revenue Sources	Annual Income (\$000s)			
		Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015
	Grants				
	Tuition	\$ 8,936	\$10,920	\$13,786	\$17,484
	Fees ^{4/}	483	590	744	944
	Departmental				
	Reallocated Funds				
	Other (specify)				
	TOTALS	\$9,419	\$ 11,510	\$14,530	\$18,428

^{1/} Faculty Manager, practicum coordinator, online dean.

^{2/} Teaching costs, provision for bad debt, travel/entertainment and other general operating expenses.

^{3/} New student recruitment expenses including labor, material/supplies, travel, facilities and other general operating expenses.

^{4/} Enrollment fees and bookstore revenues.

New Academic Program Budget - Chamberlain College of Nursing - DNP Online Program

One Time/ Start Up Costs	Cost Categories	Annual Expenses (\$000s)			
		Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015
	Full Time Faculty	\$ 198	\$453	\$590	\$731
	Part Time/Adjunct Faculty				
	Staff ^{1/}	81	119	146	149
	General Administrative Costs ^{2/}	40	102	211	282
	Instructional Materials	0	11	16	20
	Facilities/Space Equipment				
	Field and Clinical Resources				
	Marketing	289	298	307	316
	Other (specify) ^{3/}		272	461	476
	Totals	\$ 608	\$1,255	\$1,731	\$1,974

One Time/ Start Up Support	Revenue Resources	Annual Income (\$000s)			
		Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015
	Grants				
	Tuition	\$140	\$922	\$1,988	\$2,732
	Fees ^{4/}	8	51	109	150
	Departmental				
	Reallocated Funds				
	Other (specify)				
	Totals	\$148	\$973	\$ 2,097	\$2,882

Note: FY2011 (07/01/2010-06/30/2011) included \$758K in curriculum development expenses.

^{1/} Practicum coordinator and online director.

^{2/} Teaching costs, provision for bad debt, travel/entertainment and other general operating expenses.

^{3/} New student recruitment expenses including labor, material/supplies, travel, facilities and other general operating expenses.

^{4/} Enrollment fees and bookstore revenues.