

NURSING, MASTER OF SCIENCE (M.S.) WITH A CONCENTRATION IN NURSING ADMINISTRATION AND LEADERSHIP

For students interested in a leadership role in a health care organization, the nursing administration and leadership concentration at the VCU School of Nursing offers a flexible and rewarding career path. Over the past three decades, this concentration has gained a reputation for educating some of the nation's top nursing leaders. With a vision of shaping the future of health care through innovative nursing leadership, the NAL concentration prepares nurses to play an essential systems-level role in promoting and sustaining high-quality and safe patient care. Students gain advanced knowledge and skills in the areas of leadership, administration, management, health care finance, budgeting, outcomes management and evidence-based organizational practices in health care.

Graduates of the NAL concentration are prepared to succeed in nursing leadership positions and are eligible, depending on employment role, to apply for several different nursing administration certification exams offered through the American Nurses Credentialing Center of the American Nurses Association or the American Organization of Nurse Executives.

Program goals

Graduates will achieve advanced nursing practice competencies by demonstrating:

1. Systems and organizational leadership
2. Implementation of advanced nursing practice interventions
3. Effective use of research and technology
4. Systematic evaluation of interventions and outcomes

Student learning outcomes

Graduates will be able to:

1. Demonstrate core competencies in their advanced practice specialties
2. Integrate nursing and related sciences into the delivery of advanced nursing care to diverse populations and systems of health care delivery
3. Apply ethical analysis and clinical reasoning to assess, intervene and evaluate advanced nursing care delivery
4. Understand the implications of social, cultural, economic, policy and organizational systems that impact practice and outcomes
5. Synthesize evidence for practice to determine appropriate application of interventions across diverse populations and settings
6. Use quality processes and improvement science to evaluate care and ensure patient safety for individuals, populations and systems
7. Integrate organizational science and technology to make changes in the care environment to improve health outcomes and practice efficiency

VCU Graduate Bulletin, VCU Graduate School and general academic policies and regulations for all graduate students in all graduate programs

The VCU Graduate Bulletin website documents the official admission and academic rules and regulations that govern graduate education for all graduate programs at the university. These policies are established by the graduate faculty of the university through their elected representatives to the University Graduate Council.

It is the responsibility of all graduate students, both on- and off-campus, to be familiar with the VCU Graduate Bulletin as well as the Graduate School website (<http://www.graduate.vcu.edu/>) and academic regulations in individual school and department publications and on program websites. However, in all cases, the official policies and procedures of the University Graduate Council, as published on the VCU Graduate Bulletin and Graduate School websites, take precedence over individual program policies and guidelines.

Visit the academic regulations section for additional information on academic regulations for graduate students. (<http://bulletin.vcu.edu/academic-regs/>)

Degree candidacy requirements

A graduate student admitted to a program or concentration requiring a final research project, work of art, thesis or dissertation, must qualify for continuing master's or doctoral status according to the degree candidacy requirements of the student's graduate program. Admission to degree candidacy, if applicable, is a formal statement by the graduate student's faculty regarding the student's academic achievements and the student's readiness to proceed to the final research phase of the degree program.

Graduate students and program directors should refer to the following degree candidacy policy as published in the VCU Graduate Bulletin for complete information and instructions.

Visit the academic regulations section for additional information on degree candidacy requirements. (<http://bulletin.vcu.edu/academic-regs/grad/candidacy/>)

Graduation requirements

As graduate students approach the end of their academic programs and the final semester of matriculation, they must make formal application to graduate. No degrees will be conferred until the application to graduate has been finalized.

Graduate students and program directors should refer to the following graduation requirements as published in the Graduate Bulletin for a complete list of instructions and a graduation checklist.

Visit the academic regulations section for additional information on graduation requirements. (<http://bulletin.vcu.edu/academic-regs/grad/graduation-info/>)

Other information

VCU School of Nursing Student Policy and Information handbooks (<http://nursing.vcu.edu/about-us/resources/>) are located on the school's website.

Our international and non-native English-speaking students bring different perspectives and new thinking to our nursing programs. To ensure that all incoming student are prepared for the school's academic rigor, all international applicants and non-native English speaking applicants without a degree from a U.S. high school, college or university must provide additional information with their applications according to the English language proficiency guidelines on the program admission tab.

Visit the **School of Nursing website** for program-specific application instructions (<http://nursing.vcu.edu/admission/application-instructions/masters/>).

Admission requirements

Degree:	Semester(s) of entry:	Deadline dates:	Test requirements:
M.S.	Fall	Jan 15 (Nov 1 early action deadline; after Jan 15 consideration is given on a space-available basis)	

To be considered for admission to the School of Nursing, applicants must:

1. Be eligible for readmission or be in good standing at the last college or university attended
2. Meet the **general admission requirements of the VCU Graduate School**
3. Submit a complete application with all required materials to the School of Nursing
4. Have an earned baccalaureate (or higher) degree in nursing from an accredited nursing school (e.g. ACEN, CCNE, CNEA)
5. Have completed a minimum of three credit hours in statistics with a minimum grade of B
6. Have a current, unrestricted R.N. license from a U.S. state or territory at the time admissions application is submitted (Applicants without a R.N. license in the U.S. should consult with the [Commission on Graduates of Foreign Nursing Schools](http://www.cgfn.org/) (<http://www.cgfn.org/>) and the [Virginia Board of Nursing](https://www.dhp.virginia.gov/nursing/) (<https://www.dhp.virginia.gov/nursing/>) for the steps needed to obtain a Virginia R.N. license.)
7. Provide additional information with the application according to the English language proficiency guidelines for applicants who are international or non-native English speakers without a degree from a U.S. high school, college or university (Additional information can be found on the 'Required materials' tab of the [VCU International Admissions website](https://www.vcu.edu/admissions/apply/international/undergraduate-applicants/) (<https://www.vcu.edu/admissions/apply/international/undergraduate-applicants/>).

School of Nursing B.S. graduates who successfully completed the requirements of the VCU Honors College are eligible for guaranteed admission to the master's program.

Degree requirements

Forty-one graduate credit hours are required for the nurse administration and leadership concentration.

In addition to general VCU Graduate School graduation requirements (<http://bulletin.vcu.edu/academic-regs/grad/graduation-info/>), a

candidate for the degree of Master of Science in Nursing must be recommended by the faculty and must:

1. Meet academic requirements of the Graduate School
2. Complete all requirements for the prescribed curriculum within six calendar years of the first registration for work to be credited toward the degree
3. Earn a minimum grade of B or pass grade in all nursing courses
4. Earn a minimum cumulative grade-point average of 3.0 on a 4.0 scale in all work presented for graduation
5. Conform to School of Nursing policies in respect to pass/fail grading for course work or thesis study

The degree will be granted only after all requirements have been fulfilled and all fees to the university have been paid. Degrees are not granted in absentia unless written request is made to the dean and permission is granted.

Curriculum requirements

Course	Title	Hours
Core courses		
NURS 508	Policy, Processes and Systems for Advanced Nursing Practice	3
NURS 512	Foundations for Evidence-based Advanced Practice	3
Concentration courses		
NURS 609	Health Care Delivery and Reimbursement Systems for Nurse Leaders	3
NURS 613	Organizational Behavior and Leadership for Nurse Leaders	3
NURS 614	Organizational Systems and Leadership for Nurse Leaders	3
NURS 639	Health Informatics for Nurse Leaders	3
NURS 651	Decision Analysis for Quality Outcomes Across Populations	3
NURS 652	Health Care Managerial Finance I: For Nurse Leaders	3
NURS 653	Health Care Managerial Finance II: Economic Evaluation and Analysis	3
NURS 666	Strategic and Change Management for Quality Outcomes for Nurse Leaders	2
NURS 668	Human Resource and Customer Relationship Management for Nurse Leaders	3
NURS 695	Managing for Performance and Health Care Outcomes	3
NURS 696	Practicum I: Comparative Health Care Delivery Systems for Nurse Leaders	2
NURS 697	Practicum II: Comparative Interdisciplinary Health Care Leadership Roles	1
NURS 698	Practicum III: Applied Integrative Health Care Delivery Leadership	3
Total Hours		41

The minimum total of graduate credit hours required for this degree is 41.

Graduate program director

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