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Welcome to the Doctor of Nursing Practice Program

Introduction

This Handbook is designed to provide graduate students, faculty, and administrators associated with the Doctor of Nursing Practice (DNP) Program of the College of Nursing and Health Sciences (CNHS) of the University of Massachusetts Boston (UMass Boston) with an overview of the mission, vision, values, and elements of the curriculum of the DNP Program.

Handbook Overview and Organization

The UMass Boston DNP Handbook is divided into 5 sections. The first section of this handbook provides an overview of the UMass Boston, including its mission, values and available resources for graduate students.

Section 2 provides an overview of the post-master’s DNP and the BSN-DNP Programs. This section includes a description of each program and also the curriculum.

Section 3 details the program policies. In this section of the handbook, information on grading policies, transfer credits, waivers, electives and academic progression can be found.

Section 4 provides a brief overview of the requirements to successfully complete the DNP Program.

The final section, section 5, provides a detailed explanation of the DNP Scholarly Project.
Section 1: Overview of the University of Massachusetts Boston

Preamble

All members of the UMass Boston community participating in or associated with the DNP Program are recognized to be capable, intelligent adult professionals, who have the responsibility to read this handbook, seek clarification from the DNP Program Director for understanding where required, and engage collaboratively to create a community of learning that is committed to the highest levels of intellectual engagement and ethical behavior, consistent with the rules, regulations, policies, and procedures contained in this handbook and all other college and university policies.

This handbook is one part of the orientation and guidance provided to students who are considered members of the DNP Program, CNHS, and UMass Boston community. Students are strongly encouraged to seek additional sources of academic and organizational policy and procedure documents when further clarification and detail is needed. It is the expectation of the DNP Program Director that all students review the basic rules and policies as outlined in this handbook.

Mission, Vision and Values of the UMass Boston

“UMass Boston is a public research university with a dynamic culture of teaching, learning, and a special commitment to urban and global engagement. The university promotes a culture of lifelong learning, and serves as a catalyst for intellectual interactions with scholarly communities, students, alumni, and the public.”

For in depth information please visit https://www.umb.edu/the_university/mission_values.

The values of UMass Boston are:

- Inquiry
- Creativity
- Discovery
- Transformation
- Diversity and Inclusion
- Engagement
- Environmental Stewardship and Sustainability
- Economic and Cultural Development
- Urban Commitment

Mission, Vision and Goals of the UMass Boston College of Nursing and Health Sciences

Our vision is to improve the health of diverse urban populations through the integration of teaching, targeted research, service, practice and health policy in partnership with others.

Our mission is to educate health and fitness professionals from diverse backgrounds to engage in building scholarly community with a special focus on health, and to provide substantial research, professional and community service.

Our goals are to:

- Advance student success and development
- Enrich and expand academic programs and research
• Improve the learning, teaching, and working environment
• Establish a financial resource model consistent with the UMass Boston vision statement
• Develop an infrastructure supportive of the preceding

The UMass Boston DNP Program adheres to the mission, vision and values of UMass Boston as well as the College of Nursing and Health Sciences. Specifically, the UMass Boston DNP program focuses on educating expert providers of nursing care with attention to policy formation/implementation and transformative leadership. Preparing DNP graduates for leadership in health care involves incorporating curricular opportunities for evidence-based practice, public service, innovation, community engagement and influencing health policy.

The UMass Boston DNP program of study has as its core goal and value the improvement of patient care and systems outcomes by increasing DNP graduates’ knowledge through the application of theory and evidence-based innovations in practice and policy, and leadership skills in the advanced clinical practice role. Graduates will learn to develop solutions to barriers to health care access, how to utilize and implement practice guidelines and the analysis of health policy at the national, state, local and organizational level.

Funding for Projects and Scholarly Work to Present at Conferences

The Graduate Student Assembly offers funding for students to attend conferences to present work. Please use the following link for more information
http://www.umb.edu/research/info_for_students/graduate_research_opportunities_funds

Program Communication Policies for Students and Faculty

All communication with UMass Boston must be conducted through student UMass Boston emails and this includes communication with the UMass Boston DNP Program. Students are expected to check their UMass Boston e-mail on a frequent and consistent basis to ensure that they are staying current with all official communications generated by the UMass Boston DNP program, the College of Nursing and Exercise Health Sciences and the University at large.

Students can find their email address by logging into WISER and selecting the link to their "Personal Portfolio" and then viewing "Email Addresses". All students receive a default email account. The link to access UMass Boston email and how to’s regarding email are found at https://www.umb.edu/it/email.

Financial Aid

UMass Boston graduate students may apply for assistantships, grants, loans and federal work-study jobs. Please see the UMass Boston web site for the most up to date information, including how to apply, at: https://finaid.umb.edu/graduate-student-aid

Assistance with Writing Skills

The purpose of the Graduate Writing Center (GWC) is to provide one-to-one conferences to students who are willing to make a commitment to work with a professional consultant over several weeks. Students who are in the process of completing graduate coursework at UMass Boston, and who wish to develop their paper writing process, graduate-level research skills, and/or understanding of the general expectations associated with graduate study, should consider signing up for conferences.

The GWC is staffed by professional tutors/faculty who are certified by the CRLA International Tutor Certification Program. For more information, please go to the GWC web site at https://www.umb.edu/academics/vpass/academic_support/tutoring/graduate_writing_center
Section 2: Overview of The University of Massachusetts Boston Doctor of Nursing Practice Program

The UMass Boston DNP Program is modeled after the recommendations for the Doctor of Nursing Practice Programs and papers from national organizations including the National Organization of Nurse Practitioner Faculties (NONPF). The UMass Boston DNP Program uses the American Association of College of Nursing (AACN) Essentials of DNP Programs as the foundation of the curriculum. For more information on the Essentials of DNP Programs, use the following link: http://www.aacnnursing.org/DNP/DNP-Essentials

The Doctor of Nursing Practice program at UMass Boston is accredited by the Commission on Collegiate Nursing Education, 655 K Street NW, Suite 750, Washington, DC 20001, 202-887-6791.

Goals of the UMass Boston DNP Program (Post Masters and BSN- DNP)

1. Assuring an appropriate supply, diversity, and distribution of advanced practice nurses to meet emerging health care system needs.
2. Preparing advanced practice nurses with the highest level of knowledge and competence to successfully pass the national certification exams in their specialty and obtain employment in their specialty area (BSN-DNP).
3. Developing advanced practice registered nurses (APRNs) with competence in health systems leadership, policy development/implementation, and interdisciplinary collaboration to improve health care quality and increase health care access for all populations.
4. Preparing 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.

DNP Essentials

The course objectives detailed in the UMass Boston DNP Program core and specialty courses reflect the student outcome competencies in The Essentials of Doctoral Education for Advanced Nursing Practice (AACN, 2006) which include:

I. Advanced scientific underpinnings for practice
II. Organizational and systems leadership for quality improvement and systems thinking
III. Clinical scholarship and analytic methods for evidence-based practice
IV. Technology and information for the improvement and transformation of healthcare
V. Health care policy for advocacy in health care
VI. Inter-professional collaboration for improving patient and population healthcare outcomes
VII. Clinical prevention and population health for improving the nation’s health
VIII. Advanced nursing practice at the highest level of clinical expertise
Post-Master’s Doctor of Nursing Practice Program

The 39 credit post-master’s (PM) DNP prepares advanced practice registered nurses with the highest skills of excellence and scope of nursing knowledge for practicing in the emerging health care environment. The scope of knowledge and skills to be acquired include expertise in direct, autonomous and interdisciplinary patient care management and health systems leadership as well as translational of evidence-based research into practice and policy. These advanced practice skills and knowledge will be augmented by an in-depth understanding of health care financing trends and the utility of information technology in the health care system. This breadth and depth of knowledge will prepare graduates to provide solutions to the problems encountered in today’s health care system and develop strategies to address the challenges of the future.

The UMass Boston PM DNP Program was developed as a clinical practice doctorate. The ideal student is an APRN who is interested in improving the health of populations, particularly under-represented/underserved populations. By the completion of the UMass Boston PM DNP Program, our students have attained the leadership skills necessary to be a change agent. As a change agent, they seek to improve patient care and health services through the implementation of evidenced based practice and quality improvement initiatives.

Non-APRNs may be accepted into the PM DNP program if they fulfill the admission requirements. All PM DNP students must complete a total of 1000 clinical practice immersion hours to graduate. All APRN students admitted to the program may carry over hours earned in their Masters of Nursing program (up to 600) towards the 1000 hours needed to graduate as a DNP. Non-APRN students accepted to the PM DNP are required to complete the entire 1000 hours of clinical practice hours but may carry over any clinical hours completed in the MSN program. In the case of the non-APRN student with no clinical hours carried over from an MS program, to complete the additional 600 clinical hours (400 will be completed in the program), non-APRN students may take NU 735 as an elective or be asked to complete 250 clinical hours in each of DNP 1, 2, 3 and 4 (rather than 100 in each).

DNP Clinical Practice Immersion Hours

DNP clinical practice immersion hours are designed to demonstrate synthesis and application of expanded knowledge acquired within the DNP curriculum. The practice hours signify the capability of the student to meet the core competencies of the DNP degree as established by the American Association of Colleges of Nursing (AACN). Consistent with The Essentials of Doctoral Education for Advanced Nursing Practice (AACN, 2006), all students will be required to complete a minimum of 1000 clinical hours post baccalaureate degree. The clinical practice immersion hours are to be related to the scholarly project and /or to advance knowledge in the student’s area of specialization.

The practicum hours may be demonstrated through a variety of methods including but not limited to:

- In-depth work/mentorship with experts from nursing, as well as other disciplines
- Opportunities for meaningful student engagement within practice environments
- Opportunities to build and assimilate knowledge for advanced specialty practice at a high level of complexity
- An opportunity for further synthesis and expansion of learning
- Experience in the context within which the final DNP Scholarly Project is completed
- An opportunity to integrate and synthesize the essentials and specialty requirements necessary to demonstrate competency in an area of specialized nursing practice
- Programmatic efforts to address a clinical practice issue
- Data collection and analysis related to practice improvement (QI/QA)
- Direct care or practice experiences outside of the job description and responsibilities of the student with goals and learning outcomes
- Clinical or academic teaching related to nursing practice
Degree Requirements

A total of 39 credits and 400 clinical hours* are required for this program. The program of study culminates in the DNP Scholarly Project and Portfolio. Students are guided by faculty throughout the program in completing a DNP Scholarly Project that demonstrates the student’s ability to analyze and guide a change in practice or policy.

Core Courses
NURSING 616 Evidence Based Practice I
NURSING 618 Health Policy, Finance and Ethics
NURSING 715 Health Informatics
NURSING 716 Evidence Based Practice II
NURSING 722 Health Care Systems Quality
NURSING 760 Biostatistics I
NURSING 761 DNP Internship I
NURSING 762 DNP Internship II
NURSING 763 DNP Internship III
NURSING 764 DNP Internship IV
NURSING 765 Health Systems Leadership
NURSING 766 Health Economics and Finance for the Advanced Practice Nurse
NURSING 780 Principles of Epidemiology

*Non-APRNs are required to complete 1000 hours post BSN. See previous section for detailed information on non-APRN student requirements.

DNP Program Learning Outcomes

The UMass DNP student is an Advanced Practice Nurse (APRN) who is a health care leader and seeks to improve patient care and health services for all populations, especially the under represented/underserved.

At the completion of the UMass Boston DNP Program, the student will be able to:

1. Evaluate the role of the nurse in shaping health care policy and systems that provide care for individuals, communities, health professions and populations.
2. Apply health care economic and finance theory, including budget preparation, utilizing economic measurements and management of the financial status of health care organizations, to analyze factors influencing health systems’ structure, function and process.
3. Apply theory guided and evidenced based research to develop practice innovations and influence policy formation that will improve quality, safety, outcomes, cost and/or access to care for a specific setting or population.
4. Employ the leadership skills necessary in professional practice to direct clinical policy evaluation, management of systems change, and practice improvement.
5. Evaluate programs related to the use of information, information technology, communication networks, and patient care technology that monitor outcomes of care, care systems, and practice improvement to improve quality and efficiency in care delivery.
6. Demonstrate leadership in the evaluation and resolution of ethical and legal issues within healthcare systems, health policy and in research with human subjects.
7. Apply epidemiologic principles to analyze and interpret research data to address basic questions related to individual, aggregate, and population health at the local, state, and national levels and selected epidemiological trends related to health care disparities and inequity in health care access to populations at risk.
8. Employ the knowledge of the science of improvement and process improvement methods, with a focus on structure, processes and outcomes, to advance quality and safety in health care organizations.
9. Distinguish the concepts and methods of statistics, apply them in critiquing literature in the field of clinical and population-based research.
10. Develop a practice improvement project that:
a) addresses a local practice gap/problem in a priority area
b) is guided by theory
c) is based on best practice evidence
d) integrates knowledge from the sciences and humanities
e) applies an appropriate implementation method
f) addresses ethical considerations
g) evaluates outcomes
h) has the potential to lead to process and/or outcomes improvements in the local setting.
# Post- Masters Doctor of Nursing Practice Curriculum (Must be taken in sequence)

<table>
<thead>
<tr>
<th>Program Year</th>
<th>Semester</th>
<th>Course Number</th>
<th>Course Name</th>
<th>Semester Credits</th>
</tr>
</thead>
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<tr>
<td>Year 1</td>
<td>Fall Semester 1</td>
<td>NU 765</td>
<td>Health Management and Health Care Leadership</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NU 760</td>
<td>Biostatistics I</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NU 761</td>
<td>DNP Internship I</td>
<td>Continuation over 2 terms</td>
</tr>
<tr>
<td></td>
<td>Spring Semester 2</td>
<td>NU 616</td>
<td>Evidence Based Practice I</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NU 722</td>
<td>Health Care Systems Quality</td>
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<td></td>
<td>NU 761</td>
<td>DNP Internship I</td>
<td>1</td>
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<td></td>
<td></td>
<td>Total Credits: 6</td>
<td></td>
</tr>
<tr>
<td>Year 2</td>
<td>Fall Semester 3</td>
<td>NU 715</td>
<td>Informatics</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NU 716</td>
<td>Evidenced Based Practice II</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>DNP Internship II</td>
<td>Continuation over 2 terms</td>
</tr>
<tr>
<td></td>
<td>Spring Semester 4</td>
<td>NU 618</td>
<td>Introduction to Health Policy, Finance &amp; Ethics</td>
<td>3</td>
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<tr>
<td></td>
<td></td>
<td>NU 780</td>
<td>Principles of Epidemiology</td>
<td>3</td>
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<td></td>
<td></td>
<td>NU 762</td>
<td>DNP Internship II</td>
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<td>Total Credits: 7</td>
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<tr>
<td>Year 3</td>
<td>Fall Semester 5</td>
<td>NU 763</td>
<td>DNP Internship III</td>
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<td></td>
<td></td>
<td></td>
<td>*Elective</td>
<td>3</td>
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<td>Total Credits: 5</td>
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<tr>
<td></td>
<td>Spring Semester 6</td>
<td>NU 764</td>
<td>DNP Internship IV</td>
<td>2</td>
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<td></td>
<td></td>
<td>NU 766</td>
<td>Health Care Finance and Economics</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>*Elective</td>
<td>3</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Total Credits: 8</td>
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</tbody>
</table>

Program Total Credits: 39

*Electives should be chosen under the guidance of the DNP Program Director. The purpose of the electives is the fulfillment of the Essentials of DNP Programs. Examples of electives include: NU 637 Mental Health, NU 644 Global Health, NU 607 Evidenced based teaching; NU 705 Health Disparities, NU620 Primary Care Dermatology
**BSN-Doctor of Nursing Practice Program (BSN-DNP)**

The BSN-DNP program prepares BSN nurses to excel as leaders in health care as APRNs. The student first obtains an MS degree after 48 credits and 665 clinical hours in their program of study. Students are encouraged to take the national certification exam as an APRN at the completion of the MS portion of the program. The DNP portion of study is an additional 30 credits.

The BSN-DNP Program prepares the student as an APRN in one of the population health tracks: Adult/Gerontological Acute Care Clinical Nurse Specialist, Adult/Gerontological Nurse Practitioner or Family Nurse Practitioner.

**Degree Requirements**

A total of 78 credits and 1,065 clinical hours are required to complete this program. The program of study culminates in the DNP Scholarly Project experience. Students are guided by faculty throughout the program in completing a DNP Scholarly Project that demonstrates the student’s ability to analyze and guide a change in health care delivery.

**Core Courses**

- **NURSING 601** Introduction to Advanced Practice Nursing
- **NURSING 614** Advanced Pathophysiology
- **NURSING 615** Advanced Health Assessment
- **NURSING 616** Evidence Based Practice I
- **NURSING 618** Health Policy, Finance and Ethics
- **NURSING 634** Advanced Pharmacology
- **NURSING 640** Advanced Health Promotion Practicum I
- **NURSING 715** Health Informatics
- **NURSING 716** Evidence Based Practice II
- **NURSING 722** Health Care Systems Quality
- **NURSING 760** Biostatistics I
- **NURSING 761** DNP Internship I
- **NURSING 762** DNPInternship II
- **NURSING 763** DNP Internship III
- **NURSING 764** DNP Internship IV
- **NURSING 765** Health Systems Leadership
- **NURSING 766** Health Economics and Finance for the Advanced Practice Nurse
- **NURSING 780** Epidemiology

**Concentration Courses**

- **NURSING 637** Mental and Psychosocial Health of the Urban Family (A/GNP and FNP)
- **NURSING 639** Primary Care of Adults (A/GNP and FNP)
- **NURSING 664** Clinical Practicum I: Acutely III or Critically Ill Patient (A/G AC CNS)
- **NURSING 665** Clinical Practicum II: Focus on the CNS Role
- **NURSING 667** Clinical Practicum III: Nurse Educators in Clinical Practice Settings
- **NURSING 668** Clinical Practicum IV: Nurse Educators in Academic Settings (A/G AC CNS)
- **NURSING 670** Primary Care of the Adult / Older Adult Practicum III (A/GNP and FNP)
- **NURSING 671** Primary Care of Older Adults (A/GNP)
- **NURSING 672** Primary Care of the Adult / Older Adult Practicum III (A/GNP)
- **NURSING 681** Primary Care of the Childbearing Family (FNP)
- **NURSING 682** Primary Care of the Family Practicum III and Capstone (FNP)
- **NURSING 690** Advanced Practice in Acute and Critical Care I
- **NURSING 691** Acute and Critical Care Clinical Specialist II
BS DNP Program Learning Outcomes

Due to the structure of the BS DNP Program, the student first attains an MS and then completes the DNP coursework. The MS portion of the program follows the MS curriculum and MS program learning outcomes.

Upon completion of the MS programs, students will be able to:
1. Demonstrate competence in the advanced nursing practice and management of health and illness for individuals, family, and aggregate populations using critical thinking and evidenced-based clinical decision making.
2. Promote individual/family relationships that facilitate positive health care outcomes for diverse populations.
4. Plan comprehensive continuous care through interdisciplinary collaboration across health care settings with an emphasis on diverse and urban populations.
5. Monitor and ensure the quality of nursing and health care practices utilizing advocacy and ethical decision-making.
6. Design, implement, and evaluate evidenced-based care in relation to ethno-cultural and spiritual beliefs within diverse populations.
7. Apply theories from nursing and other disciplines to the advanced nursing practice for individuals and families from diverse populations.
8. Identify researchable health care problems and continually appraise relevant literature.
9. Communicate and consult with health care providers and others to influence policy change.
10. Demonstrate competency in professional oral and written communication.

At the completion of the DNP portion of the program, the student will be able to:
1. Evaluate the role of the nurse in shaping health care policy and systems that provide care for individuals, communities, health professions and populations.
2. Apply health care economic and finance theory, including budget preparation, utilizing economic measurements and management of the financial status of health care organizations, to analyze factors influencing health systems’ structure, function and process.
3. Apply theory guided and evidenced based research to develop practice innovations and influence policy formation that will improve quality, safety, outcomes, cost and/or access to care for a specific setting or population.
4. Employ the leadership skills necessary in professional practice to direct clinical policy evaluation, management of systems change, and practice improvement.
5. Evaluate programs related to the use of information, information technology, communication networks, and patient care technology that monitor outcomes of care, care systems, and practice improvement to improve quality and efficiency in care delivery.
6. Demonstrate leadership in the evaluation and resolution of ethical and legal issues within healthcare systems, health policy and in research with human subjects.
7. Apply epidemiologic principles to analyze and interpret research data to address basic questions related to individual, aggregate, and population health at the local, state, and national levels and selected epidemiological trends related to health care disparities and inequity in health care access to populations at risk.
8. Employ the knowledge of the science of improvement and process improvement methods, with a focus on structure, processes and outcomes, to advance quality and safety in health care organizations.
9. Distinguish the concepts and methods of statistics, apply them in critiquing literature in the field of clinical and population-based research.
10. Develop a practice improvement project that:
   a) addresses a local practice gap/problem in a priority area
   b) is guided by theory
   c) is based on best practice evidence
   d) integrates knowledge from the sciences and humanities
   e) applies an appropriate implementation method
   f) addresses ethical considerations
   g) evaluates outcomes
   h) has the potential to lead to process and/or outcomes improvements in the local setting.
### BS to DNP Curriculum

<table>
<thead>
<tr>
<th>Year</th>
<th>Semester</th>
<th>A/G NP Track</th>
<th>A/G AC CNS Track</th>
<th>Family NP Track</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>Fall</td>
<td>NU601 Introduction to Advanced Practice Nursing: Knowledge for Practice in the Global Community</td>
<td>NU601</td>
<td>NU601</td>
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<tr>
<td></td>
<td></td>
<td>NU616 Evidenced Based Practice I</td>
<td>NU616</td>
<td>NU616</td>
</tr>
<tr>
<td>2nd</td>
<td>Spring</td>
<td>NU614 Advanced Pathophysiology</td>
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<td>NU634 Advanced Pharmacology</td>
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<tr>
<td>3rd</td>
<td>Fall</td>
<td>NU615 Advanced Health Assessment (65 hours)</td>
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<tr>
<td></td>
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<td>NU637 Mental and Psychosocial Health of the Urban Family</td>
<td>NU668 CNS Clinical Practicum: Nurse Educator in the Academic Setting (112 Hrs)</td>
<td>NU637</td>
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<tr>
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<td>NU765 Leadership and Management in Healthcare Organizations (3 credits)</td>
<td>NU637</td>
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</tr>
<tr>
<td>4th</td>
<td>Spring</td>
<td>NU618 Introduction to Health Policy, Economics &amp; Ethics</td>
<td>NU618</td>
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<tr>
<td></td>
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<td>NU639 Primary care of adults</td>
<td>NU690: A/G Health AC Nursing I</td>
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<td>NU640 Advanced Health Promotion: Practicum I (150 hrs-3 lecture/1 seminar/2 practicum=6)</td>
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<td>9 and 12</td>
<td>6 and 12</td>
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<td>5th</td>
<td>Fall</td>
<td>NU715 Informatics</td>
<td>NU715</td>
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<td>NU691 A/G Health AC Nursing II</td>
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<td>NU670 Practicum in Primary Care Family and Adult-Gero NP II (Adult) (225 hrs)</td>
<td>NU670 Practicum in Primary Care –Family and Adult-Gero NP II (Adult) (225 hrs)</td>
<td>NU670</td>
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<td>6th</td>
<td>Spring</td>
<td>NU671 Primary Care of Adult/Older Adult</td>
<td>NU667 CNS Practicum: Nurse Educator in the Clinical Setting (112 hours -3 credits)</td>
<td>NU671</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NU 672: Primary Care of the Adult/Older Adult Practicum (225 hrs.) Capstone; MS and ongoing DNP students</td>
<td>NU 665: CNS Clinical Practicum II--Focus on the CNS Role (112 hrs-3 credits)</td>
<td>NU 672</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9 and 9</td>
<td>9 and 6</td>
<td>9 and 9</td>
</tr>
<tr>
<td>Masters Competed</td>
<td></td>
<td>655 Practicum Hours</td>
<td>655 Practicum Hours</td>
<td>655 Practicum Hours</td>
</tr>
<tr>
<td></td>
<td></td>
<td>48 credits</td>
<td>48 credits</td>
<td>48 credits</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sit for AGNP exam</td>
<td>Sit for A/G AC CNS exam</td>
<td>Sit for FNP Exam</td>
</tr>
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</table>

Beginning of DNP Portion of the Program:
<table>
<thead>
<tr>
<th>Period</th>
<th>AG NP Track</th>
<th>AG/AC/CC CNS Track</th>
<th>Family NP Track</th>
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<tbody>
<tr>
<td>7th Fall YR4</td>
<td>NU765 Leadership in Health Care Systems</td>
<td>Elective</td>
<td>NU765 3</td>
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<tr>
<td></td>
<td>NU722 Health Care Systems Quality</td>
<td>NU722</td>
<td>3</td>
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<tr>
<td></td>
<td>NU761 DNP I 30 HOURS</td>
<td>NU761</td>
<td>1</td>
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<tr>
<td>8th Spring YR4</td>
<td>NU780 Epidemiology</td>
<td>NU 780</td>
<td>NU 780 3</td>
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<tr>
<td></td>
<td>Elective: NU735 Clinical Inquiry Seminar/Immersion (3 credits; 1 seminar/2 practicum</td>
<td>Elective: NU735 Clinical Inquiry Seminar/Immersion (3 credits; 1 seminar/2 practicum</td>
<td>Elective: NU735 Clinical Inquiry Seminar/Immersion (3 credits; 1 seminar/2 practicum</td>
</tr>
<tr>
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<td></td>
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<tr>
<td></td>
<td>Total: 13</td>
<td>Total: 13</td>
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</tr>
<tr>
<td>9th Fall YR5</td>
<td>NU760 Biostats</td>
<td>NU 760</td>
<td>NU 760 3</td>
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<tr>
<td></td>
<td>NU716 Evidenced Based Practice II</td>
<td>NU716</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>NU762 DNP II (30 HOURS)</td>
<td>NU762</td>
<td>NU762 1</td>
</tr>
<tr>
<td>10th Spring YR5</td>
<td>NU766 Health Finance/Economics</td>
<td>NU766</td>
<td>NU766 3</td>
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<td>Elective/education Course (NU607)</td>
<td>Elective/Educator Course (NU 607)</td>
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<td>Total: 13</td>
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<td>11th Fall YR6</td>
<td>NU763 DNP III (100 HOURS)</td>
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<td>NU763 1</td>
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<td>12th Spring YR6</td>
<td>NU764 DNP IV (100 HOURS)</td>
<td>NU764</td>
<td>NU764 3</td>
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<td><strong>DNP completed</strong></td>
<td>410 Practicum Hours</td>
<td>410 Practicum Hours</td>
<td>410 Practicum Hours</td>
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<tr>
<td></td>
<td></td>
<td>30 credits</td>
<td>30 credits</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1,065</td>
<td></td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
<td>48 + 30= 78</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*If a student chooses not to take NU 735 as an elective, then the student must still fulfill the practicum hour requirements of the program. In that case, the student must complete 105 hours in DNP 1 and DNP 2 instead of 30.
Section 3: BSN- DNP and Post-Masters DNP Program Policies

Grading Policy

For graduate students, the University uses a system of letter grades that are equivalent to numerical —quality points according to the following table:

Letter Grade and Quality Point Equivalent

Letter grades are given in accordance with the grading criteria indicated in the UMass Boston Graduate Student Handbook.

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Points/Grade</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93-100</td>
<td>4.00</td>
</tr>
<tr>
<td>A-</td>
<td>90-93</td>
<td>3.70</td>
</tr>
<tr>
<td>B+</td>
<td>87-89</td>
<td>3.30</td>
</tr>
<tr>
<td>B</td>
<td>84-86</td>
<td>3.00</td>
</tr>
<tr>
<td>B-</td>
<td>80-83</td>
<td>2.70</td>
</tr>
<tr>
<td>C+</td>
<td>77-79</td>
<td>2.30</td>
</tr>
<tr>
<td>C</td>
<td>74-76</td>
<td>2.00</td>
</tr>
</tbody>
</table>

The quality points for each grade are multiplied by the number of credits for the course, and the totals for all courses are added; this result is the student’s cumulative quality point figure. The cumulative quality point figure is divided by the number of cumulative credit hours carried; this result is the student’s cumulative quality point average. Graduate students may also be given grades of: NA (Not Attending), Inc (Incomplete), Y (In Progress), SAT (Satisfactory), and/or AUD (Audit).

All full and part time students must maintain a cumulative GPA of 3.5 or higher to graduate.

Incomplete

A grade of “Incomplete” (INC) for course work may be granted in certain circumstances. It is only granted to a student in good academic standing who has completed the majority of the coursework for the course and the request must be made for substantive reason. The course instructor will determine if an incomplete will be granted, the timeframe of the incomplete and coursework to be completed during that time. The instructor will then complete the Incomplete Grade Form and submit to the DNP Program Director for final approval. The student is required to sign the form and is asked to retain a copy for future records. A copy is placed in the student’s file.

UMass Boston policy allows that a student obtain credit for INC by completing all of the required course work before the end of the semester one year from the time of enrollment in said course. However, students may be required to finish the INC during a shorter time frame if it is a pre-requisite for subsequent courses. The student is responsible for communicating their progress in completing the course material to the faculty of record and submitting it according to the agreed upon timeframe. After the completion of the required coursework, the faculty of record will complete a Change Grade Form and submit it to the DNP Program Director to ensure the final course grade is updated in Wiser. At the end of this 12-month period, if a grade is not submitted, an F for failure will automatically be recorded by the registrar. This grade cannot be reversed and will remain in the student’s permanent record. Please see UMass Boston DNP Program Handbook regarding policies around course failures.
Transfer Credit Policy

Applicants who have completed graduate course work at other accredited institutions may transfer coursework toward the completion of an UMass Boston graduate degree. Transfer credits are restricted to up to 6 credits from such courses in which the applicant received a grade of B or higher. Please note, the CNHS policy for minimum passing grades applies to all transfer courses regardless of the transferring schools policy for minimum passing grades.

Applicants who have completed graduate course work at UMass Boston as non-degree students may transfer that coursework toward the completion of an UMass Boston graduate degree. This type of transfer credit is restricted to up to 6 credits from such courses in which the applicant received a grade of B or higher. These courses may be accepted for transfer provided that they have not been used to fulfill requirements for another degree and were earned no more than seven years before matriculation in the program.

The combined total of credits transferred from other institutions and of credits accumulated at UMass Boston as a non-degree student may not exceed 12 credits. For intercampus programs (Biology, Biomedical Engineering and Biotechnology, Marine Sciences and Technology, Nursing DNP and PhD, and Professional Science Masters), courses taken at other UMass campuses will not be subject to the 6 credit or 12 credit limit, but will require the approval of the Graduate Program Director for transfer.

The DNP Program Director and the DNP Program Committee determine what credits are eligible for transfer based on a review of the official transcript at the time of admission to the program and a review of the course description or syllabus. Once enrolled in the UMass Boston DNP Program, students also can request transfer credit. Requests should be made to the DNP Program Director and include a copy of the student’s transcript and a copy of the course syllabus. Transfer credit decisions for either core or elective courses are made on a course-by-course basis. Courses accepted for transfer will show in student Wiser accounts but will not be included in the students grade point average.

Course Waiver Policy

A student may seek a waiver from a prescribed course in the UMass Boston DNP Program if she/he has completed a course with substantially equivalent content at another institution or in another college of UMass Boston. If a course waiver is granted, the student will receive 0 credits towards degree requirements and must take additional courses to complete the required credits for the DNP degree.

If a waiver is granted for NU 616 Evidence-Based Practice I; the student will be required to take an independent study with the NU 616 faculty in order to write the State of the Science Paper. This paper is a pre-requisite for NU 716 Evidence-Based Practice II and the development of the DNP Scholarly Project.

Course waivers will be decided on a case-by-case basis, through negotiation between the student seeking the waiver and the DNP Program Director. All waived courses require a written request submitted to the DNP Program Director. Approved waivers are documented as W on the plan of study. Appeal of a denied waiver may be made to the Graduate Program Director.

Electives

The purpose of electives in the UMass Boston DNP Program is to enhance the student’s competency in meeting the Essentials of DNP Programs and/or in completing the DNP Scholarly Project requirements. Electives are subject to approval by the DNP Program Director during advisement period. Electives can be accepted from a certificate program, but they cannot be transferred as an elective if the course was used to meet credits for a degree requirement.

The PM DNP program requires 2 electives. Additional electives will be required in the case of waivers to ensure the student completes a total of 39 credits. Courses are offered based on instructor availability and student demand. The above course listing is intended to act as guide and it not a guarantee of course offering. Additional courses are offered in the classroom for students who are available to come to campus. Please speak to the DNP Program Director for a listing of the above and additional courses.
of those courses.

**Recommended Online Electives:**

<table>
<thead>
<tr>
<th>Fall</th>
<th>Summer</th>
<th>Spring</th>
</tr>
</thead>
<tbody>
<tr>
<td>NU 637 Psychosocial Mental Health</td>
<td>NU 637 Psychosocial Mental Health</td>
<td>NU 637 Psychosocial Mental Health</td>
</tr>
<tr>
<td>NU 620 Primary Care Dermatology</td>
<td>NU 607 Evidenced Based Teaching</td>
<td>NU 607 Evidenced Based Teaching</td>
</tr>
<tr>
<td>COUSL 608 Psychopathology and Diagnosis</td>
<td>MBAMGT 655 Health Care Innovation</td>
<td>GERON GR 635 Leadership and Ethics in Aging Services</td>
</tr>
<tr>
<td>CRSCAD 603L Restructure After the Cameras have Gone</td>
<td>GERON 660 Organization and Financing of Aging Services</td>
<td>NU 705 Health Disparities</td>
</tr>
<tr>
<td>GERON 660 Organization and Financing of Aging Services</td>
<td></td>
<td>NU 745 Population Health I</td>
</tr>
</tbody>
</table>

**Independent Study NU 796**

Students may complete an independent study to fulfill required or elective credits. Independent study credits vary from one to three (3) depending on the scope of the project. The independent study should consist of study and work at the graduate level with a specified written product. The faculty member who agrees to work with the student in independent study must be a recognized expert in the content area. The student and faculty member must agree to the UMass Boston number of credits, scope of the work and the amount of supervision required (for example, weekly or biweekly meetings). A written agreement, signed by both the student and the faculty member, must be approved by the DNP Program Director prior to registering for the independent study internship credits. The proposal must identify the organizational setting, the student’s role and responsibilities (including amount of time), the type and nature of the policy issues, and the agency person who will oversee the project and attest to the nature and extent of the student’s work.

Students who completed NU 616 Evidenced Based Practice I (or its equivalent) as a MS student, and are granted a waiver by the DNP Program Director, will be required to take a 3-credit independent study with the course faculty from NU 616. As part of this independent study, students will write the State of the Science Paper which serves as the framework for the DNP Scholarly Project. Students must take this IS concurrently with the rest of their cohort taking NU 616 (spring year 1 course) in order to be prepared to advance to NU 716 EBP II and the development of their DNP Scholarly Project in the fall of year 2. The student will not be allowed to progress beyond the year 1 semester 2 required courses until this is completed.

**Academic Progress**

The office of Graduate Studies specifies that a student must make satisfactory academic progress (SAP) toward completion of a degree within the Statute of Limitations for the doctoral degree. The determination of SAP is based on the student’s GPA and credits completed vs. attempted. Failure to meet SAP requirements may result in the loss of eligibility for financial assistance. Please note that the determination of SAP is not a substitute for determining student academic standing.

**Statute of Limitations**

Each UMass Boston DNP matriculated student must complete all degree requirements within eight (8) calendar years of entering the program. Any semesters where a student is not enrolled in coursework requires payment of a continuation fee or the student will be removed from the program.
Full and Part-time Status

The post-masters DNP and BSN-DNP curriculum have been designed as part time programs. Part time students carry at least six credits per semester in the fall and spring. This is the minimum number of credits required to qualify for federal financial aid. The BSN-DNP program of study does include some semesters of greater than 6 credits in order to complete the program within a 5-year period. To maintain part time status, summer courses are available.

Students wishing to take less than six credits must petition the DNP Program Director for an exception during the advising process. Enrollment in nine or more credits a semester is possible and is considered full time graduate study although we currently have no full time option to reduce the length in time of either program.

Academic Advising and Registration

The DNP Program Director serves as an academic advisor to all students. Following admission, each student will develop an individualized plan of study, which is co-signed by the student and the academic advisor. Students are expected to follow this plan of study and if changes are needed, then the student must request a change of program plan and meet online with the DNP Program Director. The DNP program courses are subject to registration through the graduate program assistant. Any holds on the student Wiser account will prevent the program assistant from registering the student in a timely manner and late registration may lead to an added fee. Students will see their course registration reflected in their Wiser account.

Once registered for a course, information on required texts are posted at the UMass Boston Campus Store. Students may refer to their website at https://www.bkstr.com/massachusetts-bostonstore/home/en

Information on dates related to drop, add, withdrawal, UMass Boston holidays/breaks can be found posted online. The DNP Program follows the CAPS calendar, which is found at http://www.umb.edu/academics/caps

Leave of Absence

The Office of Graduate Studies requires that a student seeking a leave of absence (LOA) must petition the DNP Program Director who provides justification for the request to the Dean of Graduate Studies. An approved LOA extends the statute of limitations for degree completion by the length of the leave. The University requires that each matriculated graduate student must maintain continuous registration for fall and spring terms until the degree has been formally awarded. If the student does not register for courses during fall or spring terms, the student must pay a continuation fee to maintain continuous registration. The course number for continuous registration is CAS 600. It will be listed as CAS 600 within the student’s Wiser course listing.

Academic Policies, Procedures, and Requirements

All graduate nursing students should familiarize themselves with the University’s Graduate Academic Policies available at http://www.umb.edu/registrar/academic_policies

Academic Standing and Progression Policies

Academic standing is the basis for decisions regarding student progression, probation, graduation, and dismissal in the Graduate Nursing Programs. Academic standing is determined by the student's cumulative quality point average, a measure of all the grades the student has earned at the University which are applied to the course requirements of the UMass Boston DNP Program.

The following policies apply to all matriculated students in the UMass Boston DNP program. Policies in effect when the
student is matriculated into the program of study will apply throughout the student’s program of study. Policies in the CNHS handbook may be more stringent than those of general graduate policy as stated in the University Handbook. In matters of policy difference, the CNHS policy supersedes the University policy.

- All full and part-time students must maintain a cumulative average of 3.00 to graduate.
- All full and part-time students who fail to maintain a 3.00 GPA may be subject to academic dismissal.
- Students who do not maintain a cumulative quality point average of 3.00 will be referred to the CNHS Student Affairs Committee. Students will be asked to submit a letter of appeal to the CNHS Student Affairs Committee. Based upon review of the student's record and letter of appeal, the CNHS Student Affairs Committee will recommend conditions of Probation, or Dismissal and forward these to the Department Chair and Graduate Program Director.
- Students must earn a grade of B (3.00) in all required courses listed on the student's program of study. Required courses include core courses, clinical concentration courses, theory courses, functional area courses, and clinical practicum's (electives are not considered required courses). Any grade below a B (3.00) is considered a failure in a required course.
- Students who do not earn a grade of B (3.00) in all required courses will be referred to the CNHS Student Affairs Committee. Students will be asked to submit a letter of appeal with an explanation to the CNHS Student Affairs Committee. Based upon review of the student's record and letter of appeal the CNHS Student Affairs Committee will recommend conditions of Probation, or Dismissal and forward these to the Department Chairperson and Graduate Program Director. The Graduate Program Director will request the Dean of Graduate Studies to place the student on Academic Probation or Dismissal.
- Upon the decision of the CNHS Student Affairs Committee and Graduate Program Director the student may petition to repeat up to two failed courses a total of one time for each course during their entire program of study. The student must receive a grade of B or better in the repeated course in order to meet the degree requirements. If a satisfactory grade (B) is not achieved when the student repeats the previously failed course, the student will be recommended by the Graduate Program Director to the Dean of Graduate Studies for dismissal.

**Course Policies**

- It is an expectation that students will demonstrate the ability to meet the course objectives as stated in the course syllabus. Failure to meet course objectives as outlined in the syllabus, or as stated by course faculty, and determined by the course evaluation strategies specified in the course syllabus, will result in course failure.
- In graduate nursing courses that have two components, theory and internships, both components must be successfully completed in order to pass the course. If the theory or practicum portion is failed, both components must be repeated.
  - Courses such as NU 761 DNP I, NU 762 DNP 2, NU 763 DNP 3 and NU 764 DNP VI are examples of courses with both a theory component and a practicum portion
- If at any time during a course, a faculty member, in collaboration with an agency facilitator, deems that a student’s academic and/or internship performance is unsatisfactory, or unsafe, a conference will be held with the student in order to identify the problem clearly and to develop a plan for resolving the student’s performance ability.

**At Risk of Failure Form Policy and Procedures:**

At any time during the academic program that the student is determined to be at risk of failing, the student will be advised in writing by the faculty course member. The student will be asked to meet with the course faculty to discuss his/her deficiencies and develop a plan for meeting the course objectives using the At Risk of Failure Form.

An At Risk of Failure letter details the reasons why the student is at risk of failing and describes the recommendations for meeting the course and clinical performance objectives. The letter is written by course faculty and a copy is forwarded to the Graduate Program Director.
The graduate student receives a copy of the Risk of Failure letter and a copy is placed in the student's file. Following receipt of an At Risk of Failure letter, it is recommended that the student and faculty member set up a schedule to meet and discuss the student's progress in meeting the course objectives. Ongoing communication regarding the student’s progress is encouraged. If a student does not make sufficient progress in meeting course objectives, the student will receive a non-passing grade.

**Code of Student Conduct**

All students are encouraged to review the Code of Student Conduct located at the following link: https://www.umb.edu/life_on_campus/policies/community/code

This link covers the student code of conduct authority, purpose of the code, jurisdiction, definitions, standards of conduct, the review and hearing process, student conduct process, criminal proceedings, appeals, sanctions, maintenance of disciplinary records, academic honesty, academic honesty violations, academic dishonesty procedures, and academic dishonesty sanctions.

The Code of Student Conduct applies fully to the online UMass Boston DNP Program with adjustments made as necessary for long distance students who may require a virtual meeting. Please email the Office of the Dean of Students: dean.students@umb.edu or the DNP Program Director for any clarification of policies related to conduct.
Section 4: Fulfillment of the DNP Program Requirements for Graduation

Overview

To fulfill the DNP program requirements for graduation, the student must:

1. Successfully complete all coursework
2. Complete the portfolio and DNP experiences
3. Complete the DNP Scholarly Project (oral defense, written paper, dissemination)

1. Successful Completion of Coursework

Successful completion of all coursework and clinical experiences stipulated in the DNP program of study is required in partial fulfillment of the requirements for the degree of Doctor of Nursing Practice. The program of study and required coursework and clinical experiences are detailed in earlier parts of this handbook.

2. Portfolio of DNP Experiences

Throughout the DNP program, students will compile evidence of acquisition of the DNP Essential Competencies. Portfolios may include (but are not limited to) course papers, projects, clinical immersion logs and other sources of evidence of the student’s scholarship and knowledge/skill acquisition.

Portfolios are set up in year 1 semester 1 as part of NU 761 DNP 1 and then built on for the duration of the program. The portfolio is web based using Wordpress.com and is created and managed by the student over the course of the program. As the student progresses through coursework and completes assignments in those courses, the student reflects on the DNP Essential Competencies and then places the assignment in the virtual portfolio according to the Essential fulfilled.

The DNP Internship course faculty (NU 761, NU 762, NU 763, NU 764) will advise students in the detailed formulation and updating of their portfolio as well as review and oversight of its maintenance. A completed portfolio is required to pass NU 674 DNP IV. The student is responsible for sharing the portfolio URL with the DNP Program Director, DNP Scholarly Project Committee Chair, DNP Scholarly Project Committee members and any other UMass Boston faculty who request access to review.

The portfolio is not only a reflection of the attainment of the DNP Essentials Competencies, but also the process of completing the DNP Scholarly Project. The portfolio should reflect each step of the project process including exploration of areas of interest, SOS paper, proposal paper, proposal hearing, implementation of project, data collection, data analysis, defense of scholarly project and the final paper.
Integration of the Portfolio and DNP Scholarly Project into the Plan of Study

<table>
<thead>
<tr>
<th>Course Work/Internship</th>
<th>Fall YR1</th>
<th>Spring YR2</th>
<th>Fall YR2</th>
<th>Spring YR2</th>
<th>Fall YR 3</th>
<th>Spring YR3</th>
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</thead>
<tbody>
<tr>
<td>Internship I</td>
<td>NU 761</td>
<td>Internship I</td>
<td>NU 761</td>
<td>Intermship II</td>
<td>NU 762</td>
<td>Internship III</td>
</tr>
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<td>NU 766</td>
<td>Quality</td>
<td>NU 722</td>
<td>Informatics</td>
<td>NU 715</td>
<td>Epidemiology</td>
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<td>Biostats I</td>
<td>NU 760</td>
<td>EBP I</td>
<td>NU 616</td>
<td>EBP II</td>
<td>NU 716</td>
<td>Health Policy</td>
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|------------------------|--------------------|--------------------|-----------------|----------------|-------------------------------|-------------------------------------------------------------|---------------------------------------------|-------------------------------------------|

<table>
<thead>
<tr>
<th>Capstone Process</th>
<th>Capstone Committee Formed and Working with DNP Student</th>
<th>Capstone Defense</th>
</tr>
</thead>
</table>

3. DNP Scholarly Project

Successful completion of the DNP Scholarly Project as evidenced by

1) A successful defense
2) Approved project final paper and
3) Approved plan for dissemination

The UMass Boston DNP Program has created a plan of study that provides the student with a progression through coursework that supports each step of the DNP Scholarly Project. By the end of the three-year program, the student will have completed the final paper, successfully defended his/her DNP Scholarly Project and have a plan for dissemination of his/her scholarly work.

The detailed explanation for the DNP Scholarly Project across the program continuum is outlined in the following section.
Section 5: The DNP Scholarly Project

The DNP Scholarly Project is the culmination of the doctoral candidate’s engagement in the DNP Program, and is expected to reflect the highest levels of nursing practice competencies. The project is practice focused, evidence-based and utilizes sound quality improvement methods. To be of quality worthy of the conferral of the Doctor of Nursing Practice degree, in the choice and conduct of the DNP Scholarly Project, the doctoral candidate must demonstrate:

- Advanced clinical judgment, expertise, and specialization, which demonstrates synthesis and application of the DNP Essentials.
- Leadership and advanced levels of systems thinking and accountability in designing, implementing, and evaluating an evidence-based intervention/innovation that is responsive to a local health need and leads to improvement in health care quality, safety, cost or access.
- Leadership in the development and implementation of patient-driven, institutional, local, state, federal and/or international health policy in a select content/specialty area.

Students work on the project throughout their program of study. Each step of the DNP Scholarly Project process will be explained in the ensuing sections of this handbook.

The DNP Scholarly Project: Advancing to Candidacy

The DNP student must demonstrate acceptable progress through the curricula coursework and internships, as defined and evaluated by course and program faculty, in order to advance to candidacy and begin the implementation phase of the DNP Scholarly Project.

Overview of the Process

Advancing to candidacy is the first step in the DNP Scholarly Project process. To advance to candidacy the student must have:

1) Successfully completed required coursework
2) Formulated and maintained a Portfolio of DNP Experiences (DNP Portfolio)
3) Successfully completed the State of the Science Paper (NU 616)
4) Successfully completed the initial draft of the DNP Scholarly Project Proposal Paper (NU 716)
5) Formed a DNP Scholarly Project Committee
6) Had a successfully Proposal Hearing.

Once a student has advanced to candidacy, she/he is eligible to use the initials DNP(c).

Successful Completion of Coursework

The first stage of the advance to candidacy process involves the successful completion of all core-required courses and clinical experiences deemed pre-requisites for advancing to candidacy. Refer to the program of study for the specific courses and clinical experiences required throughout the three-year program.

Formulate and Maintain a Portfolio of DNP Experiences

As part of Advancing to Candidacy, it is expected that the student portfolio will be up-to-date and demonstrate that the student has progressed through the program of study. As noted previously, the portfolio will contain evidence of acquisition of the DNP Essential Competencies and may include course papers, projects, internship journals and other sources of evidence of student scholarship and knowledge/skill acquisition.
Successfully Completed the State of the Science Paper

In partial fulfillment of the requirements of the DNP degree, students will write a State of the Science (SOS) Paper directly related to the practice issue or innovation that will be implemented and evaluated in the DNP Scholarly Project. This paper lays the foundation for the student’s DNP Scholarly Project and demonstrates mastery of the theoretical underpinning of the project. The review is begun in Evidence Based Practice I (NU 616) and revised/finalized in Evidence Based Practice II (NU 716). The paper must be of publishable quality. Criteria for the State of the Science paper is contained in the Syllabus for NU 616 and NU 716.

DNP Scholarly Project Papers

The DNP Scholarly Project paper is written in several stages. The student writes the initial draft in NU 716 EBP II under the direction of the course faculty. At the end of EBP II, the student will transition to working under the guidance of his/her Chair to revise the paper in preparation for presenting to the full committee first as a proposal and then as a finished product. The DNP Scholarly Project and papers are expected to be of sufficient quality and rigor to meet the requirements of doctoral study. At all stages of the paper the student should expect multiple iterations in response to faculty, chair and committee suggestions.

The DNP Scholarly Project paper is to be written in SQUIRE 2.0 format. Further information on this writing standard may be found at http://squire-statement.org/index.cfm?fuseaction=Page.ViewPage&pageld=471 and in the syllabus for NU 716.

Proposal Paper: The expected length of the proposal paper is 12-14 pages, double-spaced and must contain a title page, abstract, introduction (problem description, available knowledge, rationale, specific aims) and methods (context, intervention(s), study of the interventions(s), measures, analysis, ethical considerations) section according to SQUIRE 2.0 format. It is written in the future tense since the project is being proposed.

Final Paper: At the conclusion of the DNP Scholarly Project, the student revises the proposal paper to now address the full spectrum of the project. The initial sections (introduction and methods) are revised, synthesized and transitioned to the past tense since the project has occurred. Sections on the results and discussion (summary, interpretation, limitations, conclusions) are added and reflect the outcomes of the project. The paper should be no longer than 20 pages, double-spaced. References and in-text citations for both the proposal and final paper should be in APA format.

Forming the DNP Scholarly Project Committee

The Committee is formed during the fall and spring semesters of year 2. The Chair is chosen through a match coordinated in the NU 716 EBP II course and occurs during fall term year 2 (Y2, Fall). Once the Chair has accepted the role, the Chair will then assist the student in selecting the rest of the committee members.

The committee should have three (3) members. At least two (2) members, including the Chair, should come from the UMass Boston College of Nursing and Health Sciences. The third member should be a content expert (site champion) from the practice site and need not be a nurse or have a higher degree. The Chair should be a member of the faculty who is an experienced committee member. The DNP Scholarly Project Committee should be formed by February 15th of year 2 (Y2, spring).

Once all of the committee members agree to serve, the student is responsible for completing the DNP Tracking Form Part I: DNP Committee (see appendix C) and submit it to the DNP Program Assistant no later than February 28th (of Year 2). The DNP Program Assistant will then obtain the DNP Program Director’s signature and forward the completed form to the Office of Graduate Studies for their signature. A copy of these signed documents will be included in the student’s portfolio and shared with the committee chair.

DNP Scholarly Project: Role of Chair and Committee
The DNP candidate will work closely with the Chair and other committee members throughout the DNP Scholarly Project, including project development, implementation, evaluation, writing phases and dissemination. The DNP candidate should expect multiple iterations of the project paper as it is refined and improved to meet the overall conceptual and methodological quality expected of doctoral level work. While carrying out the DNP Scholarly Project, students are registered for NUR 762 DNP Internship II (second half; 1 credit), NUR 763 DNP Internship III (2 credit), NU764 Internship IV (2 credits) and engage in selected activities designed to assure the success of their projects. During summer of year 2, students are expected to continue work on the implementation of their projects (whether they are registered for courses or not). Contact with the Chair and committee members during the summer is established on an individual basis.

DNP Scholarly Project Proposal Hearing

The student is expected to work closely with the Chair to develop a proposal paper that is of doctoral level rigor and quality and suitable to be presented to the full committee. This is an iterative process and students should expect multiple revisions and iterations. Once the proposal paper meets the expectations of the Chair, the student will be granted permission to schedule the proposal hearing. **Two weeks prior to the scheduled hearing, the final draft of the proposal paper will be delivered to all committee members. One week before the proposal hearing the Power Point slides to be used in the proposal hearing will be shared with the Chair.**

The proposal hearing will be scheduled prior to April 15th (Spring, Year 2) based on the availability of the DNP Scholarly Project Committee and student.

The proposal hearing consists of a power point presentation that follows the proposal paper format (SQUIRE 2.0). This presentation is conducted over a web-based meeting (Zoom) and it is expected that all committee members attend. The length of the proposal hearing will vary with the candidate and the topic but is generally about 30 minutes of student presentation with additional time for discussion/questions. The proposal hearing must conform to the criteria for the DNP Scholarly Proposal contained in the Syllabus for NU 716 Evidence Based Practice II and follows the SQUIRE 2.0 guidelines for reporting practice improvement/quality improvement projects. Additional information on SQUIRE 2.0 guidelines may be retrieved from [http://squirestatement.org/index.cfm?fuseaction=Page.ViewPage&pagId=471](http://squirestatement.org/index.cfm?fuseaction=Page.ViewPage&pagId=471).

NOTE: For the proposal hearing, the student will not have the results or conclusions/recommendation sections completed. The project results and recommendations will be incorporated into the final paper after completion of the implementation, data collection and data analysis phases of the project.

Following the student presentation, the committee meets in executive session and makes one of four determinations regarding the DNP Scholarly Project proposal:

1) Approved as is
2) Approved subject to minor revisions
3) Requires major revisions or
4) Not approved.

In the case of **approved as is**, the candidate may proceed with the project.

In all other cases, within ten (10) days of the proposal hearing, the Chair will provide the student with a written letter detailing the revisions required by the committee.

In the case of **approved subject to minor revisions**, the DNP candidate will revise their proposal in accordance with the committee instructions and submit the revised proposal to the Chair and any other committee members specified in the letter. Once the proposal is revised to the satisfaction of the Chair, the candidate may proceed with the project.

In the case of **major revisions**, the candidate must revise the proposal and resubmit the proposal to all committee members. The committee will decide if the revised proposal fulfills the requested revisions and/or if the student is required to orally present the project again. The candidate must complete both minor and major revisions within the designated due dates. If not completed to the committees’ satisfaction, the student will be required to delay graduation.
one year and does not advance to candidacy. Without successful completion of the DNP Scholarly Project proposal and proposal paper, the student will receive an incomplete for NU 762 DNP II. The student will not be allowed to continue with coursework until the incomplete is converted to a passing grade. The student may be subject to continuation fees as a result.

In the rare case of a rejection, (not approved) the committee will meet with the candidate and decide how to proceed. Students may be required to delay graduation by at least one year to continue to develop the DNP Scholarly Project proposal.

Once the student has fulfilled all of the requirements to Advance to Candidacy, Part 2 of the DNP Tracking Form must be completed and submitted to the Program Assistant no later than May 15th (Spring, Year 2). Please note that Tracking Form Part 2 requires a copy of the students abstract up to and including the methods section.

DNP Tracking Forms

The DNP Tracking Forms serve as the official document that chronicles the student’s progress through the process of forming a committee, advancing to candidacy, delivering the final oral defense and completing the final paper. There are three parts to the DNP Tracking form (available in Appendix C) and the fourth form is a signature page, all of which are required to be completed and submitted to the Program Assistant:

1. DNP Tracking Form: Part 1 The DNP Scholarly Project Committee
2. DNP Tracking Form: Part 2 DNP Scholarly Project Advance to Candidacy
3. DNP Tracking Form: Part 3 DNP Scholarly Project Oral Defense
4. DNP Scholarly Project Paper Title and Signature Pages (total of 2 pages)

At each stage of the process the student is responsible for pre-populating the form with the relevant information (typed), obtaining the signature of the site champion and any accompanying information requested and sending the signed form to the Committee Chair either via mail or email. Signatures may be electronic for part 1, 2 and 3. Once the forms are completed, they are submitted to the DNP Program Assistant. The DNP Program Director will then sign the completed forms and forward to the Office of Graduate Studies for their signature. A copy of these signed documents should be placed in the student’s portfolio and shared with the committee chair.

**Completion of the DNP Scholarly Project**

The DNP Scholarly Project: Oral Defense

All students must participate in an oral defense of their project. In order to participate in the oral defense, the student must have completed their project including the data analysis, results and discussion sections to the satisfaction of his/her Chair and committee and receive approval from the Chair to defend his/her work.

The date of the oral defense for all students is held on the same day. It requires an on-campus visit and is scheduled at the end of March/first week of April (Year 3). It is expected that all students in the graduating cohort attend or risk failure of NU 764 DNP Internship IV.

DNP student, with guidance from the DNP Scholarly Project committee, will create a Power Point presentation reflecting the content of the DNP Scholarly Project paper. The presentation should follow SQUIRE 2.0 format and reflect the rigor and scope of the work completed by the student. The Power Point slides are to be submitted to the Chair at least two weeks prior to the defense date for review and feedback. Each student is scheduled for 1 hour to complete the oral defense. The presentation should be about 30 minutes in length with 10-15 minutes for Q and A from the audience and then an additional 5-10 minutes for transition to the next student.

The audience consists of the committee members and Chair as well as other DNP students and UMass Boston faculty. Committee members who cannot come to campus may attend via phone or other web based software provided by UMass.
Boston. The session may also be recorded and viewed by faculty, staff and/or DNP students at a later date.

Following the student presentation, the committee will make a determination regarding the project oral defense:

1) Met the requirements for a scholarly presentation
2) Did not meet the requirements for a scholarly presentation

In the case of **met the requirements**, the student will complete Part 3 of the DNP Tracking Form.

In the rare case of **did not meet the requirements**, the student will meet with the Chair to determine next steps.

**DNP Scholarly Project: Written Paper**

As noted in an earlier section, the DNP Scholarly Project paper is written under the guidance of the student’s chair and committee. During the late fall and early spring of year 3 the student revises the DNP Scholarly Project proposal paper to reflect the fact that the project has now been implemented and evaluated.

The DNP Scholarly Project paper is to be written in SQUIRE 2.0 format and reflect all phases of the project including the development, implementation and evaluation of the project as well as summary conclusions and recommendations. Further information on this writing standard may be found at [http://squire-statement.org/index.cfm?fuseaction=Page.ViewPage&pageld=471](http://squire-statement.org/index.cfm?fuseaction=Page.ViewPage&pageld=471). The expected length of the paper is 20 pages, double-spaced. References and in-text citations are to be in APA format.

Following completion of the DNP Scholarly Project final paper, the Chair and Committee members are responsible for determining if the final paper is:

1. Approved
2. Approved with minor revisions
3. Major revisions
4. Not approved

If the paper is **approved** the student will be ready to submit the paper to the Office of Graduate Studies.

In the case of **approval with minor revisions**, the candidate need only resubmit the revised DNP Scholarly Project Paper to the Chair and any other specified committee members. Once the student has made all requested changes and it is approved by the Chair, the student is ready to submit the paper to the Office of Graduate Studies.

In the case of **major revisions**, the candidate must resubmit the DNP Scholarly Project paper to all committee members. **The candidate must complete both minor and major revisions by the last day in April to graduate in May.** Once the committee approves the paper, the student is ready to submit the paper to the Office of Graduate Studies.

In the rare case of a **not approved**, the committee will meet with the candidate and decide how to proceed.

**Submission of DNP Scholarly Project Final Paper**

The student must fill out the title/signature page and obtain original signatures from the committee members. The final copy of the DNP Scholarly Project paper should be printed and placed in an 8x10 envelope with the completed title page. It is then mailed to the DNP Program Assistant via U.S. Postal mail and post marked by May 15th (of year 3). The DNP Program Assistant obtains the DNP Program Director’s signature and delivers the completed paper, with signature page, to the Office of Graduate Studies. A copy of the completed signature paper and final paper is provided to the committee chair electronically.

If the DNP Scholarly Project paper does not reach final iteration and approval by the last day of April, then the student’s
graduation date will be changed to a later date (even if the oral defense has been completed).

DNP Scholarly Project: The Dissemination Product

The student must fulfill requirements for dissemination as part of the requirements of the DNP degree. The final, approved DNP Scholarly Project paper (minus the signature pages) is required to be submitted to UMass Boston ScholarWorks at the Healey Library. ScholarWorks can be accessed at: http://scholarworks.umb.edu. In addition, the student is required to have a plan for the final dissemination product. This may be a journal article, a poster that is presented at an approved professional conference, or a podium presentation at an approved professional conference. The Chair and all committee members must be made aware of the plan for dissemination and approve prior to the student disseminating the project.

Authorship, Acknowledgements and Attribution

Dissemination of work done while an UMass Boston doctoral student, including the DNP Scholarly Project, should provide attribution to UMass Boston. The project’s site affiliation is also appropriate to list, but the primary affiliation on any dissemination related to a student’s project should list the student as a DNP student (or a simply as a doctoral student) at UMass Boston.

Determination of authorship of books or manuscripts based on DNP Scholarly Projects can be challenging. The doctoral student, as author of the capstone, holds the position of primary authorship of any subsequent publications based on it. Including co-authors, such as members of the committee, is appropriate if such persons meet the requirements of authorship set out in the International Guidelines that are abstracted below.

Authorship: Authors submitting a paper do so on the understanding that the manuscript has been read and approved by all authors and that all authors agree to the submission of the manuscript to the journal. ALL named authors must have made an active contribution to the conception and design and/or analysis and interpretation of the data and/or the drafting of the paper and ALL must have critically reviewed its content and have approved the final version submitted for publication.

The International Committee of Medical Journal Editors (ICMJE) authorship criteria state that authorship should be based on 1) substantial contributions to conception and design of, or acquisition of data or analysis and interpretation of data, 2) drafting the article or revising it critically for important intellectual content and 3) final approval of the version to be published. Authors should meet conditions 1, 2 and 3.

Contributors who do not qualify as authors should be mentioned under Acknowledgements.

Acknowledgements

Under acknowledgements, students can specify contributors to the article other than the authors accredited. It is helpful to include specifications of the source of funding for the study and any potential conflict of interests if appropriate. Suppliers of materials should be named and their location (town, state/county, country) included.

Ethical Assurance

Assuring that the DNP Scholarly Project meets ethical standards is a core value of the UMass Boston DNP program. The range of activities involving human participants in healthcare settings comprises patient care, teaching, and research; however, not all of these activities constitute human subject research. For example, training, education, quality improvement, and review of case reports are activities in which faculty and staff are commonly engaged in addition to research. The UMass Boston Office of Research and Sponsored Projects, in collaboration with the DNP faculty, has determined that projects which meet the following criteria do not involve human subjects and therefore do not need to be reviewed by the IRB.
• The project is designed to implement knowledge or assess a process or program considered standard practice that provide immediate and continuous improvement and feedback in the local setting.
• While the activities described may involve accidental discoveries and/or innovative practices, they do not constitute research unless they also involve a systematic investigation with the intent to contribute to generalizable knowledge.
• The project translates established evidence to practice.
• The intention of the project is not theory generating or theory testing; the efficacy of new devices or drugs will not be tested.

In NU 716 Evidence Based Practice II DNP students will complete a checklist to assure that their project meets the criteria for quality improvement (QI or quality assurance QA) and not human subject research. The course faculty will submit an application to the UMass Boston IRB with students’ abstracts and checklist for their determination of whether the projects meet the criteria for QI/QA. All students must have an ethics section in their papers as noted in the SQUIRE 2.0 guidelines. If it has been determined that your project meets the criteria for practice improvement, then you should include the following statement in the ethics section: “The project or innovation [proposed (proposal paper); implemented (final paper)] is quality improvement and does not meet the definition of human subjects research because it is not designed to generate generalizable findings but rather to provide immediate and continuous improvement feedback in the local setting in which the project is carried out.”

If the student’s project deviates from the above stated guidelines for practice improvement, then the student will need to discuss the project with the DNP Scholarly Project Chair and UMass Boston IRB. In the rare case where it is determined that a student’s project meets the criteria for human subject research, the student will need to revise the project so that it meets the requirements for QI/QA. The focus of the DNP program is not on preparing researchers and therefore a research project is not appropriate for this doctoral degree.

In all cases, the student should discuss the details of the DNP Scholarly Project with the site champion to understand the organizations process for determining whether the project fits their definition of practice improvement or would be considered human subjects research. In the case of the latter, the student will need to revise the project to conform with the agency definition of QI/QA.
Appendix A: Admissions Requirements for the UMB DNP Program

Admission requirements for the Doctor of Nursing Practice (DNP) Program

Applicants to the DNP program must meet the entrance requirements of the University of Massachusetts Graduate Program and the College of Nursing and Health Sciences.

Options for application:
MS prepared applicants for the DNP with a Master of Science degree in nursing with at least one year of experience and national certification, or a Master of Science degree in nursing and significant clinical leadership experience.

The admission criteria are:
- Graduate of a nationally accredited NLNAC or CCNE program or significant clinical leadership.
- Sealed transcripts.
- Documentation of both:
  - Bachelor of Science (BS) degree in Nursing or another field, and,
  - Master of Science (MS) degree in Nursing.

Students without a baccalaureate must provide a letter from the MS program stating that the RN-MS program has provided the equivalent content for a BS in Nursing.

- Provide official sealed transcripts from ALL higher education institutions attended, demonstrating:
  - Overall Grade Point Average (GPA) of 3.0 or higher in the BS program of study and,
  - Overall GPA of 3.2 in MS program of study,
  - For each required nursing course in the MS program of study. GPA of 3.0 or evidence of letter grade B (3.0 on 4.0 scale) or better for science courses (both BS and MS programs).
  - Evidence of completion of a graduate health assessment course grade with a grade B (3.0 on 4.0 scale) or better.
- Submit a complete application package with documentation of the following:
  - Official sealed transcripts for all undergraduate and graduate programs attended
  - Letter supporting one’s clinical expertise for at least one year’s experience in the Advanced Practice Role as a nurse practitioner (APRN), certified nurse midwife (CNM), clinical nurse specialist (CNS), or nurse anesthetist (CRNA) or significant clinical and leadership experience.
  - Or letter providing evidence of significant clinical leadership.
  - Three letters of recommendation from health professionals describing professional nursing experience in the role as an advanced practice nurse including leadership activities and/or scholarly achievements
  - A scholarly abstract of a completed project or academic paper (no more than 300 words).
  - A professional goal statement and that describes in five career objectives (no more than 500 words).
  - Professional resume to include all institutions attended; professional work experience, certifications, supervised clinical practicum placements, CPR, scholarship, and professional activities or organizations as well as population focus during the MS program of study including supervised clinical practice experiences, number of supervised hours in each clinical setting and agency names.
  - Registered nurse license in the state of residence.
  - Advanced practice licensure in the state of residence or significant clinical leadership as documented by resume and references. TOEFL scores (if required for non-citizens of the United States of America per University Admission Policies)
  - Evidence of professional certification in the advanced practice role or eligibility to sit for the exam at the time of application to the program or documentation of significant clinical leadership experience.
  - Evidence of prescriptive authority for all APRN candidates.

BS prepared applicants for the BS-to-DNP Program with current licensure in the commonwealth of Massachusetts.

The admission criteria are:
• BS degree in nursing from an NLNAC or CCNE accredited program.
• Applicants who are completing their BS degree may apply and be conditionally accepted pending final transcripts.
• GPA of 3.4 or higher in the undergraduate program
• A current unrestricted RN licensure in the state of Massachusetts. Applicants may be conditionally accepted pending final transcripts.
• Completion of college level course in introductory statistics
• Recent completion of college level course in physical assessment

Admissions Overview – UMB Graduate Admissions Office
(Adapted from Graduate Student Office (2008), Graduate Program Director’s Handbook, Univ. of Massachusetts, Boston: Boston, MA)

Applicants submit the application with the application fee to the Graduate Admissions Office either through the online or the paper application. They are encouraged to include as many of the required credentials as possible with the application. Transcripts received with the application from the student must be received in sealed envelopes from the institution to be considered official. Credentials may also be submitted separately from the application, either before or after the application is submitted. Credentials received before an application has been filed are held for one year.

After the application and/or credentials are scanned into our imaging system, the original documents are distributed to the program using the mail boxes in our office. It is recommended that the mailboxes be checked for material at least twice a week during normal periods and daily during busy times (e.g. following an application deadline, during registration period).

Applicants are notified of any missing credentials via automatically assigned communications sent 10, 30 & 60 days after receipt of the application. Application status may also be checked through the WISER system on the web (see above, under "Web Services - UMassWise"); applicants are sent information about using this system.

During the Graduate Admissions evaluation process, each application is reviewed for evidence of a bachelor's degree or its equivalent. If an applicant is determined not to have either, a denial letter is sent, and no further processing occurs. In the case of international applicant's initial determination, where they maintain that their credentials are equivalent to a bachelor's degree, the student is referred to an external international documentation evaluation agency recognized by the University. If an evaluation is received from the agency recommending that the degree be considered equivalent, the application may continue to be processed.

When the application becomes complete (or complete enough for review as specified by the program), the Profile Sheet is distributed in the mailbox. This is the form on which the program indicates its recommended decision. The options are full admission, provisional admission, wait list, denial or deferral of consideration. Provisional admissions may be used in a number of different situations. If an applicant has applied while still working on the bachelor's degree, the provision is receipt of the score report. In the case of marginal accepts, the provision may be to require grades of B or better in the student's first two courses, before full admission may be granted. The wait list option is used by programs that enroll only a limited number of students. If an accepted student declines the offer of admission, then the first student on the wait list is moved to admit status.

The Graduate Program Director (GPD) and Program or College Admissions Committee decision will be entered on each Applicant’s Profile Sheet, signed by the GPD and conveyed to the Graduate Admissions Office.

Upon receipt of the Profile Sheet, Graduate Admissions mails the official decision letter to the student. A confirmation form is sent out with acceptance letters, requiring submission of a non-refundable deposit of $250.00 along with the confirmation form. The deposit MUST be paid directly to the Graduate Admissions Office by check or credit card.

In some programs, students have the option of deferring their admission for one or two semesters. Students must request this option in writing; the request must be accompanied the processing fee.
At the end of each semester, the previous semester's transcript and test score provisional admits are reviewed by Graduate Admissions. Students who have failed to submit the required transcripts and/or test scores are so notified, and a registration hold is placed on their records until the required documents are received. Tracking of provisional admits based on performance in courses is the responsibility of the individual programs. If the student has not met the provision(s), the GPD must decide whether to allow the student to continue as a provisional admit or to recommend dismissal.

LEARNING DISABILITY STANDARDIZED TEST POLICY
In accordance with provisions of the General Laws of Massachusetts, Graduate Studies policy permits residents of Massachusetts who have been diagnosed as developmentally disabled (including those with specific language disabilities, such as dyslexia, but not including those whose sole disability is blindness) to request a waiver of the requirement to submit GRE, GMAT, MAT or MTEL scores. To qualify for a waiver, an applicant must submit documentation validating the disability. The required form is available through the Graduate Admissions office. A graduate program may require an alternative mode of assessment (e.g. a writing sample) in lieu of the standardized test score. For information, contact Graduate Admissions.
### Appendix B: DNP Program of Study Core Courses with Course Description and Learning Objectives

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<th>Course Description</th>
<th>Course Objectives</th>
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<tr>
<td><strong>NU 765 LEADERSHIP &amp; MANAGEMENT</strong>&lt;br&gt;3 Credits: 3-lecture hrs/week: The course will provide an introduction and overview of leadership, management, and organizational behavior in health care for the Advanced Practice Nurse (APN). Students will integrate theory with practice in the development of skills necessary to provide organizational and systems leadership in health care settings. Students will apply content from lectures and readings to cases studies as well as to actual experiences from their own workplaces. Topics include leadership and management theories/models, fiscal management, human resources management, and managing changing in a complex environment.</td>
<td><strong>Course Objectives:</strong>&lt;br&gt;Upon completion of the course the student will:&lt;br&gt;1. Apply leadership and management theories to the management role of an APN in a healthcare organization&lt;br&gt;2. Demonstrate high level communication skills critical to success in health care organizations&lt;br&gt;3. Design strategies for facilitating work team performance through team building, conflict management, and negotiation&lt;br&gt;4. Construct a budget for a health care organization.&lt;br&gt;5. Analyze processes that facilitate/impede complex change management&lt;br&gt;6. Discuss barriers and strategies for implementing the APN role as a leader within the health care organization&lt;br&gt;7. Develop and/or evaluate effective policies for managing ethical practices in health care systems/organizations&lt;br&gt;8. Identify unique features of nursing structures, functions and inter-personal relationships within organizations.&lt;br&gt;9. Analyze an organization based on persona, fiscal, cultural, behavioral, group and systems processes.</td>
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| **NU 760 BIO-STATISTICS**<br>3 Credits: 3-lecture hrs/week: The course introduces students to the basic concepts and methods of biostatistics. The course is focused on some fundamental theories of biostatistics and basic methods of statistical inference at a conceptual level. It also covers some important topics in study design, such as different types of study design, sampling methods, sample size, and power calculation. Students will understand the concepts and methods of statistics, and apply them in critiquing literature in the field of clinical and population based research. | **Course Objectives:**<br>Upon completion of the course, the learner will:<br>1. Understand the basic concepts of biostatistics<br>2. Understand different types of data and levels of measurement, and apply descriptive statistics, i.e. measures of central tendency and variation<br>3. Construct and interpret confidence intervals<br>4. Understand basic statistical hypothesis testing and interpret p-values<br>5. Distinguish nonparametric and parametric methods<br>6. Understand the correlation coefficient and the regression coefficient, and the relationship between these two measures of relation<br>7. Identify the strengths, limitations, and potential application of different types of study designs.<br>8. Choose appropriate statistical tests for different types of study designs.<br>9. Gain conceptual understanding of sample size estimation based
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<th>Course Code</th>
<th>Course Title</th>
<th>Catalogue Description</th>
<th>Course Objectives</th>
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<tr>
<td>NU 761 DNP INTERNSHIP I (STARTS FALL SEMESTER &amp; FINISHES SPRING SEMESTER)</td>
<td>1 Credit over 2 semesters</td>
<td>Theory and evidenced based research are applied with the goal of improving health care outcomes. In supervised clinical experiences, students integrate the role of the DNP into the clinical practice context that includes leadership, consultation, advocacy, and interdisciplinary collaboration. Clinical learning is directed at discovering the history, contextual evidence, and current strategies related to problems affecting patient safety and the quality of health care services for populations at risk. Emphasis is placed on translating research into practice as a means to improve the delivery of health care. Pre-requisites: none Co-requisite: None</td>
<td>At the conclusion of this clinical immersion experience students will demonstrate the ability to: 1. Synthesize nursing and related health policy, quality improvement, and economic, ethical, or social theory to the identification of an existing direct clinical care or aggregate population health related problem of clinical or conceptual interest. 2. Perform a needs assessment related to the problem area: include existing evidence gained from clinical or epidemiological data, an in-depth review of the literature, an exploration of the problem at another health agency and other accessible data sources. 3. Demonstrate achievement of professional goals and objectives for advanced practice consistent with DNP Essentials Competencies.</td>
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<tr>
<td>NU 616 EVIDENCE BASED PRACTICE I: Appraising Evidence for Advanced Practice</td>
<td>3 Credits: 3-lecture hrs/week</td>
<td>This course focuses on theory-guided and evidence-based research to prepare students to become proficient in translating research into practice. Emphasis will be placed on research as a tool to improve practice. Students will learn to identify clinically focused problems and evaluate the best design to answer that question. Critical analysis of qualitative and quantitative research findings in order to apply best evidence to clinical problems will be emphasized. Through a systematic literature review students will synthesize research related to a clinical practice problem and develop skills in the use of electronic databases. Ethical issues in the conduct of clinically focused research will be explored.</td>
<td>Upon completion of this course the learner will be able to: 1. Identify the contributions of theory guided and evidence-based research. 2. Frame focused, searchable, answerable clinical questions. 3. Differentiate between the elements of quantitative and qualitative research methods and designs 4. Appraise evidence for validity and applicability to practice. 5. Critically appraise validity of systematic reviews 6. Evaluate the validity of practice protocols 7. Synthesize available evidence related to clinical practice. 8. Conduct an evidence-based review for a specific clinical problem. 9. Explore strategies to improve dissemination and utilization of nursing research findings in advanced clinical practice. 10. Discuss ethical issues in the conduct of research with human subjects.</td>
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<td>NU 722 HEALTHCARE SYSTEMS QUALITY</td>
<td>Course Objectives:</td>
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<td>3 credits-3 lecture hr/wk</td>
<td>1. Students will attain the knowledge, skills and attitudes/attributes/abilities to effectively implement their role as clinicians, health care administrators and leaders in advancing the quality and safety of the organizations in which they practice or work. The foundational elements include the science of improvement within health care organizations with a focus on structure, processes and outcomes.</td>
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<td>This course includes review of theoretical frameworks and research methods used to implement quality improvement in health care. Approaches to solving actual problems in clinical settings are considered, with emphasis on patients with chronic illnesses and other vulnerable populations. Students gain familiarity with quality improvement techniques from management, policy, and clinical perspectives.</td>
<td>2. Students will analyze contemporary health care quality issues and related federal and state policies that impact clinicians’ and organizations’ ability to deliver high quality, safe care.</td>
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<td>3. Students will identify elements of a positive practice environment that serve to advance clinical and service quality and a culture of safety including: change leadership, interdisciplinary collaboration, high reliability frameworks, teamwork, patient and family centered care.</td>
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<td>4. Students will acquire a working knowledge of the science of improvement, process improvement methods, tools and strategies for improving care delivery through readings, lectures, individual and group learning activities in both the synchronous and asynchronous settings.</td>
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</table>

<table>
<thead>
<tr>
<th>NU 715 HEALTH INFORMATICS</th>
<th>Course Objectives:</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Credits: 3-lecture hrs/week</td>
<td>Upon completion of the course, the learner will:</td>
</tr>
<tr>
<td>Students learn advanced practice nursing competencies related to computer skills, informatics skill, and informatics knowledge. Application of information theory and computer technology skills is directed towards improving the organization and delivery of healthcare to multicultural populations receiving primary, secondary, and tertiary health care. Health Informatics deals with using technology tools for optimizing the collection, verification and utilization of data that relates to generating knowledge that informs best practices and leadership in both public and private health systems; Students are directed to the investigate ways in which information systems can address disparities in health services.</td>
<td>1. Apply information theories and models to the process of improving access, cost, and quality of healthcare.</td>
</tr>
<tr>
<td></td>
<td>2. Utilize databases and informatics tools to generate evidence from practice and to retrieve and analyze data that can decrease the risk for health care disparities.</td>
</tr>
<tr>
<td></td>
<td>3. Evaluate and develop technologies to distribute consumer health information that is readable and sensitive to diverse cultures.</td>
</tr>
<tr>
<td></td>
<td>4. Advance the use of selected healthcare informatics technologies in the management of health care systems.</td>
</tr>
<tr>
<td></td>
<td>5. Analyze the processes of securing patient privacy and confidentiality, and system security related to the use of information, information technology, communication networks, and patient care technology.</td>
</tr>
</tbody>
</table>
NU 716 EVIDENCE BASED PRACTICE II: Translating Evidence to Practice

3 Credits: 3-lecture hrs/week:

Catalogue Description:
The focus of this course is on translating research and other forms of evidence to improve practice processes and outcomes. Learners refine and extend the knowledge and competencies acquired in Evidence Based Practice I to develop theory-guided, evidence-based practice innovations that will improve quality, safety, outcomes, cost and/or access to care for a specific setting or population. The end products of this course serve as the theoretical framework and foundation for the Capstone Scholarly Project.

Co requisite DNP II NU 762
At the end of the first term of DNP NU762 students will present their proposal and seek to confirm their Capstone chair and committee.

Students will confirm about their project thereafter with the DNP Capstone chair and committee and schedule regular meetings.

Course Objectives:
Upon completion of this course the learner will:
1. Use analytical methods to appraise and implement evidence.
2. Ask a focused, searchable, answerable clinical question related to their practice area.
3. Design a study to answer their clinical question.
4. Design and implement processes to evaluate practice.
5. Design, direct and evaluative quality improvement methodologies.
7. Use information technology and research methods.
9. Disseminate findings to improve healthcare outcomes.
10. Discuss ethical issues in the conduct of research with human subjects.

NU 762 DNP INTERNSHIP II (STARTS FALL SEMESTER AND FINISHES SPRING SEMESTER)
1 Credit over 2 semesters

Emphasis is placed on translation of research into practice as a means to improving the delivery of health care. In supervised clinical experiences, students continue to develop the DNP Essential competence through experiences in leadership, consultation, advocacy, and interdisciplinary collaboration, and translation of research and theory into practice. Students investigate clinical problems in context of the health care systems and participate in supervised experiences that focus on solving clinical problems. Students successful in defending their proposal during DNP Internship II may move forward to the action phase of the capstone.

Pre-requisites: NURSNG 761
Co-requisite: NURSNG 716

Course Objectives:
At the conclusion of this clinical immersion II students will demonstrate the ability to:
1. Defend the scholarly DNP proposal and obtain IRB approval to conduct the project.
2. Implement the action phase of the capstone project in an ethical and professional manner.
3. Demonstrate achievement of professional goals and objectives for advanced practice nursing consistent with the DNP Essentials’ Competencies.
# NU618 Introduction to Health Policy

3 credits 3-lecture hr/wk

This course focuses on how issues and trends in health policy, economics, and ethics are linked to the U.S. health care delivery system. The role of the nurse in developing a professional ethical framework, understanding the economic implications of health care and in shaping and formulating health policy will be stressed. Decision-making models and strategies in health policy, economics and ethics will be contrasted and compared. Relevant evidence based research in health policy, economics and ethics is analyzed.

### Course Objectives:

Upon completion of the course the learner will:

1. Identify local, state, and national issues and trends in health policy, economics and ethics.
2. Evaluate the role of the nurse in shaping/framing health policy, understanding health care economics and resolving ethical dilemmas, which affect communities, societies and the health professions.
3. Analyze principles, values and beliefs, including conflicts of interests in health policy, economics and ethics.
4. Analyze relevant research in health care as it pertains to policy formation.

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# NU 780 PRINCIPLES OF EPIDEMIOLOGY

3 Credits: 3-lecture hrs/week

The course provides an epidemiological perspective on health by addressing general approaches for describing patterns of disease in populations. Students will identify, analyze, and compare practice patterns and health problems by geographic regions and ethnic groups.

### Course Objectives:

Upon completion of the course, the student will understand how to apply basic epidemiologic principles and methods for describing health and diseases in populations.

1. Analyze population-specific health problems according to time, place, and socio-demographic measures.
2. Analyze selected epidemiological trends related to health disparities.
3. Evaluate the influence of epidemiology on the science of evidence-based practice.
4. Synthesize epidemiological data to influence health public policy recommendations.
5. Demonstrate the DNP leadership role in identifying and improving population health access related to health promotion, disease prevention, health restoration and maintenance for individuals and aggregate population experiencing health disparities.
**NU 766 HEALTH ECONOMICS & FINANCE**  
3 Credits: 3-lecture hrs/week:  

**Course Description:** Students apply health care economic and finance theory to the analysis of factors influencing health systems’ structure, function and process. Both the US and global trends in health care delivery are examined from an historical and contemporary perspective of increasing social change and health care access. Students develop skills in financial management including budget preparation and tailoring budgets in response to changes in health policy at the local, state, and national level. Proficiency in finance tools, measures, analysis and reporting will be applied to case studies and real time scenario. Students are prepared to develop collaborative health care access points in order to advocate for vulnerable populations while controlling costs and improving quality.

Pre req is 618 or Health Policy Course in MS program

<table>
<thead>
<tr>
<th>Course Objectives:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upon completion of the course the learner will:</td>
</tr>
<tr>
<td>1. Analyze legal and economic theory as it applies to the implementation of health policy.</td>
</tr>
<tr>
<td>2. Examine the history of health care finance in American and current trends in health associated with health care finance and population trends: Medicaid and Medicare.</td>
</tr>
<tr>
<td>3. Evaluate revenue and expenses streams affecting contemporary healthcare organizations.</td>
</tr>
<tr>
<td>4. Analyze fixed, variable and semi-variable costs and understand how these pertain to a health care organizations financial operation and budget.</td>
</tr>
<tr>
<td>5. Calculate performance measures to determine profitability and returns while utilizing economic measurements (such as benchmarking) to manage the financial status of a health care organization supporting access for vulnerable populations</td>
</tr>
<tr>
<td>6. Utilize comparative data to determine trends and forecast the staffing and financial needs of an organization.</td>
</tr>
<tr>
<td>7. Prepare and construct an interdisciplinary business plan including an operating budget focused on providing care to vulnerable populations.</td>
</tr>
</tbody>
</table>

**NU 764 CAPSTONE SEMINAR & DNP IV**  
2 Credits: 2 hrs/week seminar (100 hr internship)  

Students continue to integrate the role of the DNP into the clinical practice context that includes experience in application of evidence to practice, leadership, consultation, advocacy, and interdisciplinary collaboration. Following the DNP committee and IRB approvals of the capstone work done in preceding courses students complete the internship experience, the capstone project, and summarize their DNP internship experiences reflecting their achievement of the *DNP Essentials Competencies*. In seminars, students meet to examine the process and outcomes of their colleague’s projects and analyze theory and evidence related to health care policy and practice.

<table>
<thead>
<tr>
<th>Course Objectives;</th>
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</thead>
<tbody>
<tr>
<td>By fully participating in this course the learner will:</td>
</tr>
<tr>
<td>1. Demonstrate achievement of the DNP Essentials Competencies including leadership in health systems management, and application of theory and evidence to solutions improving health system improvement.</td>
</tr>
<tr>
<td>2. Synthesize theories and conceptual models to epidemiological data demonstrating health care disparities, and inequity in health care access to populations at risk.</td>
</tr>
<tr>
<td>3. Defend the capstone project in a scholarly oral executive summary in the clinical agency.</td>
</tr>
<tr>
<td>4. Complete a publishable quality paper describing the capstone project.</td>
</tr>
</tbody>
</table>
NU 763 DNP INTERNSHIP III
2 Credits -2 hr wk
Students progress in achieving the DNP Essentials Competencies with clinical experiences and seminar leadership related to health care disparities and quality improvement. Students examine the clinical microsystem from the perspective of how data can inform the need for systems change. In conjunction with their capstone advisor and internship facilitator, learning is directed toward implementing the evaluation phase of the approved capstone project proposal and receiving direction in the development of the scholarly final capstone publishable paper.

NU763 follows the second DNP Internship II NU762 and provides the clinical experience and seminar leadership experiences for developing the DNP competencies and conducting the capstone project.

Course Objectives:
By fully participating in this course, students should be able to:
1. Demonstrate developing competence in the DNP Essentials directed at taking on the leadership role in interdisciplinary group work, utilizing technologies to improve care, analyzing data sets for problem identification, and developing policy initiative’s to overcome population disparities.
2. Apply the principles and process related to concepts in the Clinical Microsystem model including benchmarks and outcome indicators of quality care.
3. Demonstrate professional practice and scholarly behaviors directed at clinical policy evaluation, systems change, and practice improvement.
4. At the conclusion of the capstone internship experience, students will document methods for competencies as outlined in the Essentials of Doctoral Education for Advanced Practice Nursing (AACN, 2007). A combination of self-reflection and peer review methods, presentations and papers will contribute to the evidenced based portfolio. See document that will serve as an evaluation tool documenting the student’s progress across courses work and internship experiences in achieving the DNP Essentials’ competencies.
Appendix C: Program Forms

The follow forms are required as part of the DNP Scholarly Project:
5. DNP Scholarly Project Tracking Form: Part 1 The DNP Scholarly Project Committee
6. DNP Scholarly Project Tracking Form: Part 2 DNP Scholarly Project Advance to Candidacy
7. DNP Scholarly Project Tracking Form: Part 3 DNP Scholarly Project Oral Defense
8. DNP Scholarly Project Paper Title and Signature Pages (total of 2 pages)

All forms must be completed in their entirety. They must be typed and printed by the student prior to committee member signatures. Signatures on the DNP Committee Form, DNP Project Proposal Hearing Form and DNP Advance to Candidacy Form may be completed electronically. All signatures on the DNP Scholarly Project Paper Title Page must be original signatures in ink.
DNP Tracking Form: Part 1

Doctor of Nursing Practice (DNP) Scholarly Project Committee

Student Name ____________________________________

Student ID ______________________

Intended Date of Graduation ______________________

Tentative Title of DNP Scholarly Project _______________________________________

Provide the names of DNP Scholarly Project Committee Members. Signature confirms agreement to participate and advise you in your project progression, scholarly writing for publication, and final review of the quality, content, and completion of your doctoral project.

The following individuals have agreed to serve on my DNP Scholarly Project committee:

<table>
<thead>
<tr>
<th>Committee Member Name (Type or Print Legibly)</th>
<th>Signature of Committee Member</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. CHAIR</td>
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<td>2.</td>
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<tr>
<td>3.</td>
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</table>

CV for each external member of the committee must accompany this form.

Approved by DNP Program Director ____________________________ Date __________

Received by the Office of Graduate Studies ____________________________ Date __________
DNP Tracking Form: Part 2

Doctor of Nursing Practice (DNP) Advance to Candidacy Form

Student Name_________________________________________

Student ID_____________________________________________

Date of Project Proposal Hearing _______________ Anticipated Graduation Date _______________

Title of DNP Scholarly Project_______________________________________________

_________________________________________________________________________

Project abstract (Append the abstract which contains all sections in the SQUIRE Guidelines up to and including the Methods Section)

Scholarly Project Committee Approval Process: A majority approval is required to advance the student to candidate status. Under “Approval” for the Chair and each Committee Member enter “A” for Approved as is, “AR” for Approved with minor revisions, and “AM” for requires major revisions, “N” for not approved. If approved with revisions students will receive a letter from the committee chair detailing the changes to be made and the process for submitting the changes. All submissions must be completed and approved prior to the established deadline in order to graduate.

<table>
<thead>
<tr>
<th>DNP Committee Members</th>
<th>Affiliation</th>
<th>Approval</th>
<th>Signature</th>
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<tbody>
<tr>
<td>Chair:</td>
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</table>

The candidate has successfully completed required elements of the DNP program, including coursework, State of the Science paper, and submission and presentation of the DNP Scholarly Capstone Project Proposal to the satisfaction of the DNP Capstone Committee and Program Director.

Approved by DNP Program Director __________________________ Date__________

Received by the Office of Graduate Studies _____________________ Date__________
DNP Tracking Form: Part 3

Doctor of Nursing Practice (DNP) Scholarly Project Oral Defense

Student Name ________________________________

Student ID ______________________

Title of DNP Scholarly Project ____________________________

_______________________________________________________________________

Date of Project Defense __________________

DNP Scholarly Project Oral Defense Approval: A majority approval is required to approve the DNP Scholarly Project oral defense in partial fulfillment of the requirements for a Doctor of Nursing Practice degree. Under “Approved” for the Chair and each Committee Member enter “A” for Met the requirements for a scholarly presentation about their DNP Scholarly Project, and “N “for Did not meet the requirements for a scholarly presentation about their DNP Scholarly Project.

<table>
<thead>
<tr>
<th>DNP Committee Members</th>
<th>Affiliation</th>
<th>Approval</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair:</td>
<td></td>
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</table>

Include a copy of the PP presentation with this form.

Approved by DNP Program Director ___________________________ Date ________

Received by the Office of Graduate Studies ___________________________ Date ________
A DNP Scholarly Project

By

STUDENT NAME

Submitted to the Office of Graduate Studies and Research, University of Massachusetts Boston, in partial fulfillment of the requirements for the degree of

DOCTOR OF NURSING PRACTICE

Date

Department of Nursing
PAPER TITLE

A DNP Scholarly Project Presented

By

STUDENT NAME

Approved as to style and content by:

________________________________
Faculty name, title
Chairperson of Committee

________________________________
Faculty name, title
Member

________________________________
Name, title
Project Site Representative

________________________________
Name,
DNP Program Director
Appendix D: DNP Scholarly Project Timeline

**Year 2**

<table>
<thead>
<tr>
<th><strong>December</strong></th>
<th></th>
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<tbody>
<tr>
<td>Chair is approached by student</td>
<td></td>
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<tr>
<td>Chair accepts role</td>
<td></td>
</tr>
<tr>
<td>Chair and student plan timeline for project</td>
<td></td>
</tr>
<tr>
<td>DNP Scholarly Project proposal paper reviewed by Chair after completion of NU 716</td>
<td></td>
</tr>
<tr>
<td>SOS reviewed by Chair after completion of NU 716</td>
<td></td>
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<tr>
<td>Feedback/edits begin for proposal paper and final SOS paper</td>
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</table>

<table>
<thead>
<tr>
<th><strong>January</strong></th>
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<tbody>
<tr>
<td>Students incorporated Chair’s feedback into proposal paper</td>
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<thead>
<tr>
<th><strong>February</strong></th>
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<tbody>
<tr>
<td>2nd and 3rd committee members selected under guidance of the Chair no later than Feb 15th</td>
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<tr>
<td>Letter sent to committee site member by the Chair</td>
<td></td>
</tr>
<tr>
<td>Completed/signed DNP Tracking Form Part 1 due by February 28</td>
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<tr>
<td>DNP Scholarly Project paper/SOS reviewed by committee and feedback provided to student/Chair</td>
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<tr>
<td>Winter Intensive</td>
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<thead>
<tr>
<th><strong>March</strong></th>
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<tbody>
<tr>
<td>Schedule proposal hearing, finalize proposal paper and slides for proposal hearing</td>
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<table>
<thead>
<tr>
<th><strong>April</strong></th>
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<tbody>
<tr>
<td>Proposal Hearing must take place by April 15th</td>
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</tr>
<tr>
<td>Completed/signed site agreement</td>
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<tr>
<td>Ethics Review completed at UMass Boston and Project site.</td>
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</table>

<table>
<thead>
<tr>
<th><strong>May</strong></th>
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<tbody>
<tr>
<td>DNP Tracking Form Part 2 completed by May 15th</td>
<td></td>
</tr>
<tr>
<td>Project planning/baseline assessment/implementation may commence</td>
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</tr>
<tr>
<td>Student/Chair set up plan for communication/project implementation over the summer</td>
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<table>
<thead>
<tr>
<th><strong>June-July-August</strong></th>
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</thead>
<tbody>
<tr>
<td>Project Implementation</td>
<td></td>
</tr>
<tr>
<td>Update Chair as needed and/or agreed upon</td>
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</tbody>
</table>
### Year 3

#### September
- Continued project implementation
- Begin post implementation data collection
- Meet with chair/committee to update on progress from summer

#### October
- Continued project implementation
- Data collection
- Monthly check in with chair

#### November
- Continued project implementation and data collection if needed
- Data analysis and interpretation
- Forming recommendations
- Monthly check in with chair

#### December
- Continued project implementation and data collection as needed
- Data analysis and interpretation
- Time for reflection and forming recommendations
- Monthly check in with chair
- Begin revising the early sections of the paper under the guidance of the Chair

#### January
- Iteration of paper by student under the guidance of the Chair

#### February
- Ongoing review/feedback of iterative changes by chair and 2nd committee member

#### March
- Project is completed
- Project Paper is in final iteration and submitted to committee 2 weeks prior to oral defense
- Power Point slides shared with Chair at least 2 weeks before defense date
- DNP Scholarly Project Oral Defense at UMB campus end of March or first week in April
- Completed/signed DNP Tracking Form: Part 3 Scholarly Project Oral Defense

#### April
- All final edits completed on paper by last day in April
- Student determines how the project will be disseminated

#### May
- Title/Signature Page completed with all signatures (must be in ink)
- The final copy of the DNP Scholarly Project paper submitted to ScholarWorks, printed and mailed to the DNP Program Assistant by May 15th.