

# NURSING PRACTICE: SYSTEMS LEADERSHIP AND INNOVATION, DNP

This is a named option with the Nursing Practice, DNP (<http://guide.wisc.edu/graduate/nursing-school-wide/nursing-practice-dnp/>).

- Online course delivery
- Leadership positions
- No certification exam

## ADMISSIONS

Please consult the table below for key information about this degree program's admissions requirements. The program may have more detailed admissions requirements, which can be found below the table or on the program's website.

Graduate admissions is a two-step process between academic programs and the Graduate School. **Applicants must meet** the minimum requirements (<https://grad.wisc.edu/apply/requirements/>) **of the Graduate School as well as the program(s)**. Once you have researched the graduate program(s) you are interested in, apply online (<https://grad.wisc.edu/apply/>).

Requirements	Detail
Fall Deadline	December 1
Spring Deadline	This program does not admit in the spring.
Summer Deadline	This program does not admit in the summer.
GRE (Graduate Record Examinations)	Not required.
English Proficiency Test	Every applicant whose native language is not English or whose undergraduate instruction was not in English must provide an English proficiency test score and meet the Graduate School minimum requirements ( <a href="https://grad.wisc.edu/apply/requirements/#english-proficiency">https://grad.wisc.edu/apply/requirements/#english-proficiency</a> ).
Other Test(s) (e.g., GMAT, MCAT)	n/a
Letters of Recommendation Required	3

### **Admission requirements for the DNP program (post-baccalaureate) are:**

- Graduation from an accredited baccalaureate program in nursing
- GPA of 3.0 on the last 60 credits for the baccalaureate degree
- Unencumbered RN license
- At least one year of experience in nursing, public health, or a health-related field
- Grade of B or better in a approved statistics course within the last 5 years. (Note: The course does not need to be taken before applying, but must be successfully completed prior to the start of the fall term.)

- Application essay (see School of Nursing website (<http://www.son.wisc.edu/>) for specific criteria)
- Three letters of recommendation
- Curriculum vitae or resume
- English proficiency scores: Applicants whose native language is not English, or whose undergraduate instruction was not in English, must provide an English proficiency test score. Scores are accepted if they are within two years of the start of the admission term. See the Graduate School's Admission Requirements (<http://grad.wisc.edu/admissions/requirements/>) for more information on the English proficiency requirement.

Post-BS applicants have a bachelor's degree in nursing. Applicants who have a non-APN master's degree (i.e., nurse education) are considered post-B.S. applicants and are able to waive up to 18 credits based on previous graduate coursework, pending review of syllabi.

### **Admission requirements for the DNP program (post-master's) are:**

- Graduation from an accredited baccalaureate program in nursing
- Master's degree from an accredited program
- GPA of 3.5 for the master's degree
- Unencumbered RN license
- Certification as an advanced practice nurse
- At least one year of experience in nursing, public health, or a health-related field
- Grade of B or better in a graduate level statistics course within the last 5 years. (Note: The course does not need to be taken before applying, but must be successfully completed prior to the start of the fall term.)
- Application essay (see School of Nursing website (<http://www.son.wisc.edu/>) for specific criteria)
- Three letters of recommendation
- Curriculum vitae or resume
- English proficiency scores: Applicants whose native language is not English, or whose undergraduate instruction was not in English, must provide an English proficiency test score. Scores are accepted if they are within two years of the start of the admission term. See the Graduate School's Admission Requirements (<http://grad.wisc.edu/admissions/requirements/>) for more information on the English proficiency requirement.

### **Additional admission requirements for international applicants are:**

- CGFNS Certification
- Minimum English proficiency scores in one of the following:
  - TOEFL (600 PBT, 100 iBT)
  - IELTS (8)
  - MELAB (85)

All application materials must be received by December 1 for admission in the fall semester.

## FUNDING

### GRADUATE SCHOOL RESOURCES

Resources to help you afford graduate study might include assistantships, fellowships, traineeships, and financial aid. Further funding information (<https://grad.wisc.edu/funding/>) is available from

the Graduate School. Be sure to check with your program for individual policies and restrictions related to funding.

## PROGRAM INFORMATION

Students enrolled in this program are not eligible to receive tuition remission from graduate assistantship appointments at this institution.

## REQUIREMENTS

### MINIMUM GRADUATE SCHOOL REQUIREMENTS

Review the Graduate School minimum academic progress and degree requirements (<http://guide.wisc.edu/graduate/#policiesandrequirements>), in addition to the program requirements listed below.

### NAMED OPTION REQUIREMENTS

#### MODE OF INSTRUCTION

Face to Face	Evening/ Weekend	Online	Hybrid	Accelerated
No	No	Yes	No	No

#### Mode of Instruction Definitions

**Accelerated:** Accelerated programs are offered at a fast pace that condenses the time to completion. Students are able to complete a program with minimal disruptions to careers and other commitments.

**Evening/Weekend:** Courses meet on the UW–Madison campus only in evenings and/or on weekends to accommodate typical business schedules. Students have the advantages of face-to-face courses with the flexibility to keep work and other life commitments.

**Face-to-Face:** Courses typically meet during weekdays on the UW–Madison Campus.

**Hybrid:** These programs combine face-to-face and online learning formats. Contact the program for more specific information.

**Online:** These programs are offered 100% online. Some programs may require an on-campus orientation or residency experience, but the courses will be facilitated in an online format.

### CURRICULAR REQUIREMENTS

#### Requirements Detail

Minimum Credit Requirement	58 credits
Minimum Residence Credit Requirement	32 credits
Minimum Graduate Coursework Requirement	29 credits must be graduate-level coursework. Details can be found in the Graduate School's Minimum Graduate Coursework (50%) policy ( <a href="https://policy.wisc.edu/library/UW-1244">https://policy.wisc.edu/library/UW-1244</a> ).

Overall Graduate GPA Requirement	3.00 GPA required. This program follows the Graduate School's GPA Requirement policy ( <a href="https://policy.wisc.edu/library/UW-1203">https://policy.wisc.edu/library/UW-1203</a> ( <a href="https://policy.wisc.edu/library/UW-1203/">https://policy.wisc.edu/library/UW-1203/</a> )).
Other Grade Requirements	A student may not receive more than one grade below a B (or a U grade) in any 12 month period.
Assessments and Examinations	No examinations are required.
Language Requirements	No language requirements.
Breadth Requirement	DNP students are not required to complete a doctoral minor or Graduate/Professional certificate.

### REQUIRED COURSES

Code	Title	Credits
<b>Year One</b>		
<i>Fall Term</i>		
NURSING 706	Nursing Research	3
NURSING 709	Leadership Foundations: The Discipline of Nursing	2
POP HLTH/SOC 797	Introduction to Epidemiology	3
I SY E 557	Human Factors Engineering for Healthcare Systems	3
<i>Spring Term</i>		
NURSING 703	Health Care and Public Policy	3
NURSING 806	Evaluation and Application of Evidence-Based Practice	3
B M I 573	Foundations of Data-Driven Healthcare	3
<i>Summer Term</i>		
NURSING 708	Ethics for Advanced Practice in Health Care	2
NURSING 772	Leadership and Organizational Decision-Making in Health Care	3
<b>Year Two</b>		
<i>Fall Term</i>		
NURSING 711	Business Concepts in Healthcare	3
NURSING 712	Health Systems Leadership and Innovation Practicum I	3
NURSING 715	Evaluation of Health Informatics Solutions	3
<i>Spring Term</i>		
NURSING 713	Health Systems Leadership and Innovation Practicum II	3
NURSING 714	Advanced Health Systems Leadership and Innovation	3
NURSING 761	Health Program Planning, Evaluation, and Quality Improvement	3
<i>Summer Term</i>		
NURSING 906	Scholarly Project	2
<b>Year Three</b>		
NURSING 847	Health Policy Practicum	3
NURSING 906	Scholarly Project	2

Elective		3
<i>Spring Term</i>		
NURSING 830	Leadership, Role Development, and Resource Stewardship Practicum	3
NURSING 906	Scholarly Project	2
<b>Total Credits</b>		<b>58</b>

Students in this program may not take courses outside the prescribed curriculum without faculty advisor and program director approval. Students in this program cannot enroll concurrently in other undergraduate, graduate or certificate programs.

## POLICIES

### GRADUATE SCHOOL POLICIES

The Graduate School's Academic Policies and Procedures (<https://grad.wisc.edu/acadpolicy/>) provide essential information regarding general university policies. Program authority to set degree policies beyond the minimum required by the Graduate School lies with the degree program faculty. Policies set by the academic degree program can be found below.

### NAMED OPTION-SPECIFIC POLICIES

#### PRIOR COURSEWORK

##### Graduate Work from Other Institutions

Post-B.S.: With program approval, students are allowed to count up to 18 credits of graduate coursework from other institutions. Graduate work should be less than five years old to be considered; additional justification and/or documentation are needed for work taken between five and ten years. Work more than ten years old will not be considered.

Post-M.S.: With program approval, students are allowed to count up to 19 credits of graduate coursework from other institutions. Graduate work should be less than five years old to be considered; additional justification and/or documentation are needed for work taken between five and ten years. Work more than ten years old will not be considered unless students are board certified advanced practice nurses (APN) and have continuous practice as an APN.

##### UW–Madison Undergraduate

No undergraduate coursework will be allowed to count toward DNP requirements.

##### UW–Madison University Special

With program approval, students are allowed to count no more than 9 credits of coursework numbered 300 or above taken as a UW–Madison University Special student. These credits are considered part of the total allowable credits available for a student to transfer. Coursework should be less than five years old to be considered; additional justification and/or documentation is needed for work taken between five and ten years. Work more than ten years old will not be considered.

#### PROBATION

This program follows the Graduate School's Probation policy.

#### ADVISOR / COMMITTEE

This program follows the Graduate School's Advisor policy and the Graduate School's Committees policy.

### CREDITS PER TERM ALLOWED

15 credits

### TIME LIMITS

Post-B.S.: Students must complete the requirements within six years of admission. Upon the advisor's recommendation, the associate dean for academic programs may grant a one-year extension.

Post-M.S.: Students must complete the requirements within four years of admission to the program. Upon the advisor's recommendation, the associate dean for academic programs may grant a one-year extension.

### GRIEVANCES AND APPEALS

These resources may be helpful in addressing your concerns:

- Bias or Hate Reporting (<https://doso.students.wisc.edu/bias-or-hate-reporting/>)
- Graduate Assistantship Policies and Procedures (<https://hr.wisc.edu/policies/gapp/#grievance-procedure>)
- Hostile and Intimidating Behavior Policies and Procedures (<https://hr.wisc.edu/hib/>)
  - Office of the Provost for Faculty and Staff Affairs (<https://facstaff.provost.wisc.edu/>)
- Dean of Students Office (<https://doso.students.wisc.edu/>) (for all students to seek grievance assistance and support)
- Employee Assistance (<http://www.eao.wisc.edu/>) (for personal counseling and workplace consultation around communication and conflict involving graduate assistants and other employees, post-doctoral students, faculty and staff)
- Employee Disability Resource Office (<https://employeeabilities.wisc.edu/>) (for qualified employees or applicants with disabilities to have equal employment opportunities)
- Graduate School (<https://grad.wisc.edu/>) (for informal advice at any level of review and for official appeals of program/departmental or school/college grievance decisions)
- Office of Compliance (<https://compliance.wisc.edu/>) (for class harassment and discrimination, including sexual harassment and sexual violence)
- Office of Student Conduct and Community Standards (<https://conduct.students.wisc.edu/>) (for conflicts involving students)
- Ombuds Office for Faculty and Staff (<http://www.ombuds.wisc.edu/>) (for employed graduate students and post-docs, as well as faculty and staff)
- Title IX (<https://compliance.wisc.edu/titleix/>) (for concerns about discrimination)

### Student Appeals and Grievance Procedures

Students who feel that they have been treated unfairly have the right to question this treatment and receive prompt hearing of the grievance. Before instituting an appeal or grievance, students should discuss their particular situations with an appropriate staff member, e.g., faculty member, assistant dean, associate dean, or adviser.

#### Section One: Appeals

Appeals are limited to requests to continue in the curriculum after being dropped from the program for academic reasons.

#### Procedure Filing Appeal

Graduate Student: A written appeal must be filed with the Assistant Dean for Academic Affairs within 10 working days of the date of the letter notifying the student of the decision to discontinue the student in the program, or the right to appeal is waived. The appellant (student) must submit to the Assistant Dean the following information:

1. A written statement addressed to the Chairperson of the appropriate appeals committee specifying:
  - Precise grounds on which the appeal is based.
  - Circumstances associated with the need to appeal.
  - Arguments supporting the appeal.
  - Description of proposed remedial actions to be taken to improve the student's academic performance.
2. The appellant may also submit letters of support from persons knowledgeable about the appellant's current and/or past academic work and/or other matters related to the appellant's academic performance. Any such letters must be submitted to the Assistant Dean by the same deadline.

### Appeals Committee

Graduate Student: For the purposes of hearing the appeal, the Assistant Dean will arrange an appeals committee that consists of at least three School of Nursing faculty members and that includes at least one member of the Graduate Programs Committee. The Assistant Dean will collect the information relative to the appellant's academic situation and forward the information to the Appeals Committee.

### Appeals Committee Meeting

- Within 15 working days of the filing of the appeal, the Appeals Committee will schedule a meeting date for the purposes of hearing the appeal.
- Appellant must appear before the Appeals Committee to present the appeal. Appellant may have a support person accompany him or her to the meeting with the Appeals Committee. Appellant must address the Appeals Committee under all circumstances. Appellant's chosen support person is limited to providing advice and support to appellant. No fewer than three working days prior to the meeting with the Appeals Committee, the appellant shall identify to the Committee the individual's appellant wishes to be present at the meeting for the purpose of providing the Appeals Committee with information about the appeal.

The Appeals Committee is authorized to decide the appeal and is responsible for the following:

1. Reviewing all data presented by the Appellant and others.
2. Discussing the argument presented by Appellant and inviting Appellant to contribute to the discussion.
3. Limiting statements of appellant and other individuals where information being presented is irrelevant, unduly repetitious, or disrespectful.
  - Deciding the appeal and providing a written decision, including the reasons therefore, to the Appellant and the appropriate Assistant Dean within 15 working days of the Appeals Committee meeting. The written decision shall identify and include where appropriate:
    - Appellant's stated reason for the appeal
    - Action taken by the Appeals Committee

- Stipulations and recommendations for appellant's continuation in program (where appeal granted)
  - Rationale for decision
  - Names of individuals present at the hearing
- Notice of appellant's right to appeal the Appeals Committee decision to the Associate Dean for Academic Affairs.

4. If the appeal is granted, the Appeals Committee will discuss with the Appellant any stipulations (binding) and recommendations (non-binding) for continuation in the program.

### Review of Appeals Committee Decision

1. A written request for review of the Appeals Committee Decision by the Dean of the School of Nursing or the Dean's designee must be submitted to the Associate Dean for Academic Affairs within 20 working days of the date of notification of the Committee's initial decision.

The request must state the specific grounds for appeal which are limited to:

- School policies were incorrectly applied;
- Decision is contrary to state or federal law;
- Proper appeal procedures were not followed; or
- Unfounded, arbitrary, or irrelevant assumptions of fact regarding the appellant's performance were made by the Appeals Committee. Appellant must also identify the specific aspects of the Committee decision that he or she believes meet the criteria cited as a basis for appeal.

The Dean or the Dean's designee may meet with the appellant to discuss the request for review.

a. Copies of the information submitted to the Appeals Committee and the Appeals Committee decision shall be provided to the Dean or the Dean's designee for review. Only facts and information presented to the Appeals Committee may be introduced to and considered by the Dean or the Dean's designee.

b. The burden of proof shall be on the student to demonstrate by a preponderance of the evidence that the Appeals Committee's decision was the result of one or more of the above bases for appeal.

c. The Dean or the Dean's designee shall notify Appellant and the Appeals Committee in writing within 30 working days of receipt of the request for review of the Appeals Committee decision or the appellant's meeting with the Dean's or Dean's designee, whichever is later, stating the action on the appeal and the grounds for the action taken.

d. The decision by the Dean or the Dean's designee on review is final.

e. Graduate students may seek Graduate School Procedural Review of the decision by the Dean or the Dean's designee. Please contact The Graduate School Office of Academic Services & Fellowship Administration in 217 Bascom Hall or at 608-262-2433 for information regarding this process.

Note: Deadlines referenced herein may only be altered by mutual agreement of the parties. Any such agreement must be in writing.

## Section Two: Grievances

### Informal Resolution

Any student in the School of Nursing who believes that he or she has been treated inequitably is encouraged to resolve the matter informally. The student should first talk with the person or group at whom the grievance is directed in an attempt to resolve the issue informally. The student may contact the Associate Dean for Academic Affairs for assistance in resolving the matter informally. The student may also contact the following groups for assistance in reaching an informal resolution and/or information regarding other possible formal procedures to resolve the matter.

1. Contact the UW-Madison Equity and Diversity Resource Center for information and assistance regarding discrimination or disability issues.
2. Contact the Dean of Students for information about resources for addressing student concerns.

### School of Nursing Grievance Procedure:

The grievance procedure is available to resolve student concerns regarding inequitable treatment that have not been satisfactorily resolved through the informal resolution process or where the student believes that informal resolution would not be productive. The grievance procedure is described below. Through the grievance process, the student may be accompanied by a support person. The use of this grievance procedure shall not prevent the student from seeking redress through another administrative or legal process.

1. To initiate the formal grievance procedure, the student must submit his or her grievance, in writing, to the Associate Dean for Academic Affairs.
2. The written grievance shall include:
  - a statement that the student wishes a review of the situation by a Grievance Committee;
  - the identification of the person or group at whom the grievance is directed;
  - the specifics of the perceived inequitable treatment;
  - evidence in support of the student's belief that he or she has been treated inequitably; and
  - the outcome or resolution desired by the student.
3. A grievance must be initiated no later than 20 calendar days from the time the student knew or could reasonably have been expected to have known of the circumstances giving rise to the grievance. Initiation of the informal procedure described above within the 20-day period will extend the deadline for initiating the grievance to 40 calendar days from the time the student knew or could reasonably have been expected to have known of the circumstances giving rise to the grievance.
4. Within 30 calendar days after receiving the grievance, the Associate Dean for Academic Affairs shall arrange for a committee meeting. The Committee may request a written response from the person or group at whom the grievance is directed, may ask for additional information from any or all parties involved, may request that the parties involved

appear before the Committee, and/or may take other steps in attempting to resolve the grievance.

5. Within 60 calendar days after receiving the grievance from the Associate Dean for Academic Affairs, the Committee shall send a written report of the Committee's recommendations to the Associate Dean for Academic Affairs. The student will also receive a copy of the report. The report shall include notice to the student of his or her right to appeal the Committee's recommendation to the Dean of the School of Nursing.

6. A student wishing to appeal the Committee's recommendation to the Dean of the School of Nursing must submit a written appeal to the Dean within 10 calendar days of the date of the Committee's report. The request must state the specific bases for appeal and identify the specific aspects of the Committee's recommendation that he or she believes are the subject of the bases for appeal. Where an appeal is filed with the Dean, a copy of the Committee's report shall be provided to the Dean for review. Only facts presented to the Committee may be introduced to and considered by the Dean. The Dean shall notify the appellant and the Committee in writing within 30 calendar days of receiving the written appeal stating the action on the appeal and the grounds for the action taken.

## Section Three: Course Grade Appeals Process

If a student believes s/he has been awarded a grade for a course that does not adequately represent her/his performance in the course, they should speak with the course faculty member in an effort to attempt to resolve the issue informally. This must be done within 10 working days of receipt of the grade. During this informal process both student and faculty may consult with the Associate Dean for Academic Affairs to seek resolution of the issue.

If the student remains dissatisfied with the grade, the student has the option to initiate the formal Grievance procedure. To do this, the student must submit the grievance, in writing, to the Associate Dean for Academic Affairs within 10 working days. The Associate Dean will appoint a committee to hear the grievance. The decision of the committee is final. There is no further appeal.

## OTHER

n/a

## PROFESSIONAL DEVELOPMENT

### GRADUATE SCHOOL RESOURCES

Take advantage of the Graduate School's professional development resources (<https://grad.wisc.edu/pd/>) to build skills, thrive academically, and launch your career.

### PROGRAM RESOURCES

Career advising, funding, and professional development opportunities are shared with all students by a member of the School of Nursing Academic Affairs staff. Information on these support services can be found on the Student Site (<https://students.nursing.wisc.edu/career-advising/career/>).



## PEOPLE

### FACULTY

School of Nursing Faculty Directory (<https://nursing.wisc.edu/directory/faculty/>)

### ADMINISTRATION

**Linda D. Scott, PhD, RN, NEA-BC, FAAN**

Dean and Professor  
ldscott@wisc.edu

**Barbara Pinkenstein, DNP, RN-BC, FAAN**

Interim Associate Dean for Academic Affairs, Professor  
pinkenstein@wisc.edu

**Katie Bleier**

Assistant Dean for Academic Affairs (Academic Dean)  
katie.bleier@wisc.edu  
608-263-5172

**Pamela McGranahan, DNP, PHNA-BC, PMHNP-BC**

DNP Program Director, Clinical Associate Professor  
pmcgranahan@wisc.edu (<http://guide.wisc.edu> [Mailto:pmcgranahan@wisc.edu](mailto:pmcgranahan@wisc.edu))  
608-263-5337

**Kristine Kwekkeboom, PhD, RN, FAAN**

PhD Program Director, Professor  
kwekkeboom@wisc.edu  
608-263-5168

### ADVISING AND STUDENT SERVICES

**Darby Sugar**

Director of Advising & Student Services  
darby.sugar@wisc.edu  
608-263-5172

**Mariah Allen**

Graduate Academic Services Coordinator  
mariah.allen@wisc.edu  
608-263-5258

### ADMISSIONS AND RECRUITMENT

**Mandi Moy**

Director of Admissions & Recruitment  
mandi.moy@wisc.edu (<http://guide.wisc.edu> [Mailto:mandi.moy@wisc.edu](mailto:mandi.moy@wisc.edu))  
608-263-5261

**Kate Beggs**

Graduate Admissions & Recruitment Coordinator  
katherine.beggs@wisc.edu  
608-263-5183