



School of Nursing

Fall 2021

## **NURS 6331.60**

### **Organizational Culture & Leadership**

Your faculty:

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### **Course Description**

Leadership skills pertaining to systems perspectives, health care policy, organizational change, and inter-professional collaboration are discussed. Strengths-based leadership skills required to lead practice improvement initiatives and inter-professional health care teams serving in rural and underserved areas are emphasized. The impact of economic, socio-political and other forces on their organization and regional health care policies will be explored.

#### **Prerequisite**

[NURS 6343](#)

### **Course Learning Objectives**

Upon successful completion of this course, the student will be able to:

#### **Course Learning Objectives**

1. Analyze use of transformational leadership and a systems-thinking approach to address current and potential healthcare system issues, including current policies and culture.
2. Analyze the value and challenge of an inter-professional work environment within healthcare organizations, and how this affects organization policies.
3. Apply change and motivation theories to aspects of the leadership process.

4. Demonstrate the application of transformational leadership skills to complex inter-professional or health disparity issues or situations in the healthcare environment.
5. Demonstrate the application of transformational leadership skills in making data-driven decisions to affect change in the organization or promote quality improvement, including health care policy development as a result of this.
6. Explore the economic, socio-political, ethical, and governmental factors impacting health care delivery, financing, and availability.

## **Learning Outcomes - NONPF Competencies**

### **Practice Inquiry**

- 1 Provides leadership in the translation of new knowledge into practice.
- 2 Generates knowledge from clinical practice to improve practice and patient outcomes.
- 3 Applies clinical investigative skills to improve health outcomes.

### **Health Delivery System**

- 1 Applies knowledge of organizational practices and complex systems to improve health care delivery.
- 4 Facilitates the development of health care systems that address the needs of culturally diverse populations, providers, and other stakeholders.
- 5 Evaluates the impact of health care delivery on patients, providers, other stakeholders, and the environment.
- 6 Analyzes organizational structure, functions and resources to improve the delivery of care.

### **Leadership**

- 1 Assumes complex and advanced leadership roles to initiate and guide change.
- 3 Demonstrates leadership that uses critical and reflective thinking.
- 5 Advances practice through the development and implementation of innovations incorporating principles of change.
- 7 Participates in professional organizations and activities that influence advanced practice nursing and/or health outcomes of a population focus.

### **Ethics**

- 1 Integrates ethical principles in decision-making.
- 2 Evaluates the ethical consequences of decisions.
- 3 Applies ethically sound solutions to complex issues related to individuals, populations and systems of care.

### **Technology and Information Literacy**

- 2 Translates technical and scientific health information appropriate for various users' needs.
- 2a Assesses the patient's and caregiver's educational needs to provide effective, personalized health care.
- 2b Coaches the patient and caregiver for positive behavioral change.
- 3 Demonstrates information literacy skills in complex decision-making.

### **Policy**

- 6 Evaluates the impact of globalization on health care policy development.

### **DNP Essentials addressed**

Essential II: Organizational and Systems Leadership for Quality Improvement and Systems Thinking

Essential III: Clinical Scholarship and Analytical Methods for Evidence-Based Practice

Essential V: Health Care Policy for Advocacy in Health Care

Essential VI: Inter-professional Collaboration for Improving Patient and Population Health Outcomes VIII. Advanced Nursing Practice

## Grading Policy and Criteria

Specific guidelines and grading criteria for all assignments are in the Modules. Final grades for the course will be determined based upon the following point assignments:

- A - 90-100
- B - 80-89
- C - 70-79
- D - 60-69
- F - Below 60

Final course grades less than 80 are not rounded up.

Late policy: 5% will be deducted each day an assignment is past due unless prior arrangements have been made with your course faculty. Extenuating circumstances may apply.

### Repeating a Course

Students repeating this course may not use previously submitted assignments nor utilize the same patients for an assignment. Submitting the same or slightly modified assignments from previous semesters is considered self-plagiarism and is subject to academic discipline, including failing the assignment or the course.

Criteria for Evaluation:	Percentage of Grade:
Participation	10
Discussion Boards	30
Leadership Interview Paper	30
Leadership Paper	30

### Important Course Dates:

Note: The complete course schedule is available in the Course Canvas site.

Census Date:

Mid-Term Exam:

Last Date to Withdraw: (add link)

Final Exam Date: Date of final examination, scheduled according to the University final exam schedule. Reminder: any deviation from scheduled times must be approved by the college dean.

## **Attendance and Make-up Policy**

Attendance / participation is expected. Make-up for exams, quizzes, assignments, clinical time missed is at the discretion of the instructor.

## **Required Textbooks/Materials**

American Psychological Association. (2010). Publication manual of the American Psychological Association (7th ed). Washington D.C.

Bradberry, T., Greaves, J., Lencioni, P.M. (2008). Emotional intelligence 2.0. San Diego: TalentSmart.

Dreher, H.M., Glasgow, M.E.S. (2011). Role development for doctoral advanced nursing practice. New York: Springer Publishing Company.

Mason, D.J., Gardner, D.B., Outlaw, F.H., & O'Grady, E.T. (2016). Policy & politics in nursing and health care. (7th ed.). St. Louis: Elsevier.

Melnyk, B.M., Fineout-Overholt, E. (2014). Evidence-based practice in nursing & healthcare: a guide to best practice (3rd ed.). Philadelphia: Lippincott Williams & Wilkins.

Rath, T. (2007). Strengths finder 2.0. New York: Gallup Press.

Rath, T., Conchie, B. (2009). Strengths based leadership: great leaders, teams, and why people follow. New York: Gallup Press.

Zaccagnini, M.E., White, K.W. (2015). The Doctor of Nursing Practice essentials: a new model for advanced practice nursing (3rd ed.). Burlington, MA: Jones & Bartlett Learning.

## **School of Nursing Policies and Additional Information**

[https://www.uttyler.edu/nursing/college/student\\_guide\\_and\\_policies.php](https://www.uttyler.edu/nursing/college/student_guide_and_policies.php)

## **University Policies and Additional Information (updated 5/2019)**

The following course policies may be found at the website listed below: absence for religious observance, absence for university-supported trips, services to students with disabilities, grade replacement, state-mandated course drop policy, and Social Security and privacy. Refer to this site for the most current policies and changes that may have been made.

<http://www.uttyler.edu/academicaffairs/files/syllabuspolicy.pdf>

## **UT Tyler Honor Code**

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

## **Students Rights and Responsibilities**

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: <http://www.uttyler.edu/wellness/rightsresponsibilities.php>

## **Campus Carry**

We respect the right and privacy of students 21 and over who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>

## **UT Tyler a Tobacco-Free University**

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors.

Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products.

There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit [www.uttyler.edu/tobacco-free](http://www.uttyler.edu/tobacco-free).

## **Grade Replacement/Forgiveness and Census Date Policies**

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. (For Fall 2018, the Census Date is Monday, September 10, 2018.) Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions of which students need to be aware. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date).
- Schedule adjustments (section changes, adding a new class, dropping without a "W" grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment.
- Completing the process for tuition exemptions or waivers through Financial Aid.

## **State-Mandated Course Drop Policy**

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

### **Disability/Accessibility Services**

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Tyler at Texas offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including non-visible a diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit <https://hood.accessiblelearning.com/UTTyler> and fill out the New Student application. The **Student Accessibility and Resources (SAR)** office will contact you when your application has been submitted and an appointment with Cynthia Lowery, Assistant Director Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at <http://www.uttyler.edu/disabilityservices>, the SAR office located in the University Center, # 3150 or call 903.566.7079.

### **Student Absence due to Religious Observance**

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

### **Student Absence for University-Sponsored Events and Activities**

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

### **Social Security and FERPA Statement**

It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

### **Emergency Exits and Evacuation**

Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

## Student Standards of Academic Conduct

Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

- i. "Cheating" includes, but is not limited to:
  - copying from another student's test paper;
  - using, during a test, materials not authorized by the person giving the test;
  - failure to comply with instructions given by the person administering the test;
  - possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed "crib notes". The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;
    - using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program;
    - collaborating with or seeking aid from another student during a test or other assignment without authority;
    - discussing the contents of an examination with another student who will take the examination;
    - divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructor has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
    - substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;
    - paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;
    - falsifying research data, laboratory reports, and/or other academic work offered for credit;
    - taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
    - misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially
- ii. "Plagiarism" includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another's work and the submission of it as one's own academic work offered for credit.
- iii. "Collusion" includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.
- iv. All written work that is submitted will be subject to review by plagiarism software.

**Exam and homework materials, questions, and problems are the intellectual property of faculty, UT Tyler, or publishers.**

- These materials may not be distributed without permission.
- Distributing them or uploading them to online resources destroys the integrity of the assignment and the course, allowing others an unfair advantage by letting them view the materials.
- Uploading these materials to online resources is a violation of UT Tyler's academic misconduct policies and may result in formal conduct charges.
- Sanctions for uploading or otherwise divulging the contents of these materials can include:
  - a reduced or failing grade on an assignment
  - a reduced or failing grade for the course
  - removal from the Nursing program
  - removal from UT Tyler

### **UT Tyler Resources for Students**

- [UT Tyler Writing Center](#) (903.565.5995), [writingcenter@uttyler.edu](mailto:writingcenter@uttyler.edu)
- [UT Tyler Tutoring Center](#) (903.565.5964), [tutoring@uttyler.edu](mailto:tutoring@uttyler.edu)
- [The Mathematics Learning Center](#), RBN 4021, this is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.
- [UT Tyler Counseling Center](#) (903.566.7254)
- [UT Tyler Muntz Library](#) (903 566-7343), Library Liaison for Graduate Nursing, Michael Skinner (903.565.5614) email: [mskinner@uttyler.edu](mailto:mskinner@uttyler.edu)