

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Assessment and Accountability **NO.:** AAC 08-12
COMMITTEE DATE: April 17, 2008
BOARD DATE: April 25, 2008

MOVED: The Board of Higher Education hereby approves the expedited application of the **University of Massachusetts Boston** to award the **Doctor of Nursing Practice (DNP)**.

One year after graduating the program's first class, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty, resources, and program effectiveness.

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)
Contact: Aundrea Kelley, Associate Vice Chancellor for Academic Policy

BOARD OF HIGHER EDUCATION

April 2008

University of Massachusetts Boston

Doctor of Nursing Practice (DNP)

INTENT

The University of Massachusetts Boston's College of Nursing and Health Sciences (CNHS) intends to offer the Doctor of Nursing Practice (DNP) to prepare advanced practice nurses with the highest skills level of expertise in direct patient care management and health systems management. Specializations will allow students to select from the practice areas of adult/gerontology or family-centered primary care nurse practitioners, acute care clinical nurse specialist, or acute care nurse practitioner. The proposed DNP will replace the master's degree as the terminal degree credential for advanced practice in nursing.

The goals of the proposed DNP program include:

- 1) assure an appropriate supply, diversity, and distribution of advanced practice nurses to meet emerging health care system needs in the Commonwealth and the Boston urban and suburban community;
- 2) prepare advanced practice nurses to pass the national certification exams and obtain employment in their specialty area;
- 3) develop advanced practice nurses with competence in health systems leadership, policy development, and interdisciplinary collaboration to improve health care quality and increase health care access for all populations; and
- 4) prepare graduates with transformational leadership skills in policy change in order to overcome disparities in health care for those population groups bearing a disproportionate share of disease and disability.

The proposed program intends to build on the CNHS's existing nursing degrees and certificates, including those offered through the Division of Continuing, Corporate, and Distance Education and UMass Online.

In December 2005, the Nursing Department faculty voted to support development of a DNP program. A final preliminary proposal was approved by both the Provost and University of Massachusetts Boston Chancellor Keith Motley in July 2007. Following governance procedures, the final proposal was approved by the University's Board of Trustees on March 19, 2008.

MISSION

The mission of the University of Massachusetts Boston includes providing access to professional doctoral-level programs that educate students to solve critical problems affecting urban communities. The purpose of the proposed DNP program is to enhance the health of urban populations by preparing advanced practice nurses using a curriculum that integrates the latest advances in theoretical knowledge with cutting-edge, evidence-based scientific knowledge applied to clinical practice.

The quality of life of those served by University of Massachusetts Boston graduates is an important aspect of the institution's mission. The graduates of the proposed DNP program will have educational experiences focused on improving the healthcare for multicultural and disadvantaged citizens of the Commonwealth. Graduates will understand the cultural health beliefs of diverse populations and the epidemiology of health care problems particular to immigrant populations. From an economic development perspective, the DNP-prepared nurse will help to enlarge the health care workforce, constrain health care costs, improve health care quality, while improving health care access. For the students themselves, the flexibility of the proposed DNP program—with both in-class and on-line offerings—will serve the quality of life needs of multicultural students who are employed as nurses in the Boston urban community.

Recently, University of Massachusetts Boston Chancellor Keith Motley supported the concept of service learning as a focus for student learning experiences. Through service learning opportunities conducted during the final capstone project, students in the proposed program will develop innovative approaches to solving problems related to health care disparities and improving the delivery of high-quality health care. Additionally, publication of faculty articles and student scholarly capstone papers on service learning in peer reviewed journals will substantively add to the body of knowledge in this area.

NEED AND DEMAND

In October 2006, the American Association of College of Nursing (AACN), the standard setting organization for nursing education, mandated that programs begin offering the terminal degree for advanced practice nurses as the Doctor of Nursing Practice as soon as possible and no later than 2015. Nursing education programs are being called upon to prepare clinicians who can safely apply the latest scientific knowledge, technology, and clinical skills, and the Doctor of Nursing Practice is a necessary alternative to the research-focused doctorate in nursing.

In Massachusetts, DNP programs are being offered or planned at four institutions: Northeastern University, Regis College, MGH Institute of Health Professions and the University of Massachusetts Amherst. Northeastern University has delayed admission to its program until fall 2008. Both Regis and the MGH Institute have developed programs and are admitting students. UMass Amherst admitted its first class of 27 students in fall 2006. One year later applicants for its fall 2007 class number in the hundreds. (T. Owens, personal communication, May 10, 2007). Five additional institutions have DNP programs in the planning stages: Boston College, Simmons College, the University of Massachusetts Lowell, the University of Massachusetts Worcester and the University of Massachusetts Boston.

A spring 2007 University of Massachusetts Boston College of Nursing and Health Sciences alumni DNP market survey yielded 125 responses (McAllister, 2007). Survey results found that 64% of respondents agreed that the DNP would meet the health care system's needs for advanced practice nurses. Twenty-one percent said they would enroll in the DNP within 2 years, 32% indicated an interest in applying to the program within 2-3 years, and 35% within 5-7 years. More than 34% were interested in enrolling in a post-master's DNP program, and 66% believed that there is a need for the DNP degree program at UMass Boston. A total of 68% believed that the DNP program should be offered using a combination of in-class and on-line delivery methods.

Data regarding local interest in the proposed DNP also come from a survey of 376 nurses conducted by Boston College in 2007, which indicated support for the DNP (55%).

ADMISSION AND ENROLLMENT

Admission

Applicants to the proposed program must meet the entrance requirements of the University of Massachusetts Graduate Program and the College of Nursing and Health Sciences. Each applicant will:

- 1) Be a graduate of a nationally accredited school of nursing.
- 2) Demonstrate a baccalaureate or master's degree in nursing or both
- 3) Demonstrate a GPA of 3.0 or higher in the baccalaureate degree and a 3.2 in master's degree program of study. A science GPA of 3.0 or higher in the baccalaureate and/or master's degree program of study.
- 4) Submit the following documentation:
 - official transcripts for all undergraduate and graduate programs attended
 - three letters of recommendation from health professionals describing professional nursing experience, leadership ability, and/or scholarly achievements
 - a scholarly abstract of a completed project or academic paper of no more than 300 words
 - 500-word professional goal statement and listing of five career objectives
 - professional résumé
 - registered nurse license
 - TOEFL scores if needed
 - undergraduate statistics course grade of B or better
 - undergraduate health assessment course grade of B or better
 - GRE scores are required for post baccalaureate applicants
 - post-master's applicants submit evidence of professional certification if applicable.

Post-master's applicants may select to submit GRE scores as an additional source of supporting data to strengthen their application portfolio.

Enrollment

During the first year of the proposed DNP program, only students holding a master's degree in nursing will be admitted, while those students enrolled in the current master's in nursing program will be given an option to transfer into the DNP program prior to graduation. The CNHS anticipates that its first enrollees in the DNP program will be primarily graduates of its master's and post-master's certificate programs, as well as graduates of the eleven other existing nursing master's degree programs in Massachusetts. The DNP program will be open to baccalaureate graduates the second year of admissions. (The last master's degree students were admitted fall 2007, and the official closing of the master's tracks has commenced. It is anticipated that within two to three years, the master's program will be phased out, and all nurses seeking advanced nursing practice will enroll in the DNP program.)

It is estimated that eight students will be admitted into each of the four specialization tracks for a total of 32 students in the first year. Over the following three-year period, it is anticipated that 106 post-master's degree students and 64 post-BSN students will be admitted for a total of 170 students.

Estimated Enrollment Table

Programs	AY 2008-9			AY 2009-10			AY 2010-11		
	Cont	Admit	Total	Cont	Admit	Total	Cont	Admit	Total
	Enrolled			Enrolled			Enrolled		
Post BS DNP	0	0	0	0	32	32	32	32	64
Post Master's DNP	0	32	32	32	32	64	58	48	106
Total			32			96			170

CURRICULUM (Attachment A)

Both the curriculum and clinical internship components of the DNP program were developed to meet the new standards for preparation of advanced practice nurses published in the *Essentials of Doctoral Education for Advanced Practice Nursing Education*, developed and adopted by the American Association of Colleges of Nursing in October 2006. The proposed DNP degree program builds on prior higher education in nursing and prerequisite knowledge in the social, psychological, physical sciences and the humanities.

Students will complete core courses, specialization courses, and the capstone internship, which will include a substantive service learning scholarly project. Post-baccalaureate students will complete 81 credit hours in the proposed DNP program, including 54 credits of core courses. Post-master's students will complete a minimum of 39 credit hours according to individualized portfolio reviews.

The proposed DNP program will include three course offerings through UMass Online. Additional electives may also be considered at the University of Massachusetts Worcester, Lowell, or Amherst campuses. In addition, the proposed DNP program will collaborate with the UMass Boston Graduate Program in Management and the Ph.D. in Nursing program to offer courses.

The CNHS has formal partnerships with Dana Farber/Harvard Cancer Center and Children's Hospital and preceptor collaborations with over 100 healthcare institutions in the metropolitan area. These institutions will provide sites for supervised student internships.

RESOURCES AND BUDGET (Attachment B)

Since all of the faculty and staff who will be active in the proposed program have responsibilities comparable to those in the existing master's programs, there will be no need to reallocate funds, given the projected enrollments. Also, because of the phasing out of the current master's degree program, the CNHS will be shifting its faculty, resources and allocations to the proposed DNP program.

Administration

A half-time DNP program assistant and a half-time internship coordinator will be necessary and have been approved by the Dean. Grant funding will be sought to support the cost of a program assistant, internship coordinator, evaluation consultant, a computer resource room, computer software program licenses, such as Novartis DxR, and a contract for instructional standardized patient simulation training at the UMass Worcester Hoagland Pincus Educational Resource Center.

Faculty

The Provost has approved one new full-time assistant professor for the DNP program as well as one new assistant professor and one new associate full-time professor for CNHS. In addition, the Provost has dedicated resources to hire two part-time oncology and research professors.

Library

Funding will be sought to support expansion of the library's on-line databases for public health, medical, and nursing journals, including Up To Date, and access to Ovid, a comprehensive full-text medical data base on-line.

PROGRAM EFFECTIVENESS

The DNP program implementation goals for the next five years, as well as strategies for implementation and evaluation, are listed below.

Goals, Strategies, Evaluation

G1	Develop a successful DNP program consortium among the UMass DNP programs to assure student access to high-quality nursing and interdisciplinary education.
S1	<ol style="list-style-type: none">1) develop and share templates for purpose, goals, and expected outcomes of DNP programs2) document DNP conference call planning meetings3) schedule live on-line planning meetings among DNP program directors4) determine policies for sharing on-line courses, course and faculty scheduling, and sections to be offered based on predicated enrollments5) notify students about intercampus on-line courses and enrollment policies
E1	<ol style="list-style-type: none">1) review student evaluations of on-line courses2) conduct yearly meetings with on-line course faculty to evaluate faculty responses to offering courses to students across campuses3) document number of enrollments per course from each school for each term4) determine feasibility of offering new on-line courses based on enrollment demands of the programs and faculty resources
G2	Recruit qualified full-time faculty for both classroom and on-line DNP education.
S2	<ol style="list-style-type: none">1) conduct a programmatic faculty needs assessment2) recruit faculty via CNHS Web site, advertisements in journals, and at specialty conferences.3) appoint faculty who meet criteria for advanced practice licensure in Massachusetts and who are clinically current in the APN specialty role.4) orient faculty to the DNP program, purpose, goals, and objectives5) invite faculty to participate as members of DNP program committee.
E2	<ol style="list-style-type: none">1) evaluate faculty effectiveness in keeping with CNHS student evaluation process and annual Department Personal Committee faculty review
G3	Secure DNP program funding from the Division of Nursing, Bureau of the Health Professions, Health Resources and Services Administration.
S3	<ol style="list-style-type: none">1) Department chair to assign faculty to write advanced nurse education grant in fall 2007

	<ul style="list-style-type: none"> 2) demonstrate an integration of Bureau of the Health Professions Training goals into the purpose and goals of the DNP program: a) eliminate health barriers, b) eliminate health disparities, c) assure quality care d) improve public health and health care systems 3) review grants funded by the Bureau of Health Professions 4) seek letters of grant support from existing partnerships, such as Dana Farber Cancer Institute and community health centers, which will hire DNP graduates
E3	1) hire an expert evaluation consultant with funding from the DNP grant
G4	Recruit and retain a minimum of 32 students per year with high academic qualifications and potential for success in meeting the goals of the program, including at least 20 percent ethnically diverse students.
S4	<ul style="list-style-type: none"> 1) develop a marketing campaign to inform alumni, colleagues and potential students about the program, its goals and the curriculum <ul style="list-style-type: none"> a) market program via Web site development, journal postings, brochures, professional poster, email notification to alumni, and the CNHS <i>Harbor Reflections</i> newsletter b) market program at neighboring colleges and universities offering baccalaureate nursing programs and career fairs c) market program via professional advanced practice nursing organization conferences and Web sites d) market program via monthly information sessions at the CNHS e) develop a follow-up plan to contact all inquiries about the program f) identify high-achieving students in the undergraduate program and recruit them into the DNP program
E4	<ul style="list-style-type: none"> 1) DNP program committee will meet to evaluate applications for admission to the program; admission deadlines will be established 2) DNP program committee will evaluate applicants' portfolios to determine the necessary program of study to meet the <i>AACN DNP Essentials</i> and specialty competencies
G5	Develop new DNP courses and revise existing master's program courses to prepare students to meet the <i>AACN DNP Essentials</i> and the relevant specialty organization competencies.
S5	<ul style="list-style-type: none"> 1) department chair will assign faculty to develop courses in spring 2008 2) new and revised courses will be approved by the CNHS governance process regarding curriculum 3) new and revised DNP courses will be approved by the UMass Boston governance process no later than one semester prior to their offering in the subsequent semester
E5	<ul style="list-style-type: none"> 1) submit all DNP course syllabi to DNP program committee at the beginning of each term 2) DNP program committee will meet at the end of each term to evaluate courses and obtain feedback from faculty regarding course effectiveness 3) revise courses as necessary and in response to changes in DNP education requirements, existing body of knowledge and evaluation feedback 4) following all course approvals, the CNHS will notify the Commission on Collegiate Nursing Education (CCNE) and will submit DNP program materials for accreditation review

G6	Achieve institutional partnering for successful clinical internship experiences for DNP students.
S6	<ol style="list-style-type: none"> 1) enhance the CNHS relationships with existing partnerships, such as Partners HealthCare, which will hire DNP graduates for positions 2) develop personnel policies to recognize clinical internship preceptors as clinical associate faculty 3) provide benefits to clinical associate faculty, such as library access and tuition waivers if appropriate 4) assign faculty to work with clinical agencies, identify, and become involved in clinical projects that meet the goals of the DNP program to eliminate health barriers, eliminate health disparities, assure quality of care, and improve public health and health care systems delivery
E6	<ol style="list-style-type: none"> 1) seek feedback evaluation from clinical agencies regarding student experiences 2) use computerized clinical evaluation tools for evaluation of student internship performance 3) guide students in successfully achieving publication in peer review journals of their scholarly capstone paper of their scholarly service learning projects 4) faculty will submit articles on service learning and program development to peer review scholarly journals
G7	Sustain enrollments and support students' progression to graduation.
S7	<ol style="list-style-type: none"> 1) submit a funding request in Bureau of the Health Profession Graduate Nurse Traineeship Grant fall 2007 and each fall thereafter to secure funding for students entering the DNP program 2) notify students about opportunities for scholarships and grants, such as National Health Service Corp Scholarships, teaching assistantships 3) identify students with writing deficiencies and refer them to UMass Boston graduate writing assistance program 4) revise CNHS master's program handbook to reflect the curriculum, policies, and progression procedures of the DNP program 5) review student performance regarding success in maintaining a 3.2 GPA and advise students in jeopardy of failing and develop individualized plans for success 6) obtain technical support to develop a computerized advisement tracking system to assist in estimating course enrollments and clinical internships from admission through graduation 7) meet with students each term and as needed to advise them about the program of study, with emphasis on planning for the leadership capstone experience 8) develop a data base of clinical internship preceptors; the internship coordinator will assist students early in the program to secure clinical internships and be included as ex-officio member of the DNP committee 9) transition into the DNP program by year 2 all existing master's and post-master's certificate students wishing to pursue the DNP
E7	<ol style="list-style-type: none"> 1) minutes of DNP committee meetings will reflect processes of evaluation of student's progression and retention and or dismissal 2) computerized advisement system will reflect faculty meetings with students each term, student program plans, and progression in the program 3) internship coordinator will provide DNP committee with on-going list of clinical internship placements and data for evaluation of clinical internship experiences to use in advising students 4) monthly DNP director's report will reflect status of student enrollments in the program and progression towards graduation

G8	Assess the impact of the DNP program on meeting the AACN DNP Essentials and specialty outcome competencies.
S8	<ol style="list-style-type: none"> 1) implement short- and long-term program evaluation tools developed by evaluation consultant 2) obtain data for national certification exam outcomes for DNP graduates 3) obtain employer satisfaction data for graduates 4) obtain data for agency evaluation of student clinical capstone projects 5) evaluate graduates' outcomes in securing employment in positions that will enable them to implement their autonomous role as clinical expert and advanced practice nurse leader 6) prepare relevant sections of CNHS' self-study evaluation for 2011 CCNE Accreditation review
E8	<ol style="list-style-type: none"> 1) minutes of the DNP program committee will reflect progress in implementing evaluation tools and results of ongoing yearly program evaluation by students, faculty, and preceptors 2) minutes of DNP program committee will reflect CCNE's conferral of full accreditation status on all CNHS nursing programs in 2011

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

Dr. Elizabeth Lenz, Dean, College of Nursing, Ohio State University; and Dr. Donna Hathaway, Dean, College of Nursing University of Tennessee Health Science Center, reviewed the proposal. The reviewers noted the thoughtfulness with which this proposal was written. They concluded, "This appears to be a strong proposal for a practice doctorate in nursing. The program aims and curricula are appropriate and thoughtfully designed; the clinical resources are excellent; the faculty is adequate in number and preparation to mount the proposed program; the faculty workload incorporates time for practice and scholarship – both essential underpinnings for such a program – and there is strong institutional support. In short, it is reasonable to move forward with the program as soon as possible."

An area recommended for further consideration was the need for a more considered approach to ongoing program evaluation and for a fully detailed evaluation plan to be developed before the program begins. A revised master evaluation plan was submitted for the College of Nursing and Health Sciences, which comprehensively outlined the outcomes, measurements, and timeframes for the degree programs offered by the College.

STAFF ANALYSIS AND RECOMMENDATION

Staff recommendation is for approval of the request of University of Massachusetts Boston to award the Doctor of Nursing Practice (DNP).

One year after graduating the program's first class, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty, resources, and program effectiveness.

Appendix A: Curriculum

Graduate Program Curriculum Outline

Major Required (Core) Courses (Total courses required = 16)		
Course Number	Course Title	Credit Hours
NU601	Conceptual and Theoretical Foundations for Advanced Practice	3
790J	Informatics (UMass Amherst)	3
NU614	Advanced Pathophysiology	3
MBA650	Organizational Analysis and Skills	3
NU704	Health Care Finance	3
N U634	Advanced Pharmacotherapeutics I	3
NU616	Evidence-Based Practice I	3
PH640	Biostatistics Intermediate (UMass Amherst)	3
NUXXX	Advanced Pharmacotherapeutics II	3
NU637	Mental and Psychosocial Problems	3
PH 630	Principles of Epidemiology (UMassAmherst)	3
NUXXX	Advanced Health Assess and Differential Dx Internship I (3 lec) (3 clinical)	6
NUXXX	Health Promotion and Chronic Disease In Adults Internship II	6
NUXXX	Evidence-Based Practice II	3
NU618	Intro Health Policy, Ecom and Ethics	3
NUXXX	Health Care Systems and Quality Internship III	3
	Subtotal # Core Credits Required	54
Concentration Courses: Adult/Gero NP (Total courses required=5) (attach list as needed)		
NU639	Primary Care of Adults	3
NU671	Primary Care of the Older Adult	3
NUXXX	Leadership and Management in Health Care	3
NUXXX	Primary Care of the Adult Internship IV	6
NU672	Primary Care of the Adult/Older Adult Internship V and Cap	6
	Subtotal # Concentration Credits Required	21

Concentration Course: FNP (Total courses required =5) (attach list as needed)		
NU639	Primary Care of Adults	3
NU681	Primary Care of the Childbearing Family (3)	3
NUXXX	Leadership and Management in Health Care	3
NUXXX	Primary Care of the Family Internship IV	6
NUXXX	Primary Care of the Family Internship V and Capstone V	6
	Subtotal # Concentration Credits Required	21
Concentration Courses: Acute Care NP/CNS (Total courses required=5) (attach list as needed)		
NUXXX	Acute /Critical Care I	3
NUXXX	Acute/Critical Care II	3
NUXXX	Leadership and Management in Health Care	3
NUXXX	Acute Care/Critical Care Internship IV	6
NUXXX	Acute Care/Critical Care Internship V and Capstone	6
	Subtotal # Concentration Credits Required	21
Other/Elective Course Choices (Total courses required=2) (attach list as needed)		
NUXXX	Context of Cancer Nursing Care 3	3
NU 667	Nurse Educators in Clinical Practice	3
NU688	Nurse Educators in Academic Settings	3
NU797	Health Care Disparities	3
	33.603 Psychopharmacology UMassLowell-on-line	3
	Subtotal # Elective Credits Required	6
Curriculum Summary		
Total number of courses required for the degree		23
Total credit hours required for degree		81
Prerequisite or Other Additional Requirements: Undergraduate Statistics; Introductory Biostatistics 540 UMass Amherst On-line.		
Doctor of Nursing Practice: Candidates holding a Master's Degree In Advanced Practice		
Major Required (Core) Courses (Total courses required =12)		
790 J	Health Informatics	3
MBA 650	Organizational Analysis and Skills	3
NU704	Seminar in Health Care Financing	3
NU616	Evidence-Based Practice I	3
PH 670	Biostatics Intermediate	3

PH 630	Principles of Epidemiology	3
NU XXX	Evidence-Based Practice II (3)	3
NUXX	Health Care Systems and Quality Internship III (3)	3
NU XXX	Leadership and Management in Health Care	3
NUXXX	Specialization Care Capstone Internship	6
As above	Electives	6
	Subtotal : 33 Elective Credits: 6 Required	39

Attachment B: Budget

One Time Costs	Annual Operating Costs				FY08	FY09	FY10
		Description	Number	Cost	\$ yr 1	\$ yr 2	\$ yr 3
	Faculty (Full-time State Funded)	Full-Time State Funded with Benefits	1		92,400.00	\$92,400.00	\$92,400.00
	Faculty Half- time positions	Half-time	2		53,766.00	53,766	00.00
	Staff	Grant Funded Internship Coordinator/and Program Coordinator	2	@36,960 each	73,920	73,920	\$73,920.00
x	Instructional Materials (Includes library resources)	Grant-Funded Library Holdings	Ovid, Up to Date, Electronic Journals		15,000.00	15,000.00	\$15,000.00
	Space	No increase in space needed	0	0	0	0	0
	Equipment	No new equipment needed	0	0	0	0	0
	Field and Clinical Resources	No field and clinical resources needed	0	0	0	0	0
	<i>Total Costs:</i>				\$235,086.00	\$235,086.00	\$181,320.00