



UNIFORMED SERVICES UNIVERSITY
of the Health Sciences

Graduate School of Nursing

STUDENT HANDBOOK

Masters Students Matriculating in 2007



***4301 Jones Bridge Road
Bethesda, MD 20814-4799
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Welcome to the USU Graduate School of Nursing, where our learning is focused on preparing health care professionals for practice and research in federal health care and military systems. The University is located in Bethesda, Maryland on the spacious grounds of the National Naval Medical Center and ideally located across the street from the National Institutes of Health. Direct access to the Washington beltway allows for convenient access to major federal health facilities that through affiliations provide resources to enhance the education of students. Walter Reed Army Medical Center, Andrews Air Force Base, and Fort Belvoir are within easy access.

Established by Congressional action in 1993, the Graduate School of Nursing's mission is to prepare nurses at the graduate level. Our faculty and staff have an exceptional blend of experience in the military and/or the federal health care systems, and are prepared to provide a distinctly different educational experience. Our "signature curriculum" is uniquely designed to prepare nurses for practice and research roles in support of Active Duty members of the uniformed services, their families and all other eligible beneficiaries.

If you are a commissioned nurse corps officer or a nurse in the federal system with a commitment to our Nation's health and well being then the USU GSN is the right place for you! Our graduates are prepared to contribute to peacetime health care delivery systems, military health in support of combat operations, and civil disasters and humanitarian missions. Our curriculum is unique in that it will prepare you for nursing practice and research to support the needs and interests of the military and federal health care system. The GSN's "signature curriculum" has three research foci: 1) Operational Readiness in a Changing Environment, 2) Population Health and Outcomes, and 3) Clinical Decision-Making in the Federal Health Care System, with cross cutting emphasis on patient safety, force protection, and international health.

The Graduate School of Nursing is accredited by the NLNAC, CCNE, and COA and offers Masters Degrees and a Doctoral Degree. The Masters program options include Nurse Anesthesia, Nurse Practitioner (family health), and Clinical Nurse Specialist (perioperative) tracks. The PhD program, established in 2003, has a research-intensive focus within the areas of population health and outcomes, operational readiness, and clinical decision making. The Graduate School of Nursing is committed to promoting clinical excellence, and furthering research and scholarship in healthcare. Located within the Uniformed Services University of the Health Sciences (USUHS), the school enjoys interdisciplinary relationships with medicine, public health and other health related professions.

GSN students include uniformed officers from the Army, Navy, Air Force and US Public Health Service as well as nurses working in a variety of federal agencies (AHRQ, HRSA, VA, NIH). Our graduates are prepared to foster growth and development of junior nurses, provide clinical expertise, support teaching and conduct clinically relevant research.

USU is the university of choice for military and federal nurses seeking to develop clinical expertise, enhance administrative acumen, and accomplish scholarly inquiry in their quest for growth in the profession of nursing.

[William T. Bester, RN, MSN, CNA, BC, Brigadier General \(Ret\)
Acting Dean, Graduate School of Nursing](#)

Contact Information:

Telephone: (301) 295-9004

FAX: (301) 295-9006

Web site: <http://cim.usuhs.mil/gsn/>

PURPOSE

To establish specific guidelines, policies, responsibilities, and procedures for graduate nursing students assigned to the Uniformed Services University of the Health Sciences (USU).

APPLICABILITY

This handbook is applicable to all Graduate School of Nursing Masters Program students.

POLICY CHANGES

Students should not construe the provisions in this handbook as an irrevocable contract. The GSN reserves the right to make policy and regulatory changes at any time. The GSN does not assume responsibility for giving advance notice of changes made in policies.

However, changes in such vital areas as curriculum or requirements for graduation will not be made retroactively unless they are to the students' advantage and can be accommodated within the remaining time before graduation.

Students and graduates of the GSN must also recognize that changes in the law or military service policy may affect their rights and obligations. The Student Handbook attempts to provide a general summary of the policies of the uniformed services that affect USU students. Individual military service policies may differ from those listed in this handbook, in which case the service policy governs.

GRADUATE SCHOOL OF NURSING OATH

I pledge myself to faithfully practice the profession of nursing. I recognize that with higher learning comes greater responsibility: first and foremost, to those placed in my care; to the advancement of nursing science; and to the promotion of the nursing profession. I will strive for personal and professional growth through empirical knowledge and within the highest moral and ethical standards of research. I will remember the long and prestigious traditions of nursing, dating from the early battlefields to the diverse professions of today; and upon this foundation I am called to build. Whether caring for those in my own country or in a foreign land, I will not compromise their safety or dignity, but instead will care for them within the highest standards and practices of my profession.

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Part 1.
General Student Information

I. HISTORY/MISSION

A. HISTORY OF USU

The 92nd Congress, with the passage of Public Law 92-426 providing the authority to grant appropriate advanced degrees, established the Uniformed Services University of the Health Sciences (USU). The 25-year effort of Congressman F. Edward Hébert (D-LA) led to the congressional passage of legislation that created USU. The University was initially established to provide a comprehensive education in medicine to select young men and women who demonstrated potential for and commitment to careers as Medical Corps Officers in the Uniformed Services. The University is organized under the Department of Defense, and is advised by a Board of Regents, composed of 15 members prominent in the fields of health and education, nine of whom are appointed by the President with the advice and consent of the Senate. In 1983 Congress passed legislation officially designating the School of Medicine at USU as the F. Edward Hébert School of Medicine.

The University's developmental progress has been marked. Four years after the passage of the legislation creating the University, the School of Medicine admitted its charter first-year class of 32 students in the fall of 1976. Sixty-eight medical students were admitted in 1977 and 108 in 1978. Current enrollment is 165 per class. The Graduate Program in the Biomedical Sciences has also grown steadily since the first graduate students were admitted in 1977. In 1994 there were 106 graduate students enrolled in Doctoral and Master's programs in the basic medical sciences.

The Graduate School of Nursing (GSN) is the newest School at USU. In the fall of 1992, the Department of Defense received the authority along with an appropriation to plan and implement a nurse practitioner education program at USU. The intent of the legislation was to meet the needs for advanced practice nurses in the Uniformed Services, which include the Army, Navy, Air Force and U.S. Public Health Service.

Since graduate degrees in nursing are granted only by a School of Nursing, the creation of a GSN at USU was appropriate to grant the Master of Science in Nursing (MSN) degree. The program areas initially targeted were Family Nurse Practitioner and Nurse Anesthesia. The Family Nurse Practitioner (FNP) Program admitted its first students in August 1993. The Nurse Anesthesia (RNA) program admitted students in June of 1994. The Clinical Nurse Specialist Perioperative Program admitted students in June of 2003. Students are prepared as future federal advanced practice nurses. Excellence in clinical practice along with the ability to respond to military mobilization, humanitarian needs and disaster relief during times of war and peace are the hallmarks of the graduates of this program.

The GSN Doctoral Program was established in 2002 for the purpose of meeting an evolving need for nursing research relevant to the federal health care system and military operational environments. This program prepares nurse scientists. Established in order to provide nurses with the opportunity to study in this unique environment where federal health care and military operational research is already a priority, nurses prepared in this program will be uniquely qualified leaders in research, education, administration and clinical practice in federal health care and military operations. Another goal of this program is to prepare faculty to teach and conduct relevant research in federal and military health care.

B. USU MISSION

The Uniformed Services University of the Health Sciences is the Nation's federal health sciences University and is committed to excellence in military medicine and public health during peace and war. We provide the Nation with health professionals dedicated to career service in the Department of Defense, and the United States Public Health Service and with scientists who serve the common good. We serve the uniformed services and the Nation as an outstanding academic health sciences center with a world wide perspective for education, research, service, and consultation; we are unique in relating these activities to military medicine, disaster medicine, and military medical readiness.

C. USU VISION

We are the Nation's federal health sciences University, recognized as an outstanding scholarly education center. Our component schools and institutes are dedicated to excellence and innovation in education, research, and service worldwide.

We are a University that grants degrees in the health sciences at all levels, producing outstanding scientists and healthcare practitioners for the Nation.

We are recognized as the preeminent center for the study of military medicine, tropical disease, disaster medicine, and adaptation to extreme environments.

We are a major coordinating center for consultation, support, and advocacy education and operational readiness training in the health sciences throughout the careers of uniformed medical personnel.

We have cooperative, mutually supportive and valued interaction with DoD hospitals that enhances undergraduate education, graduate medical education, research programs and patient care.

We have a partnership with the Henry M. Jackson Foundation for the Advancement of Military Medicine that enriches our scholarship and contributes to our fiscal stability and maximum development.

We attract a diverse population of qualified individuals and encourage their personal and professional development. Our students, faculty and staff appreciate that they are essential to the work and success of each other and the University.

We prepare and inspire our students, faculty and staff for a lifetime of learning, leadership, and service.

Our programs, scholarly activities, faculty and graduates make outstanding contributions throughout the medical and scientific communities.

D. USU GUIDING PRINCIPLES

As we strive to accomplish our mission, we are committed to all of the following principles. Each one represents an essential and equally important core value.

Caring

We foster an atmosphere of caring, mutual respect, courtesy, pride in work and personal development. Each member of the university community is important.

Communication

We interact and share information in a timely manner with openness, candor and sensitivity.

Integrity

We conduct ourselves responsibly, ethically and honestly.

Loyalty

We are dedicated to each other, the University, the Department of Defense and the Nation.

Quality

We strive to excel through continuous quality improvement.

Scholarship

We are committed to academic freedom as fundamental to the advancement of knowledge and a lifetime of learning.

Service

We are sensitive to the needs of those we serve and are responsive to new ideas and change.

Teamwork

We value the contributions of each member of our community and work to achieve an environment characterized by cooperation, collegiality, and an appreciation of diversity.

To provide the Nation with medical officers and scientists of character who serve the common good.

E. GSN MISSION

GSN MISSION STATEMENT

Prepare students as advanced practice nurses, scientists and scholars for service as future leaders in military operational environments, federal health systems and university settings. In a dynamic educational environment, graduate nursing students are prepared to provide care, teach and conduct research for the uniformed services and federal health care system during peace, disasters, war and other contingencies.

F. GSN PHILOSOPHY

The philosophy of the GSN is derived from the mission and goals of the University. The philosophy is built on a foundation of nursing theory, research, and advanced practice that

fosters critical thinking and a vision of future health care with consideration of the unknown and unforeseen.

Graduate nursing education builds upon a foundation of undergraduate nursing education. Baccalaureate nurses enrolled in the masters program are provided learning experiences that increase the breadth and depth of their knowledge base in nursing and students acquire a new advanced level of competence while preparing for role specialization. The advanced practice nurse utilizes nursing science as a basis for the delivery of health care by incorporating scientific knowledge and clinical skills. The curricula for advanced nursing practice are constructed upon a balanced theoretical and research base specific to the practice area. The GSN prepares masters students for collaborative and autonomous nursing roles with an emphasis on health promotion; disease prevention; primary care delivery; case management, anesthesia services; administration; and emergency preparedness. Further, they advance the profession of nursing by conducting research and applying findings to nursing practice.

Students accepted into the doctoral program transition from a masters specialty domain to an educational program of study that includes emphasis on nursing leadership, research, education, and practice. This doctoral program is uniquely focused on the needs of individuals and systems within the federal/military sector.

Inherent in the philosophy of the GSN are beliefs regarding the individual, society, environment and culture, nursing, health, and graduate nursing education. The GSN utilizes an eclectic approach to implementing theoretical concepts and nursing models, thus providing a broad yet selective foundation.

G. GSN DEFINITIONS

Nursing

Nursing is an art and a science. Care is the essence of nursing. The aim of nursing is to provide support to ameliorate, improve, or correct unfavorable internal and external environmental conditions and to promote health and prevent illness. Nursing promotes wellness by assisting individuals to accept responsibility for their own health. Nursing is characterized by collegial, collaborative, and complementary relationships with clients and with other health professionals. Nursing has a unique base of scientific knowledge and clinical skills. The synthesis of knowledge from other disciplines enhances the creation of a unique and comprehensive health care approach that incorporates practice, teaching, and research.

Graduate Nursing Education

The primary concepts of graduate nursing practice form the foundation of the graduate-nursing curriculum in the GSN. The position of the GSN within the interdisciplinary boundaries of the USU is a distinct strength. This environment offers a unique blend of interactive lecture and clinical experiences which support the preparation of competent advanced practice nurses for peacetime; for adverse conditions of international conflict; and for humanitarian and disaster relief services. Not only are the GSN graduates prepared to demonstrate excellence in clinical practice, management, research, and leadership, but also are qualified to influence health policy decisions throughout the world.

H. STATEMENT OF ACCREDITATION

Accreditation provides quality assurance concerning educational preparation through continued self-study and on-site review. The GSN received its initial accreditation in December 1996 from the National League for Nursing (NLN), the accrediting body for all programs in Schools of Nursing. Preliminary approval from the Commission on Collegiate Nursing Education (CCNE) was received in February 1998. In 2002, the GSN received continuing accreditation from the NLN Accrediting Commission and CCNE.

The Council on Accreditation (COA) of Nurse Anesthesia Educational Programs, a specialized accrediting body recognized by the Council on Post-secondary Education and the U. S. Department of Education, accredits the Nurse Anesthesia Program. The Nurse Anesthesia Program received a 10-year accreditation from the COA in 2003.

The FNP program meets or exceeds all standards established by the National Organization of Nurse Practitioner Faculties. Upon completion of the graduate degree, all students are prepared to take the appropriate national certification examination in their nursing specialty.

The CNS program is based upon the American Academy for Colleges of Nursing guidelines outlining Essentials of Masters Education for Advanced Practice Nursing with specifics related to the perioperative specialty. The CNS curriculum meets or exceeds the American Nurse Association guidelines for Clinical Nurse Specialist (CNS) programs.

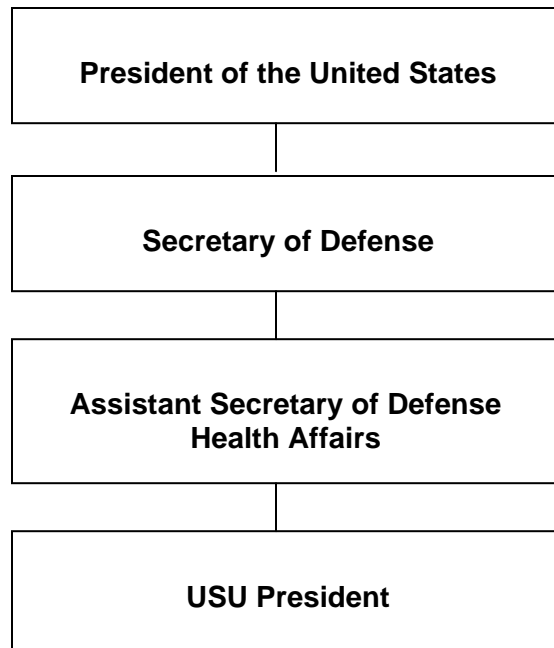
II. MILITARY COMMAND AND CONTROL

A. USU BRIGADE MISSION

Mission. *The USU Brigade (BDE) is the military command of all uniformed service members, including faculty and staff, and provides support to service members assigned to the School of Medicine and Graduate School of Nursing. Numbering over 1000 Navy, Marine, Army, Air Force and Public Health Service members, the Brigade is a dynamic organization that plays an integral role in the University and its tenant activities in the preparation of health care professionals for military readiness and national disasters. Its mission includes:*

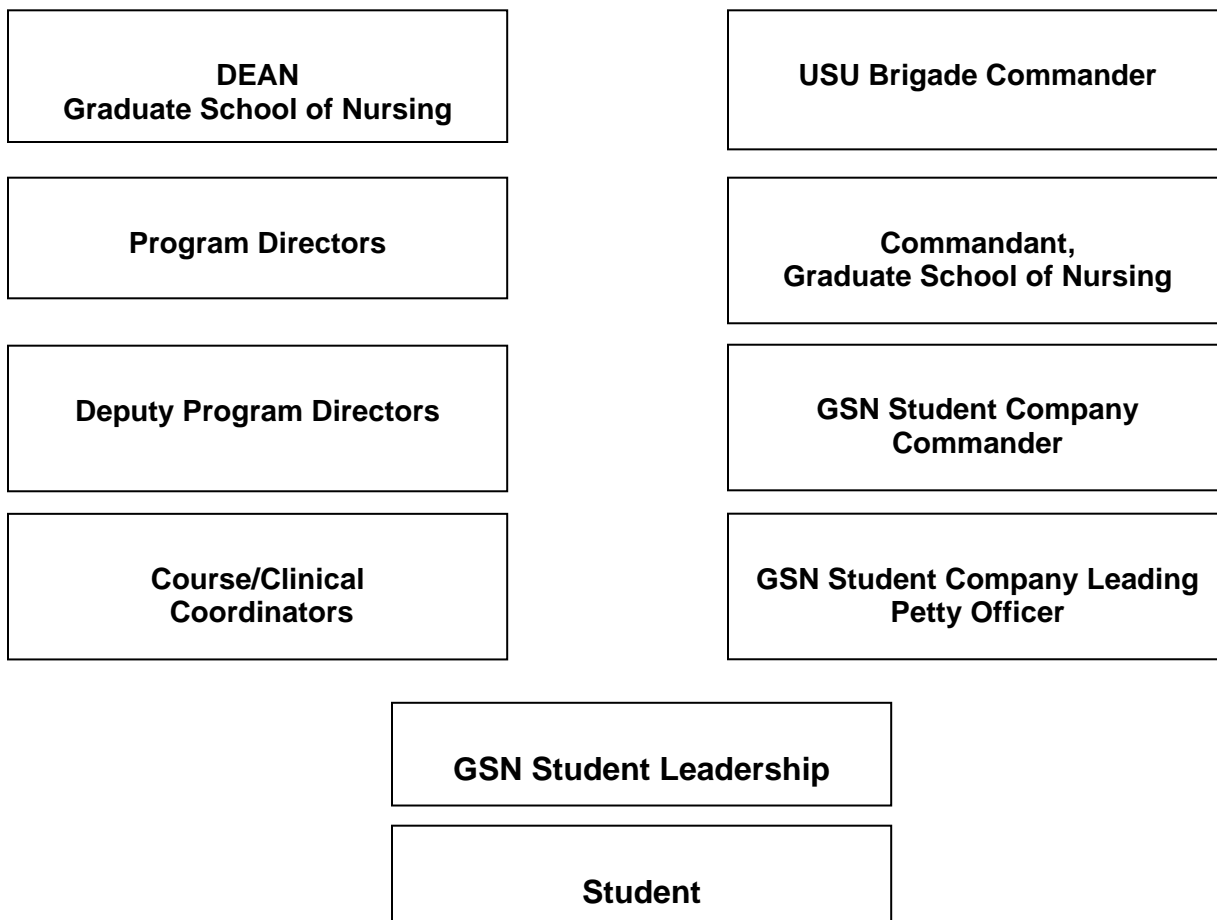
- *Support worldwide military medical operations and contingencies.*
- *Ensure the health, welfare, morale and spiritual support of BDE members.*
- *Support University military field exercises and events.*
- *Provide professional career development for assigned officers and enlisted personnel that enhance competitiveness for promotion, future assignments and retention in the uniformed services.*

B. CHAIN OF COMMAND



ACADEMIC CHAIN

MILITARY COMMAND AND CONTROL



C. BRIGADE COMMANDER

The Brigade Commander is ultimately responsible for the accomplishment of the Brigade mission. The Brigade Commander is recognized as the “senior active duty military officer” of the University and implements the Uniformed Code of Military Justice within the USU Brigade. It is the responsibility of the Brigade Commander to ensure that uniformed personnel assigned to the University adhere to the appropriate service specific standards set forth by their parent services. In addition, the Brigade Commander makes certain that the interests of the military members assigned to the University are addressed. Under the leadership of the Brigade Commander, the uniformed students, faculty and staff assigned and reporting to the School of Medicine, the School of Nursing, or other University programs and divisions must participate in activities and events as they would in any other command of the Uniformed Services. Regular formations are held; physical fitness exercises, standards, and testing are adhered to; performance evaluations are completed and rated; and uniformed personnel are trained in the appropriate uniformed programs and customs.

D. COMMANDANT, GRADUATE SCHOOL OF NURSING

The Commandant, Graduate School of Nursing serves as the senior military officer in charge of all Brigade assigned Army, Navy, Air Force and Public Health Service GSN students and is assisted by the GSN Student Company Commander. The commandant reports to the Brigade Commander for military issues and chain of command accountability and serves as military advisor to the Dean, GSN. The mission of the Office of the GSN Commandant is to:

- *Exercise military command and control of all brigade uniformed service students assigned within the GSN.*
- *Direct service specific mandated programs, physical fitness, weight control, urinalysis, officer professional development and equal opportunity.*
- *Execute plans, programs, and policies to ensure accomplishment of all USU Brigade missions in compliance with directives of higher authority.*
- *Model, stimulate, and foster the qualities and attributes of professional leadership and officership.*
- *Serve as student resource for service specific military career counseling, officer professional development and a facilitator for administrative requirements.*

E. IN/OUT PROCESSING

- ◆ *All GSN students must formally In-process and Out-process through the USU Military Personnel Office (MILPO), Building C, Room C1016 during the hours of 0730-1530 Monday through Friday except holidays. Contact @ (301) 295-3423.*
- ◆ *Formal In-processing or Out-processing checklist may be obtained from the aforementioned MILPO Office.*
- ◆ *Once you have completed In/Out-processing each activity as designate on checklist, students must return the completed checklist to the MILPO office.*

F. UNIFORM AND GROOMING STANDARDS

Unless otherwise directed by the GSN Commandant, all USU students will wear the University prescribed uniform of the day while attending classes or conducting other official business on

campus. All students and active duty faculty are expected to follow these uniform guidelines. During the clinical rotations in the military treatment facilities, the normal duty uniform will be that prescribed by the local Commander. During clinical rotations in other than military treatment facilities, the Program/Clinical Director will prescribe the duty uniform.

G. PROFESSIONALISM AND STANDARDS OF CONDUCT

Public confidence in the integrity of the Department of Defense is essential to the performance of its mission. For this reason, all students are held to the standards of conduct requiring them to avoid any action, whether or not specifically prohibited, which might result in or reasonably be expected to create the appearance of:

- *Using public office for private gain*
- *Giving preferential treatment to any person or entity*
- *Impeding government efficiency or economy*
- *Losing complete independence or impartiality*
- *Making a government decision outside official sanctions*
- *Adversely affecting the confidence of the public in the integrity of the government*
- *Engaging in any activity or acquiring or retaining any financial interest that results in a conflict between their private interest and the public interest of the United States related to their duties.*
- *Engaging in any activity that might result in or reasonably be expected to create the appearance of a conflict of interest. Not accepting gratuities from defense contractors.*
- *Using their official position to influence any person to provide any private benefit.*
- *Using inside information to further private gain.*
- *Using their rank, title, or position for commercial purposes.*
- *Engaging in outside employment or activity that is incompatible with one's duties or that may bring discredit to the service.*
- *Taking or using government property or services for other than officially approved purposes.*
- *Giving gifts to their superiors or accepting them from their subordinates.*
- *Conducting official business with persons whose participation in the transaction would be in violation of the law.*
- *Duplicating copyrighted documents that impinge on copyright law. Single copy of an article for personal educational use may be considered fair use.*

H. ACCOUNTABILITY SYSTEM

- *Normal Duty hours are as prescribed by program academic schedule. Attendance at class, clinical, and other required events is mandatory unless officially excused by the appropriate Course/Clinical Coordinator and Commandant. If an unscheduled absence occurs for any reason the Commandant's office and appropriate Course/Clinical Coordinator must be notified immediately.*
- *Students who fail to report for didactic or clinical training will receive counseling from their Clinical/Course Coordinator. Repetitive incidents of tardiness will be referred to GSN Student Company Commander for appropriate disciplinary/administrative action IAW GSN Student Company Commander Policy and Precedent on Student Accountability.*

- *When scheduled class and/or clinical rotation time is missed, the student is responsible for acquiring missed class notes and/or coordinating makeup of time lost.*
- *All students must provide any changes in name, telephone numbers or address to the Commandant's Office no later than 7 days after the change. The information is used to update the recall roster.*
- *Students are responsible for checking their mailboxes located in the Student Community Center and e-mail at least twice weekly and are responsible for knowing and acting on the information contained therein.*

I. UNIFORM CODE OF MILITARY JUSTICE (UCMJ)

The military justice system is one tool used to correct breaches of discipline. The purpose of the system is to protect the rights of both the institution and the individual service member. The uniformed officer has the responsibility to provide full support to the UCMJ when a breach in discipline occurs; to support the Commandant in the application of the military justice system for maintaining order and discipline; to take appropriate action when breaches of discipline occur; and to report all such violations to the proper authorities. Officers should do everything within their power to prevent breaches of discipline from occurring. If all efforts at prevention fail, the next most reasonable step is correction through expressions of disapproval, verbal reprimands, or remedial training. These corrective methods often bring more desirable results than more punitive methods. However, if these minor corrective methods prove unsuccessful, punitive action may be taken. Punitive methods are used, as a last resort, to punish those who repeatedly or seriously violate the standards of conduct required of military service members. Punishment may be rendered through nonjudicial (Article 15) or judicial means (court martial). Military service members shall not lie, cheat, steal, or engage in activities that bring discredit upon themselves, their service, and the United States Armed Forces.. Issues involving breaches in military conduct will be dealt with by the USU Brigade chain of command. Adjudication will be directed through the member's branch of the service. After adjudication, the Student Promotion Committee (SPC) will be briefed on actions taken. The SPC will determine the need for further action as it relates to student status at the university.

J. PHYSICAL FITNESS AND WEIGHT CONTROL

Students are required to meet physical fitness, weight and body fat standards in accordance with their service-specific regulations. Failure to meet these standards can result in adverse administrative actions, including entry into a supervised exercise or weight management program, restriction of clinical rotations to the local area, and potential removal from active duty. The University has master fitness instructors who, upon request, will tailor programs to meet individual needs.

K. DRUG ABUSE PREVENTION

*The Brigade conducts random, unannounced urine drug screens. The Commandant's office is notified 24 hours in advance. The Commandant's office will notify individual students of this requirement when necessary or activate the student alert roster when appropriate. Urinalysis testing is considered a **mandatory formation**. Students selected to participate must report at the appropriate time, in duty uniform with their ID card. Failure to show will result in disciplinary action. Allowances are made for students who are on official TDY for clinical rotations.*

L. LEAVE, PASS, AND LIBERTY POLICY

1. The following procedures for requesting and approving leave are applicable to all U.S. Military assigned in student status.

- Approving authority for all leave is the GSN Student Company Commander.
- Leave shall be administered uniformly and equitably within the scope of applicable laws and regulations.
- Plan ahead for leave; students should submit leave request in a timely manner, at a minimum, 96 hours prior to date of request. For overseas request, submission must be in office 14 days in advance.
- The GSN Student Company Commander will sign your leave form or approve it through LeaveWeb (Air Force) and forward to the Military Personnel Office (MILPO). MILPO will assign a control number and copies may be obtained from their office (Army & Navy only). Air Force personnel will receive approval via Air Force LeaveWeb email notification.
- A copy of the leave form or Part II must be carried while on leave.
- If unable to return from leave as scheduled, notify the GSN Student Company Commander immediately @ (301)295-9561 during duty hours or via cell number on recall roster as necessary. Failure to return from leave on time without approval will be considered absent without leave (AWOL).
- Use of leave not yet earned (advance leave) is not automatically approved nor recommended. Check with the GSN Student Company Commander for service specific policies.
- Emergency leave will be granted when appropriate. Notify the GSN Student Company Commander. At a minimum the following information must be provided; the nature of the emergency, dates of the leave period, and the address and phone number for leave period.
- Leave during scheduled class time or clinical rotation time must have the approval of the Program Director or their designee prior to submission to GSN Student Company Commander for processing.
- Holiday/Winter Recess Leave/Liberty/Pass shall be executed IAW GSN Student Company guidance.

◆ **Pass/Liberty**

A pass or liberty can be granted if students are away from their home for a period of 96 hours or less. Typically passes are used for 3-4 day holiday weekends. It does not count against normal leave. Pass/liberty cannot occur concurrently with leave. Passes are requested by submitting a pass form to the GSN Student Company Commander. If unable to return from pass/liberty, for any reason, the GSN Student Company Commander is to be notified. Extension of a pass/liberty may necessitate the entire absence be converted to leave. If the pass/liberty privilege is abused members will be subject to disciplinary action.

M. ACADEMIC EVALUATION REPORTS/TRAINING REPORTS/ FITNESS REPORTS

Academic/fitness reports are submitted to each service annually. A brief narrative noting academic progress, military performance, and essential identifying information (rank, SSN, etc) will be forwarded to the Military Personnel Office (MPO). You will be required to submit input to the Commandant for this report concerning your military activities; this information is used in the Professional Qualities (bearing, appearance, conduct, fitness) portion of the academic report.

N. OFF-DUTY EMPLOYMENT

GSN students at USU receive full pay and allowances. Each uniformed service expects that the student's primary emphasis and full attention be focused on their studies at USU. DoD Directive 5500.7-R, the Standards of Conduct Regulation, prohibits off-duty employment while attending USU.

Off-duty employment is defined as any non-federal government activity that involves compensation, relates to the service member's military duty (to include attendance in a regular course of study at other educational institutions) or significantly impacts on the student's time. Any questions as to whether a particular activity falls within this Directive should be addressed to the Brigade Legal Officer.

O. OFF-DUTY ACTIVITIES

- ◆ *Attendance in a regular course of study at other educational institutions is prohibited while a student at USU. Courses that are completed in a relatively short time are exempt from DOD Directive 5500.7. If a student is in academic jeopardy, off-duty education will not be approved.*
- ◆ *While the university encourages students to volunteer in the local community, their activities must not interfere with program requirements.*
- ◆ *Any activity deemed to be an outside activity for the purpose of DOD Directive 5500.7-R must be approved before the student is authorized to engage in that activity. While each request will be evaluated on its own merits, as a general rule, activities that involve compensation and long term study will not be approved.*
- ◆ *The process for seeking approval of outside activities is as follows: The student will obtain a USU Form 1004, Request for Approval of Outside Activity, from the Commandant. The completed form will be staffed through the chain of command. The request will be reviewed by the Brigade Legal Officer to ensure compliance with the Joint Ethics Regulation. The Brigade Commander will take final approval action. Point of Contact for these concerns/issues is the Brigade General Counsel.*

III. STUDENT AFFAIRS

A. STUDENT RIGHTS AND RESPONSIBILITIES

Students have a right to expect the following:

- *That all materials shall be factual and fairly presented, and contain clearly understandable, detailed information pertaining to the program content, graduation requirements, and student rights and responsibilities.*
- *Fair and non-discriminatory practices in the selection process of the program*
- *That upon acceptance into a program, they will be provided the quality of education necessary to fulfill the objectives of the program.*

- *That they will not be exploited relative to time commitment of pay for profit of the conducting institution.*
- *That enrollment in the program of study is equivalent to the signing of a contract between the student and the program.*
- *That student failure to achieve goals within the expected time based on date of enrollment and projected graduation date are reviewed and dealt with on an individual basis.*
- *That they will receive due process when contesting evaluative decisions.*
- *Fair and accurate evaluations of their progress in the educational program and to be kept informed of the status of the progress.*
- *Fair and impartial treatment during all testing, evaluation and grading processes.*
- *Access to transcripts of their academic and clinical achievements.*
- *Upon their request have verified copies of transcripts to be furnished to institutions, agencies, or others specified by the student or graduate.*
- *Clearly stated terminal objectives and graduation requirements.*
- *A fair and impartial due process mechanism, which includes an appeal process.*

B. EQUAL OPPORTUNITY AND SEXUAL HARASSMENT

The USU policy is to provide equal opportunity in all employment matters for all persons; to prohibit discrimination because of race, color, age, religion, sex, national origin, physical or mental handicap, and/or reprisal for participation in protected EEO activity; and to promote the full realization of equal opportunity through continuing affirmative employment programs. Sexual harassment is prohibited and will not be tolerated at USU. All personnel, military and civilian, will be provided a work environment free of sexual harassment. Through aggressive training programs, thorough investigative processes, and decisive resolution systems, USU will continue to take all necessary measures to eliminate and prevent sexual harassment.

C. STUDENT ORGANIZATIONS

The following are guidelines for the GSN student organizations and class officers:

- ◆ **President.** *Senior ranking officer. Acts as the advocate for the GSN student class as a whole. Serves as voting member of the Student Advisory Council (SAC). Acts as the Commanding Officer for the student battalion during all military exercises.*
- ◆ **Vice President.** *Second highest ranking class officer. Acts as an extension of the President, replacing him/her in an official capacity during the President's absence, either temporary or permanent. Works closely with the President and class officers and is responsible for special projects as designated by the President. Serves as voting member of the Student Advisory Council (SAC). Acts as the Executive Officer for the student battalion during all military exercises.*
- ◆ **FNP/NA/CNS Class Leaders:** *Each program will elect by plurality vote, a class leader to represent their individual peer group. These officers will be the representative point person for passing of information to and from the student body, serving as a conduit for information between the Commandant, Program Directors and the student body. Responsible for maintaining and initiating a recall roster when directed. Responsible for accountability of program specific students, if absent from class, and initiating required notification of Program Directors and chain of command. Serves as voting member of the Student Advisory Council (SAC).*

- ◆ **Academic Representative.** *Each program will elect by plurality, an Academic Representative. Serves as the liaison and advocate for students in academic matters. Serves as voting member of the Student Advisory Council (SAC).*
- ◆ **Social Representative.** *Each program will elect by plurality a Social Representative. Plans and executes class social functions and participates in the planning and execution of University/school functions in which the class participates or from which it benefits (e.g., Dinings-In/Dinings-Out, Welcome Picnic, and Graduation). Serves as non-voting member of the Student Advisory Council (SAC).*
- ◆ **Information Technology Representative.** *Each program will elect by plurality a Information Technology Representative. Serves as the liaison and advocate for students in information technology matters. Organizes and directs Technology Council and the Information Technology Action Officers. Coordinates curriculum support through the Academic Representative. Ensures compliance with applicable Department of Defense and University Information Support instructions and policies. Serves as non-voting member of the Student Advisory Council (SAC).*

- ◆ **Committees**

Any class officer may establish a committee to assist him/her in the execution of his/her duties. The officer must notify the other class officers during the class officer meeting.

- ◆ **Vacant Positions**

If any elected officer is unable to complete his/her term, he/she must make a formal declaration of resignation in writing to the Office of the Commandant's. Members may resign without prejudice. Once a resignation statement has been accepted, it is final.

All vacant positions, with the exception of the office of President/Vice President, will be filled by class election. It is the responsibility of the class President to coordinate and supervise the election of new officers to vacant positions with the assistance of the Office of the Commandant. This election will follow the standard election format and will be conducted at the soonest feasible and reasonable time as determined by the class President.

If a class officer wishes to run for a class office position that has become vacant, they must first officially resign their current position. This will create another vacant position to be filled during the election. An individual may only run for one office during any election.

All resignations are final and individuals will not revert back to their original positions if they fail to get elected in the new office. Individuals may only hold one class office at any one time.

D. STUDENT ADVISORY COUNCIL (SAC) –MASTER'S PROGRAM

- ◆ **Purpose**

The Master's Program Student Advisory Council (SAC) is an organization representing the master's students of the Graduate School of Nursing (GSN). It is designed to study student issues across class boundaries and provide a student body consensus which may then be communicated to the Dean, GSN and other responsible school officials. The SAC will also facilitate the transfer of information on matters or problems common to each student class or group.

◆ **Organization**

The SAC will be composed of the President, Vice President, FNP/NA/CNS Class leaders, and an Academic Representative from each of the three GSN programs. SAC members represent the consensus of their respective class at SAC meetings. The Dean of the GSN will appoint an advisor to guide and assist the SAC. The advisor will not be in the military rating chain and should hold a relatively neutral faculty or staff position. The faculty advisor can be from GSN, the F. Edward Hébert School of Medicine (SOM), or the University, Associate Dean for Student Affairs (ADSA) will serve as the faculty advisor to the SAC.

- ◆ **Chairperson.** *The Chairperson of the SAC will be the second-year class President. The chairperson will supervise meetings, coordinate discussions and votes to establish a consensus representation of the entire student body. The SAC Chairperson may establish a committee to assist in the execution of duties with 2/3 consent of the SAC. Such committee assignments terminate at the end of the SAC chairperson's term.*
- ◆ **Vice Chairperson.** *The Vice Chairperson of the SAC will be the second - year class Vice President.*
- ◆ **Secretary.** *The Secretary for SAC will be the first-year class President who will provide an agenda for each SAC meeting consisting of input from the other SAC members. The Secretary will record and publish minutes of each SAC meeting and notify SAC members of the time and location of such meetings.*
- ◆ **Treasurer.** *The treasurer of the SAC will be the first year Vice President. Manages the finances of the class. Submits an annual class budget, oversees the collection of dues/graduation funds, and disseminates funds as approved by the class officers.*
- ◆ **Regular Business Meetings.** *The SAC will meet at a minimum every other month or more frequently as required. Approval of any issue requires a 2/3 vote by SAC members. Matters discussed and decided by vote at SAC meetings will be binding and represent the "official" student position in discussions with faculty and administrative officials.*
- ◆ **Emergency Meetings.** *The SAC Chairperson can, at any time, call an emergency meeting to discuss problems requiring immediate attention.*
- ◆ **Meetings with the Dean, GSN.** *The SAC will meet with the Dean, GSN following each meeting to discuss issues concerning or confronting the council or students at large.*

E. GSN COMMITTEES

Students are appointed by the Dean to several GSN committees and should use this opportunity to communicate with other GSN members and share information with other students.

F. OFFICE OF THE BRIGADE CHAPLIN

The University chaplain and staff support and enhance the quality of life of military personnel and their families through spiritual development. Members of the chaplain's staff facilitate the free exercise of religion. Several faith-specific student associations are currently formed to meet the needs of the students. The office of the chaplain is located near the student lounge, in Room C1099, phone: (301) 295-9658/3193. For more information or to email the chaplain for an appointment or with questions, our website is: www.usuhs.mil/chaplain.

G. OTHER STUDENT ACTIVITIES

The wide range of activities and organizations in which both medical students and graduate students are involved reflects the diversity of interests in the student body. Some examples include:

- CADUSUHS Yearbook Committee
- Student Spouses' Club
- Dining-In Committee
- Dermatone Acapella Singing Group

STUDENT SPOUSES' CLUB: The Student Spouses' Club exists primarily to help spouses and significant others of USU students meet others in similar situations to their own and to form friendships to help them through the school years. The club offers many activities throughout the year, including monthly meetings and social activities for each class. The club publishes a newsletter. All spouses and significant others are welcome to participate.

DERMATONES: The Dermatones is an acapella singing group, consisting of both men's and women's voices in barbershop and traditional choral arrangements. The group performs at numerous university functions throughout the year (including mess dinners, social occasions, and memorial services) and special functions (such as Christmas caroling at the Soldiers and Airmen's Home of Washington, D.C.). The Dermatones meet weekly for practice and enjoyment. No dues.

Students are encouraged to participate in the community health-based volunteer opportunities. Students are encouraged to attend state and local professional meetings after approval by their Program Director and Commandant.

H. STUDENT EXPENSES

- **USU Local Travel Reimbursement Policy:** Travelers are authorized reimbursement for local transportation expenses when approved by their designated Approving Officials. Travel must be outside the boundaries of the established Permanent Duty Station (PDS). The Installation Commander may determine the boundaries of the PDS as long as it is not an arbitrary mileage radius.
- Title 10, Section 1089, United States Code, addresses student liability while functioning in an official governmental capacity.
- Membership in professional organizations is encouraged. Organizations of interest to advanced practice nurses include the Uniformed Nurse Practitioner Association, National Association of Clinical Nurse Specialists, Association of Perioperative Nurses, and the American Association of Nurse Anesthetists; membership fee is the responsibility of the student.
- The fee for certification examinations and review courses will be the responsibility of the student and the sponsoring Service or Agency.

I. BANK OF AMERICA GOVERNMENT CREDIT CARD

This card is authorized for use in conjunction with official travel only. It must be used for travel related expenses. All transportation must be purchased through Carlson Wagonlit located at Walter Reed Army Medical Center @ (202) 882-0303. It is mandatory that you choose the split disbursement payment option when submitting your travel voucher so that funds will be sent directly by DFAS to Bank of America. All payments must be paid by the due date of statement. Delaying payment while awaiting TAD/TDY settlement payments is NOT authorized.

J. BUILDING SECURITY

- **Security/ Access/Badges**

USU buildings are open from 0600-1900 hours, Monday through Friday. All other times, USU buildings are secured. Building access during those secured hours is only permitted at the Security Guard Office, Room G-192, on ground level of Building B. Identification badges are required at USU and must be worn on the right front pocket or shoulder area and visible at all times.

- **Parking Permits**

All USU members must register passenger vehicles and motorcycles in the security office, basement level Building A, Room UP001 (301-295-3654). Car pool spaces are available. All vehicles parked overnight must have authorization and an overnight parking pass. Overnight parking is not available for rotation assignments or during periods of official travel.

K. ADVERSE WEATHER

- ◆ *USU personnel may obtain information regarding the operational status of the University as indicated below:*
 - *Emergency conditions before the workday begins:*
 - *Call USU Message Center @ (301) 685-3039 to hear University-wide announcements.*
 - *In the event of the following USU announcements for “early dismissal”, delayed arrival” or “unscheduled leave” due to existing conditions, GSN students are considered **essential personnel**.*

L. ADMINISTRATIVE DETAILS

- *The GSN telephone number is (301) 295-9004. Lines will be used for OFFICIAL BUSINESS OR EMERGENCIES ONLY. Students WILL NOT receive personal calls or provide this number to anyone for PERSONAL BUSINESS (such as loan companies, local merchants, mail order firms, etc.).*
- *Students may use the USU telephones centrally located in each building or in the Student Community Center @ (301) 295-9701/3015, for local and on-post dialing. Incoming calls to this number are limited to 3-5 minutes.*
- *See Appendix A for Student Telephone Directory*

IV. STUDENT HEALTH

A. THE UNIVERSITY HEALTH CENTER

The University Health Center (UHC) is a full service family health clinic managed by the Department of Family Medicine. It is located on the 1st floor of Building A in Room A1034. The clinic provides care for the students, faculty, staff, and family members enrolled in Tricare Prime and who are eligible for care through the Department of Defense (DOD) and the U.S. Public Health Service.

Scope of Care

The UHC provides broad-spectrum care for every family member:

- Adult General Medical Care
- Health Maintenance and Disease Prevention
- Family Planning Services
- Well Baby/Well Child Care
- Prenatal & Routine Obstetrical Care (including deliveries)
- Immunizations and TB Screening
- Minor Surgical Procedures (including vasectomy)
- Mental Health Counseling (individuals and families)
- Sports Medicine
- Weight Management

Clinic Schedule

For current clinic hours, see: <http://www.usuhs.mil/fap/uhcfaq.html>

B. APPOINTMENTS

The UHC has "Routine" and "Same Day" appointment availability for Tricare Prime patients, which can be scheduled by calling the UHC at (301) 295-3630. Same Day Appointments are for acute problems and can be made up to 24 hours in advance. Walk-in visits are discouraged and will be triaged by clinic personnel. Walk-ins will be given an appointment time that may be on a later day, depending on appointment availability.

C. SICK CALL/HOSPITAL ADMISSION/SURGERY

- There is NOT an active duty "walk-in" sick call. To better serve our military members, for Same Day Appointments call the clinic at (301) 295-3630, or you may request "Sick in Quarters" status by phone for a 24-hour period. Members requiring more than 24 hours must schedule an appointment for a medical evaluation.
- Students can be placed on quarters for one day by calling the University Health Center. Students must come to the Center the next morning in order to be retained on Quarters. If continued quarters are not required, a visit to the Center is not necessary.
- If placed on the Sick List or **admitted to a hospital**, immediately notify the Course Coordinator and the GSN Student Company, Office of the Commandant @ 301-295-9561 during normal duty hours. If after duty hours, please contact the GSN Student

Company Commander/Commandant via cell phone. These guidelines apply to students on official TDY travel as well.

- Students requiring surgery must submit a request through their chain of command.
- Students are to review the program's policy on pregnant students.

D. EXTENDED ABSENCE

- Students with a medical condition which significantly interrupts the course of instruction or that has an adverse impact on their ability to carry out tasks associated with their advanced practice role shall be referred to a student review board for the appropriate disposition. In clinical training, all out-rotations are considered mandatory. Students are required to complete all rotations in order to graduate.
- Students requiring elective surgery must submit a request for approval through their chain of command (program director and commandant) inclusive of those students in TDY status. Those students who have PCS'd for Phase II training will seek prior approval through their assigned chain of command.
- Students who report to the school pregnant or become pregnant during training will be evaluated on a case-by-case basis and a referral submitted to the Student Promotion Committee as necessary. Pregnant students will be given a consult to the OB Clinic requesting evaluation of medical suitability for training status and fitness for duty to work in the operating room. Pregnant students in the clinical phase of training will be removed from rooms utilizing general anesthetics or assigned outside the operating room until clearance is obtained from their respective physician.
 - ◆ The Program Director or Clinical Coordinator will ensure the student has been counseled by the Environmental Health Department on the risks of working in the OR while pregnant. The Program Director or Clinical Coordinator will review service-specific pregnancy guidelines with the student. Students, who desire to continue their education, will have a statement placed in their student record that indicates that they were counseled concerning the above. If the pregnancy occurs during clinical training, a memorandum is forwarded to the Program Director informing the Director of the student's medical status.

V. ACADEMIC ISSUES/GUIDELINES

A. ACADEMIC INTEGRITY

Academic integrity is the hallmark of every student and is part of academic performance. Students who violate academic integrity are subject to dismissal even though they are otherwise academic standing. Students should understand that a violation of academic integrity is a matter of concern to both the military and academic communities. Consequently, violations of academic integrity will be addressed through the Uniform Code of Military Justice (UCMJ), and the University Institution governing the Student Promotions Committee (Academic Board).

Academic dishonesty includes, but is not limited to, obtaining or giving aid on an examination, having unauthorized prior knowledge of an examination; unauthorized collaboration; multiple submissions; and plagiarism. Students are responsible for review and understanding of these guidelines and implications. Students who commit serious acts of professional or personal misconduct will be recommended for disenrollment in accordance with the Dean's Policy and

Precedent Statement entitled Grading and Examination Policy.

Definitions:

Unauthorized collaboration is defined as students collaborating on an assignment for academic credit that is not otherwise authorized in the syllabus or directly by the instructor.

Multiple submissions are instances where students submit papers or work previously submitted for academic credit while at the Uniformed Service University Graduate School of Nursing without prior approval by the evaluating professor or instructor.

Plagiarism is the unauthorized use, intentional or unintentional, of intellectual work of another person without giving proper credit to the author. While most commonly associated with writing, all types of scholarly work, including computer code, speeches, slides, music, scientific data and analysis, and electronic publications are not to be plagiarized.

The personal integrity of commissioned officers and physicians is a signature feature of personal and professional identity. USU students are encouraged to make this feature the centerpiece of their lives.

B. NON-ATTRIBUTION

Lectures, discussions and all variety of presentations by guest speakers, seminar leaders, and panelists, including renowned public officials and scholars, constitute an important part of University curricula. So that these guests, as well as faculty and other University officials, may speak candidly, the University offers its assurance that their presentations, will be held in strict confidence. This assurance derives from a policy of non-attribution that is morally binding on all who attend: without the express permission of the speaker, nothing he or she says will be attributed to that speaker directly or indirectly in the presence of anyone who was not authorized to attend the lecture.

C. ACADEMIC FREEDOM

USU students have the privilege of respectful dialogue amongst academic colleagues and may debate any subject related to the USU course materials within the classroom setting. Indeed, one of the goals of professional federal/military education is to develop officers who can employ innovative thinking when confronted with changing situations; it is imperative that the University provide a learning environment that encourages officers to cast a critical eye on traditional or accepted concepts. In this regard, the University is a safe and proper setting for students to practice the art of communicating innovative and non-traditional concepts. It is expected that officers will debate their viewpoint responsibly reflecting officership, professionalism and military courtesy.

D. GRADING POLICIES AND DEFINITIONS

1. Satisfactory academic standing for Master's degree candidates is defined as a cumulative grade point average of B (3.0) or above, with no grades below C in any course. A minimum grade of B is required in some courses; please refer to individual Program Course Syllabi and the Student Handbook for details.

2. Grading criteria for both didactic and clinical courses are as follows:

Grade	Description
A	<i>Superior academic achievement and/or clinical performance</i>
B	<i>Average academic achievement and/or clinical performance</i>
C	<i>Below average academic achievement and/or clinical performance</i>
D	<i>Unsatisfactory academic achievement and/or clinical performance</i>
P	<i>Pass</i>
F	<i>Failure</i>
W (Withdraw)	<i>Withdraw. The student has chosen to withdraw from the program, having not completed required coursework.</i>
NR (No Report)	<i>The grade "NR" may be used for courses which extend over more than one semester. It may also be used if, through no fault of the student, the faculty cannot complete grading procedures within the specified reporting period. The grade "NR" is temporary and must be converted to a permanent grade by the end of the following semester, or as arranged by the program director.</i>
TC (Transfer Credit)	<i>A program director may exempt a student from fulfilling a course requirement based upon proven expertise, "testing out, or academic degree(s), i.e., masters and/or doctoral. For each course for which exemption can be requested, the responsible program director should have written policies concerning the requirements for exemption. The decision to allow Transfer Credit is a decision made on an individual basis based on an assessment of the student's program requirements, the previous course syllabus and student performance in the course</i>
I (Incomplete)	<p><i>The student failed to complete the course requirements. The grade of "I" will be assigned only with the approval of the program director of the responsible department. The program director will notify the Registrar of the temporary "I" grade and the date by which the "I" grade must be converted to a grade by the end of the following semester or as otherwise contracted. Failure to fulfill the stipulated requirements by the specified date will result in conversion of the "I" grade to a grade of "F".</i></p> <ul style="list-style-type: none"> • <i>Incomplete requirements in didactic content may be made up as deemed appropriate by the course coordinator.</i> • <i>Incomplete requirements in clinical sciences will require additional clinical work as recommended by the program director and deemed appropriate by the SPC.</i>

3. Selected courses can be determined as "Pass/Fail" based on the recommendation of the course coordinator and the program director prior to commencement of the course and approved by the curriculum committee.

4. In courses that have both a didactic and a clinical component, a student cannot achieve a passing grade without achieving a passing grade in both the didactic and the clinical portions of the course. The program director determines which courses have combination elements, and what constitutes a "passing" grade in each component.

5. *Course syllabi will outline grading procedures for each course as determined by the Course Coordinator and approved by the Program Director.*

6. *Final Letter Grades*:*

- a. *90-100% = A*
- b. *80-89% = B*
- c. *70-79% = C*
- d. *60-69% = D*
- e. *<60% = F*

** Note: round up to the next whole number if 0.5% or greater.*

E. ETHICAL AND SAFE CONDUCT

Satisfactory academic standing is determined both by performance in formal courses and by other aspects of academic performance, including skills, attitudes, and attributes judged by the graduate faculty to be important for success as an advanced practice nurse. These include factors such as academic and professional ethics, honesty, integrity, reliability, perception, balanced judgment, personal insight, and the ability to relate to others.

Students whose performance is academically, clinically or professionally unethical are subject to disciplinary/administrative actions.

Students shall not:

- a. *Use, attempt to use, or copy any unauthorized material during an examination or graded exercise.*
- b. *Knowingly provide false information in any academic documents or in any academic exercise.*
- c. *Knowingly present the work of someone else as their own work.*
- d. *Forge or alter for advantage any academic document.*
- e. *Knowingly disregard instruction for the proper performance of any examination or graded exercise.*
- f. *Intentionally impede or interfere with the ability of fellow students to use academic materials or to complete academic work.*
- g. *Knowingly violate the ethical and moral standards defined by those professional groups having an impact on the student's program or profession.*
- h. *Knowingly assist a fellow student in any of the above activities.*
- i. *In addition to those actions listed above, the Student Promotions Committee (SPC) may determine that other actions demonstrate unethical academic behavior.*

F. STUDENT REQUESTS FOR REVIEW OF FINAL COURSE GRADE

- a. *Students who wish to appeal a final course grade may do so in a written letter to the course coordinator. Requests must be submitted within 14 days of receipt of final grade. The student will receive a final determination within 30 days of original appeal*
- b. *The SPC will take no action on an unsatisfactory grade for which a request for grade change action has been initiated by the student within 14 days. The decision of the program chair will be final, however, and progression to the SPC may ensue after the review process is complete.*

G. CRITERION FOR REFERRAL TO THE STUDENT PROMOTIONS COMMITTEE (SPC)

Graduate nursing students will be referred to the SPC for review for any of the following reasons:

- a. At the discretion of the program director, at any time within a semester when a letter of academic jeopardy is issued or a student is placed in remediation.*
- b. When a final grade lower than required is received in any course.*
- c. When the cumulative grade point average is below 3.0 at the end of any semester.*
- d. Upon the recommendation of a program director.*

H. TRANSCRIPTS AND EXAMINATION/CREDENTIALING RECOMMENDATIONS

At the end of each semester a transcript will be provided to each student. Upon graduation, the following transcripts will be provided:

- a. An unofficial transcript will be given to each student.*
- b. An official degree posted transcript will be sent to the students sponsoring service.*
- c. Official transcripts will be provided upon the graduate's request.*

I. REQUIREMENTS FOR GRADUATION

The following graduation requirements apply to all USUHS Masters graduates. Some programs may require additional or unique program requirements to graduate.

- The minimum residency requirement shall be 24 months of full-time graduate study. The minimum requirement for total academic credit shall be determined by the master's option program of study in which the student is enrolled. See specific option for this information.*
- A scholarly project is required of all candidates for the Master of Science in Nursing degree.*
- Practicum requirements must be successfully completed.*

J. FACULTY ADVISORS

Students may be assigned faculty advisors. Students may meet with their respective advisor to:

- Apprise the advisor of progress with course work.*
- Seek assistance in identifying resources/services available to students.*
- Seek academic guidance.*

K. EXAMINATIONS AND ASSIGNMENTS

The course coordinator will provide a syllabus with educational outcomes to guide students in the study and preparation for written examinations or other methods of evaluation and grading.

- The faculty ensures established methods for evaluating student performance and ensures that students receive feedback about their performance in a timely manner. The faculty may use written examinations, essays, research papers, class participation, or other recognized methods for evaluation of student performance. Objective criteria will be set for each graded exercise.*

- *Students who miss a GSN examination for a justifiable reason as determined by the course coordinator will be administered the same or a comparable examination as soon as possible after the original examination was administered.*

L. COURSE EVALUATIONS

Students are encouraged to provide evaluations of the overall course and faculty performance at the completion of the semester. Instructions for completion of the evaluations will be provided each semester.

M. REQUIRED ATTENDANCE

All students are required to attend classes and clinical experiences. The only exception is when the student is officially excused by the appropriate Program Director, Course Coordinator(s), and/or Commandant. If an unscheduled absence occurs for any reason, the Commandant and appropriate Course Coordinator are to be notified as soon as possible.

N. REQUEST FOR TRANSFER CREDITS

The Transfer of Credit Policy (P&P #01-01) is sent to students in their welcome package. This policy provides guidance for students who wish to request transfer credit. A grade of B or higher must be achieved in the course(s) to be considered for credit transfer.

O. TERMINAL COMPETENCY OUTCOMES

At the completion of the GSN master's program, graduates will have achieved the following competency outcomes and be prepared for the advanced practice nurse role within the Military and Federal Health Care System.

- 1. Implement the autonomous role of the advanced practice nurse across the lifespan focused on individuals, families, and communities with an emphasis on clinical decision-making within the Military and Federal Health Care System and operational environment.*
- 2. Manage the delivery of safe, effective health care within a changing global environment focused on prevention of disease and injury and promotion of wellness and safety, based on research and evidence-based practices.*
- 3. Engage in consultative/collaborative relationships with multidisciplinary teams to manage the quality, cost-effectiveness, ethical, and legal aspects of health care.*
- 4. Maximize force health protection and delivery of safe, effective health care by engaging in leadership activities, political awareness and shared decision-making through joint service relationships within the Military and Federal Health Care System.*
- 5. Participate in generating and testing knowledge in the areas of operational readiness in the changing environment, clinical decision-making, and population health to advance nursing science within military and federal health care systems.*
- 6. Engage in active self-directed learning in support of professional development through an array of educational venues to include the use of technologic interfaces.*

7. *Communicate effectively from the perspective of the advanced practice nurse in intellectual dialogue across disciplines to promote research and collaborative decision making in support of service-specific health care missions.*
8. *Promote education of self, staff, peers, patients, and the community in the areas of health promotion and prevention, risk management, clinical decision-making, and evidence-based practice.*
9. *Engage in advanced practice nursing care with compassion and respect for individual differences as the advocate for basic human rights to make informed health care decisions.*
10. *Integrate eight core practice competencies of the Competency Outcomes Performance Assessment (COPA) model into comprehensive professional practice (knowledge integration, assessment & intervention, critical thinking, leadership, management, communication, teaching, and human caring interactions).*

VI.: GUIDING PRINCIPLES FOR ONLINE LEARNING

WEB BASED TEACHING AND LEARNING ENVIRONMENT

- **Definition**
For the purposes of this policy, a web based teaching and learning environment is defined as an educational process in which some or all of the instructional interaction occurs when student and instructor are not in the same place. Instruction may be synchronous or asynchronous. Web based teaching and learning environments may include correspondence, audio, video, or computer technologies. This policy shall apply to all credit-bearing courses, modules and programs offered using some form of web based education within the GSN.
- **Guidelines**
The following guidelines shall apply to all courses, modules and programs with a web-based education learning component.

GUIDING PRINCIPLES

- *While the GSN prizes academic freedom and wishes to encourage innovation in instruction, the faculty also has a collective responsibility to ensure the academic quality, consistency and integrity of the GSN courses, modules and programs. This responsibility extends to those courses, modules and programs offered through web based teaching and learning modalities.*
- *Faculty and students have a right to know about and be oriented to the modes of delivery and technological requirements of courses, modules and programs offered by the GSN. Students shall have access to this information before enrolling in any GSN offering.*

- *Web based teaching and learning courses, modules and program offerings shall be consistent with the educational mission of the USU and GSN.*
- *Each web-based offering shall provide the opportunity for substantive, relevant and timely interaction between faculty and students as well as among students.*
- *Students learning in a web-based environment shall have adequate access to library resources.*
- *The USU and GSN shall offer appropriate training and support services to faculty who teach in a web based environment.*

CURRICULUM AND INSTRUCTION

In the curricular review process, faculty teaching web based courses, modules and programs shall demonstrate that they provide the opportunity for substantive, relevant and timely interaction between faculty and students and among students.

Collectively, faculty assumes responsibility for and exercises oversight for web based offerings, ensuring both the rigor of the courses, modules and programs and the quality of instruction.

This oversight includes:

- *Ensuring that the technology used suits the nature and objectives of the web based offering.*
- *Ensuring the currency of web based offering.*
- *Ensuring the integrity of student work and the credibility of the degrees and credits the USU and GSN awards. Faculty members are responsible to ensure that reasonable safeguards are in place to prevent academic dishonesty*

EVALUATION AND ASSESSMENT

- *The method of delivery for new courses, modules and programs shall become part of each curriculum proposal, to be reviewed under the normal curricular process.*
- *Any significant change in the method of delivery for existing courses or programs shall be submitted as a course change proposal, to be reviewed by the Curriculum Committee.*
- *All courses shall be evaluated using standard evaluation assessments of student learning outcomes, student retention, and student satisfaction. This process shall be used to assure the conformity of web based teaching and learning environment courses, modules and programs to prevailing quality standards in the field of web based teaching and learning environment.*

LIBRARY AND LEARNING RESOURCES

- *Students have adequate access to and support in the use of appropriate library resources*
- *In cases where students are learning remotely, they shall have adequate access to laboratories, facilities, and equipment appropriate to the courses or programs.*

STUDENT ON-LINE COMPETENCIES

In order to demonstrate their ability to benefit from the advantages of an online learning system, our students must demonstrate the following competencies:

- *Access the Blackboard Environment*
 - *Knowledge of basic computer functions: turning on/off, accessing/saving files, opening/closing applications, using the mouse, etc.*
 - *Use Internet Explorer to locate the USUHS Blackboard environment by surfing to the following URL: <http://usuonline.usuhs.edu>.*
 - *Enter the Blackboard environment with a user name and password (pre-assigned).*

- *Document Handling*
 - *Locate, open and close a course document.*
 - *Upload documents into the Digital Drop box and submit them to the professors.*
 - *Be able to open and use documents in the following formats:*
 - *Word*
 - *PowerPoint*
 - *Excel*
 - *PDF*
 - *Simple Text*
 - *HTML*
 - *Print the Module Competency Performance Assessment (CPA).*

- *Communication*
 - *Post new threads to the discussion area, or reply to existing threads*
 - *Receive and send email through their email client application*
 - *Attach files to emails*
 - *Complete a course evaluation*

- *Gradebook*
 - *Enter the exam area and take an online exam.*
 - *Access the Gradebook and check their grades.*

- *Blackboard Resources*
 - *Navigate to the LRC remote computer services site and register for remote access.*
 - *Locate assistance if needed (both 24/7 and USU Support).*

- *System maintenance*
 - *Download, save and decompress files from web sites as needed.*
 - *Install basic software such as online plug-ins or Windows updates and patches.*

ONLINE LEARNING ETIQUETTE OR “NETIQUETTE”

General internet etiquette rules must be considered whenever communicating in an online environment. Persons talking with another in the hall or on the phone can change voice tone or

rephrase a comment or change facial expression to add “expression” to the communication thus helping to promote accurate understanding.

Electronic communication does not offer these non-verbal cues to the recipient, so some communication rules or “netiquette” should at be understood and practiced whenever communicating in an electronic media that does not include a “visual” component.

These rules apply when entering posts in a discussion area, a live chat room or when communicating via email with professors, other students or other individuals. Some general guidelines:

- **Protect patient privacy:**
 - Adhere to existing patient confidentiality rules outlined in HIPAA and other government regulations and publications.
- **Consider your message and your intended non-verbal cues:**
 - Think about the content and craft your message carefully prior to sending it.
 - If angry or upset about something, consider the following actions
 - Put off responding for 12-24 hours; count to 10 and then begin writing; write your email, put it in the “Drafts” folder and look at it again when in a calmer state of mind.
 - Make sure that the content is relevant. Nobody likes to receive junk email.
 - Be polite. The message should be respectful, friendly, and make the writer seem approachable. Read/re-write the message several times to get the “tone” right.
 - Maintain professionalism when communicating with professors and senior ranking officers
 - Use humor and irony sparingly
 - Be careful with the use of “emoticons” :-) :-(.They may be appropriate with friends, colleagues, but should not be used when corresponding with people who are merely acquaintances or not known.
- **Do not be a “Novelist”**
 - Keep messages concise and to the point. Some people receive hundreds of e-mail messages a day; the last thing they want to see is a long email
 - To avoid the annoying “never ending run on” email that does not word-wrap, keep the character limit set at 80 characters per line
- **Be careful with Punctuation!!!:))))**
 - Do not get caught up in grammar and punctuation, especially excessive punctuation (a dozen exclamation points at the end of a sentence – called “bangs” in computer circles) are just another form of ending a sentence.
 - DO NOT SHOUT AT PEOPLE with capitol letters. Use of all capitol letters is considered to be very rude.
 - If something is important, emphasize the importance in the text of the message, not in the punctuation.
 - Consider using a *star* on either side of the word you want to stress
- **Formatting Is Not Everything**
 - Do not use fancy fonts, colors, backgrounds, etc. Many e-mail clients (and some servers) cannot handle them

- Do not use email shorthand like “can U plz send me an application?”. What is accepted practice when communicating via Instant Messaging is not OK when communicating with peers, students, etc. via discussion boards, chat rooms or e-mail
- **There is no such thing as email “Privacy”**
 - There is no such thing as a private e-mail. With most e-mail systems, the e-mail administrator has the ability to read any and all e-mail messages.
 - E-mail software can become infected and your e-mail may get sent to someone else - what you thought was private is not private anymore.
 - Hackers can read your e-mail if they try hard enough. No form of security is one hundred percent hacker-proof.
 - Do not make personal remarks about third parties. Email messages can come back to haunt the writer of the email.
 - Do not post personal email addresses on web sites and other public parts of the Internet. If posted, get ready to be deluged with spam.
- **How to respond to an inflammatory message**
 - Email writers get “flamed” when they send e-mails that cause the recipient to respond in an angry/hostile way - a verbal attack in electronic form.
 - How to respond?
 - Ignore it – the better option
 - Respond angrily – inciting a “flame war”
 - Have a non-electronic conversation to clear the air
 - To prevent being “flamed”, do not:
 - Send an e-mail in all UPPER-CASE.
 - Make a comment about grammar or punctuation.
 - Send a mass-mailing.
- **Small, but important issues**
 - Make sure the Subject line is relevant
 - Include a signature to help the recipient understand who the email is from
 - Be careful when “replying to all”. Be sure that the reply is meant for the whole list?
 - Delete trivial or irrelevant items in the original email before forwarding
 - Tell original senders (whenever possible) if forwarding their message to someone else
 - Try not to send attachments – people are wary of them, because they can contain viruses and they slow the recipient down
 - Do not send large attachments
 - Do not send chain letters or “make money fast” messages
 - Do not conduct arguments in public
 - Do not send inappropriate email or attachments
 - Do not mark messages as “urgent” if they are not

VII. FACULTY/UNIVERSITY RESOURCES

A. FACULTY AVAILABILITY

- Faculty are available by appointment

- Responses to student questions/concerns/emails will be responded to within:
 - 24-48 hours during the week
 - 72-96 hours on the weekends/holidays

B. LEARNING RESOURCE CENTER:

The Learning Resource Center (LRC) provides a rich learning environment with resources that are accessible globally. Audiovisual materials, books, Government publications, and a wide variety of journals are available for use. There are many databases available for use in the LRC or through Remote Computer Services. Other in-house services include Interlibrary Loan, digital radiology workstations, and a computer use area (MAC and PC) that have numerous software programs and email available for student use. Computer classes/assistance is provided for most current application programs. For hours of operation and communication information, see <http://www.lrc.usuhs.mil/lib/main.lasso>.

C. INSTITUTIONAL REVIEW BOARD PROCESS

- <http://www.miami.edu/citireq/>
- http://www.usuhs.mil/usuhs_only/iacuc/
- <http://www.hhs.gov/ohrp/policy/index.html>

D. Multi-Disciplinary Lab (MDL)

- <http://www.usuhs.mil/mdl/aboutmdl.html>

PART 2. MASTERS PROGRAMS

I. FAMILY NURSE PRACTITIONER (FNP) PROGRAM OPTION

A. MISSION

The Mission of the Uniformed Services University Family Nurse Practitioner Program is to educate safe, competent Family Nurse Practitioners who are able to practice independently in response to worldwide mission in the Uniformed Services.

B. PHILOSOPHY

The Family Nurse Practitioner Program is dedicated to preparing graduate nurses for clinical practice, management, research and leadership in the advanced practice role. The rigorous curriculum stresses concepts directed toward delivering care in the federal health care system; making USUHS graduates uniquely qualified to provide quality care in diverse settings. The program emphasizes research and statistical methodologies enabling our students to critically analyze scientific literature, evaluate nursing outcomes and participate in research activities.

C. DESIGN

The FNP program is 24 months of full-time study combining lecture and clinical experiences. A life-span case study approach is used to develop differential diagnosis and critical thinking skills. On an average, graduates will obtain over 900 hours of clinical experience working with experienced nurse practitioner or physician preceptors in civilian and military agencies. The program meets or exceeds the revised 2002 National Organization of Nurse Practitioner Faculties' guidelines for NP programs. A master's thesis or scholarly project is required for graduation.

D. TERMINAL COMPETENCIES

Upon completion of the program, the graduate will demonstrate mastery of the following:

- *Critical thinking and diagnostic reasoning in clinical decision-making.*
- *Assessing, diagnosing, monitoring, coordinating, and managing the health status of clients over time: provides primary care.*
- *Communicating the client's health status verbally or in writing, using appropriate terminology and format.*
- *Providing anticipatory guidance for expected changes, potential changes, and situational changes.*
- *Applying principles of epidemiology and demography in clinical practice.*
- *Using community assessment in evaluating client needs in program planning.*
- *Applying/developing a theory-based conceptual framework to guide practice.*
- *Applying/conducting research studies pertinent to primary care management.*
- *Selecting and recommending appropriate diagnostic and therapeutic interventions and regimens with attention to safety, and cost, invasiveness, simplicity, acceptability, and efficacy.*
- *Performing and interpreting common laboratory tests.*
- *Diagnosing and managing acute and chronic diseases, while attending the illness experience.*
- *Managing rapidly changing situations.*
- *Scheduling follow-up visits to appropriately monitor clients and evaluate care.*

E. OUTCOME CRITERIA AND MEASURES

The graduate, upon completion of the program will be able to exhibit the following, either through written and/or oral examination or through behavioral demonstrations.

CRITERIA	MEASURE
1. Comply with the GSN requirements for graduation.	-Completion of 24 months of full time study. -Completion of 66 semester credit hours in the designated specialty. -Completion of a scholarly project.
2. Comply with program requirements for graduation.	-Overall GPA of 3.0 or above. -Minimum GPA of 3.0 is attained in specialty specific courses (*). -Obtains a minimum of 840 clinical hours. -Successful completion of practicum requirements. -Receives recommendation for graduation from Program Director.
3. Be able to meet the mission of the USU Family Nurse Practitioner program.	-Successfully meets both GSN and FNP program terminal objectives. -Be recommended by the Program Director for graduation.

F. GRADUATION CRITERIA

In addition to being able to comply with the terminal objectives, the student will also have to meet the following criteria and competencies in accordance with GSN PPS #94-05:

- Complete all course work with an overall grade point average of 3.0, based on a 4.0 scale.
- Achieve a passing score on clinical practicum course rotations.
- Complete each specialty course with a 3.0 or higher*and all other courses with a 2.0 or higher.
- Obtain a requisite minimum of 840 clinical hours from the various clinical agencies utilized within the program.
- Be recommended for graduation by the Program Director.

*Courses that require a “B” or higher: A minimum grade of B is required in the following courses within the Family Nurse Practitioner Program: Advanced Principles in Adult Primary Care, Advanced Principles in Pediatric Primary Care, Advanced Principles in Primary Care of Women, Clinical Practicum and Seminar for Nurse Practitioner Practice I and II.

G. CLINICAL ROTATIONS

Clinical rotations are integrated into all FNP specialty courses. Ultimately the evaluation of student performance is the responsibility of program faculty; however, clinical preceptors provide significant input because they observe student performance on a daily basis. Student clinical competency is also evaluated in an ongoing basis in the National Capitol Area Simulation Center (SIM Center). Students are required to track their clinical experiences through the use of ELog, a web-based, electronic clinical tracking program. Through the combination of ELog data, preceptor and SIM Center evaluations, clinical learning needs are

continually being assessed. If at any time a student feels their clinical needs are not being met, they are responsible to inform the program director/clinical coordinator so that appropriate action can be taken.

Over 200 different clinical sites have been utilized by FNP students. Some of the more heavily utilized clinical sites in the Washington, DC area include: Malcolm Grow, US Air Force Medical Center, Andrews Air Force Base, MD; Walter Reed Army Medical Center, Washington, D.C.; National Naval Medical Center, Bethesda, MD; and DeWitt Health Care System/Affiliates . Additional TDY/TAD sites outside of the Washington, DC area are established based upon the needs of the program.

H. CLINICAL DUTY HOURS

- *Clinical Experience: Individual arrangements will be made for clinical practice by the FNP faculty. Clinical experiences vary by semester and by course. Individual student clinical assignments will be determined at the beginning of each semester. Students should anticipate spending 1-5 days per week depending on the semester in their clinical site.*
- *All students will have a telephone so they may be notified of unexpected changes in preceptor availability or clinical activities.*

I. Family Nurse Practitioner Program Curriculum

<i>Course #</i>	<i>Nursing Core Courses Required for: Family Nurse Practitioner</i>	<i>Credits</i>
<i>GSN51322</i>	<i>Ethics and Policy in Federal Health Systems</i>	<i>2</i>
<i>GSN51332</i>	<i>Leadership and Management in a Global Environment</i>	<i>2</i>
<i>GSN51122</i>	<i>Theoretical Foundations in Military and Federal Health Research</i>	<i>2</i>
<i>GSN53133</i>	<i>Statistical Measures and Analytic Methods to Build Evidence for Military and Federal Healthcare Systems</i>	<i>3</i>
<i>GSN76121</i>	<i>Research and Scholarship I</i>	<i>1</i>
<i>GSN76131</i>	<i>Research and Scholarship II</i>	<i>1</i>
<i>GSN76222</i>	<i>Research and Scholarship III</i>	<i>2</i>
<i>GSN76232</i>	<i>Research and Scholarship IV</i>	<i>2</i>
<i>MM04001G</i>	<i>Military Contingency Medicine / Bushmaster</i>	<i>6</i>
<i>SN53061</i>	<i>Operational Readiness</i>	<i>1</i>
<i>Nursing Core Total</i>		<i>22</i>
<i>Course #</i>	<i>Advanced Practice Core Courses Required for: Family Nurse Practitioner</i>	<i>Credits</i>
<i>GSN51033</i>	<i>Applied Physiology for Advanced Nursing Practice</i>	<i>3</i>
<i>GSN51311</i>	<i>Leadership Role in Interdisciplinary Health Care</i>	<i>1</i>
<i>GSN53013</i>	<i>Applied Anatomy and Cell Biology for Advanced Clinical Decision-Making</i>	<i>3</i>
<i>GSN53023</i>	<i>Advanced Health Assessment</i>	<i>3</i>
<i>GSN51044</i>	<i>Applied Pharmacology for Advanced Practice Nursing</i>	<i>4</i>
<i>GSN51053</i>	<i>Applied Pathophysiology for Advanced Practice Nursing</i>	<i>3</i>
<i>APN Core Total</i>		<i>17</i>
<i>Course #</i>	<i>Specialty Specific Courses Required for: Family Nurse Practitioner</i>	<i>Credits</i>
<i>FNP62015</i>	<i>Advanced Principles in Adult Primary Care</i>	<i>5</i>
<i>FNP62025</i>	<i>Advanced Principles in Pediatric Primary Care</i>	<i>5</i>
<i>FNP61033</i>	<i>Integration and Application of Family Theory in Primary Care</i>	<i>3</i>
<i>FNP62045</i>	<i>Advanced Principles in Primary Care of Women</i>	<i>5</i>
<i>FNP74131</i>	<i>Clinical Specialty for Nurse Practitioner Practice</i>	<i>1</i>
<i>FNP72114</i>	<i>Clinical Practicum and Seminar for Nurse Practitioner Practice I</i>	<i>4</i>
<i>FNP72124</i>	<i>Clinical Practicum and Seminar for Nurse Practitioner Practice II</i>	<i>4</i>
<i>Family Nurse Practitioner Specialty Specific Total</i>		<i>27</i>
<i>Family Nurse Practitioner Program</i>		<i>Total Credits</i>
		<i>66</i>

The implementation and timing of course offerings within the curriculum may vary depending on availability of clinical sites, adjunct faculty, USU resources and opportunities for interdisciplinary collaboration.

II. NURSE ANESTHESIA PROGRAM OPTION

A. MISSION

The Mission of the USU Nurse Anesthesia Program is to graduate safe, competent Nurse Anesthetists for the uniformed services who are able to practice independently to meet the anesthesia needs of the nation's uniformed members and their beneficiaries. The unique curriculum emphasizes the role of federal health agencies in response to worldwide missions.

B. PHILOSOPHY

The Nurse Anesthesia Program is dedicated to the education of nurse anesthetists in the uniformed services at the graduate level. The uniformed services require that graduates independently provide quality anesthesia care in diverse settings throughout the world. Therefore the curriculum is designed to integrate scientific principles with anesthesia theory and practice, stressing unique aspects of the federal health services. An emphasis is placed on statistics and research methodology enabling the student to critically analyze anesthesia literature, evaluate problems in anesthesia and conduct research.

C. DESIGN

The 30-month front-loaded, regionalized program consists of two phases. The Phase I didactic component, conducted on the campus of USU, provides the student with the academic and professional education necessary for entrance into the clinical arena. All content areas identified in the Standards and Guidelines for Accreditation of Nurse Anesthesia Educational Programs are fulfilled during Phase I. The 18-month Phase II clinical component focuses on the application of science and research to clinical anesthesia. Students are assigned to a federal medical treatment facility as their principal clinical training site. Individual clinical training sites may be eliminated or added as needed to assure quality clinical education. The clinical phase is designed to guide graduate students toward the goal of functional autonomy by demanding that students care for patients in a manner reflecting comprehensive integration of scientific principle and, anesthesia theory, as well as, maximal independent decision-making appropriate to each student's level of experience.

D. TERMINAL COMPETENCIES

Patient safety is demonstrated by the ability of the graduate to:

- *Be vigilant in the delivery of patient care.*
- *Protect patients from iatrogenic complications.*
- *Participate in the positioning of patients to prevent injury.*
- *Conduct a comprehensive and appropriate equipment check.*
- *Utilize universal precautions and appropriate infection control measures.*

Individualized perianesthetic management is demonstrated by the ability of the graduate to:

- *Provide care throughout the perianesthetic continuum.*
- *Use a variety of current anesthesia techniques, agents, adjunctive drugs and equipment while providing anesthesia.*
- *Administer general anesthesia to patients of all ages and physical conditions for a variety of surgical and medically related procedures.*
- *Provide anesthesia services to patients, including trauma and emergency cases.*

- *Administer and manage a variety of regional anesthetics.*
- *Function as a resource person for airway and ventilatory management of patients.*
- *Possess current advanced cardiac life support (ACLS) recognition.*
- *Possess current pediatric advanced life support (PALS) recognition.*
- *Deliver culturally competent perianesthetic care throughout the anesthesia experience.*

Critical thinking is demonstrated by the graduate's ability to:

- *Apply theory to practice in decision-making and problem solving.*
- *Provide nurse anesthesia care based on sound principles and research evidence in conventional and austere settings.*
- *Perform a preanesthetic assessment and formulate an anesthesia care plan for patients to whom they are assigned to administer anesthesia.*
- *Identify and take appropriate action when confronted with anesthetic equipment-related malfunctions.*
- *Interpret and utilize data obtained from noninvasive and in invasive monitoring modalities.*
- *Calculate, initiate, manage fluid and blood component therapy.*
- *Recognize and appropriately respond to anesthetic complications that occur during the perianesthetic period.*
-

Communication skills are demonstrated by the graduate's ability to:

- *Effectively communicate with all individuals influencing patient care.*
- *Utilize appropriate verbal, nonverbal, and written communication in the delivery of perianesthetic care.*

Professional role is demonstrated by the graduate's ability to:

- *Participate in activities that improve anesthesia care. Function within appropriate legal requirements as a registered professional nurse, accepting responsibility and accountability for his or her practice.*
- *Interact on a professional level with integrity.*
- *Teach others.*
- *Participate in continuing education activities to acquire new knowledge and improve his or her practice.*
- *Maintain a status of physical fitness that meets the requirements for a particular service.*
- *Maintain appropriate service specific requirements to sustain promotion competitiveness.*

E. OUTCOME CRITERIA AND MEASURES:

The graduate, upon completion of the program will be able to exhibit the following, either through written and /or oral examination or through behavioral demonstrations.

CRITERIA	MEASURE
1. Comply with the GSN requirements for graduation.	-Completion of a minimum of 30 months of full time study. -Completion of 84 credit hours in the designated specialty. -Completion of a scholarly project. -Successful completion of practicum requirements.
2. Comply with program requirements for graduation.	-Overall GPA is 3.0 or above - Minimum GPA of 3.0 is attained in courses indicated in reference b. -Completion of all required case counts/experiences. -Successfully meets the programs terminal competencies. -Receives recommendation for graduation from Clinical Competency Committee and Program Director.
3. Meet or exceed Council on Certification of Nurse Anesthetists case requirements.	-Completion of all required case counts/experiences.
4. Satisfy eligibility requirements to write the Certification Examination.	-Completes graduation requirements. -Completes required case numbers. -Is certified in ACLS and PALS.
5. Demonstrate the academic capability to pass the Certification Examination.	-Uses a variety of current anesthesia techniques, agents, adjunctive drugs, and equipment while providing anesthesia to patients of all ages and physical conditions for a variety of surgical and medically related procedures. -Is successful on oral and written examination.
6. Be able to meet the mission of the USU Nurse Anesthesia program.	-Successfully meets the GSN and Nurse Anesthesia program's terminal competencies. -Be recommended by the Clinical Competency Committee and Program Director for graduation.

F. GRADUATION CRITERIA

In addition to being able to comply with the terminal competencies, the student will also have to meet the following criteria and competencies in accordance with GSN PPS #94-05:

- Complete all course work with an overall grade point average of 3.0, based on a scale of 4.0.
- Complete the following courses with a 3.0 or higher: Basic Anesthetic and Pharmacologic Principles of Anesthesia and Advanced Anesthetic Principles.
- Use a variety of current anesthesia techniques, agents, adjunctive drugs, and equipment while providing anesthesia to patients of all ages and physical conditions for a variety of surgical and medically related procedures, meeting case requirements as established by

the Council on Accreditation of Nurse Anesthesia Educational Program and the Council on Certification of Nurse Anesthetists.

- *Satisfactorily complete all clinical training and be recommended for graduation by the Clinical Competency Committee and the Program Director.*
- *Hold current certification in ACLS and PALS.*

G. LICENSURE

All nurse anesthesia students are required to obtain and maintain a valid, unrestricted nursing license. Licensure may be required in the state where out-rotations are completed. The cost of obtaining and maintaining licensure is the responsibility of the student. The student must provide the Program Director and Clinical Site Director with a copy of the current license and a copy of each renewal. Failure to comply with this requirement will result in immediate suspension and possible dismissal from the program.

H. ACADEMIC COUNSELING AND GUIDANCE

Academic counseling and guidance is available as needed and when requested by the student. End of semester evaluations and mid-semester counseling will be conducted during Phase II training. Counseling will also be conducted if student performance is declining or if student is in jeopardy of dropping below minimum requirements. If a student is dismissed from the program for failure to meet stated objectives in the clinical training period, credit will not be given for the clinical case load.

Levels of professional counseling include:

- *Director/Associate Director, Nurse Anesthesia Program*
- *Site Director, Nurse Anesthesia Program*
- *Coordinator at clinical affiliations*
- *Hospital Commanders*
- *Dean, GSN*
- *Personal counseling can be arranged through military sick call.*

I. PHASE II SITE SPECIFIC GUIDELINES

Each Phase II site has specific guidelines that guide processes at the site. Students will be briefed on those guidelines when they process into their Phase II site.

J. LEAVE AND TAD/TDY DURING CLINICAL TRAINING

- *During Phase 1, leave may only be taken during planned semester breaks.*
- *In Phase II, students are authorized to miss 20 clinical days for the purpose of leave or house hunting TAD/TDY. If leave in excess of 20 days is needed for emergency or convalescent leave, students may be referred to the Student Promotions Committee (SPC) for consideration of extension in the program.*
- *Students who have posters or other presentations at professional meetings may be given a funded TAD/TDY. This time will not count against their leave balance.*

K. SUPPLEMENT TO STUDENT ILLNESS INFORMATION

- *Any physical condition that significantly interrupts the course of instruction or adversely impacts on the student's ability to carry out the tasks associated with anesthesia practice shall be referred to the Student Promotions Committee for the appropriate disposition.*
- *In clinical training, all of our rotations are considered mandatory. Students must be able to complete these rotations in order to graduate.*

L. TRANSFERRING INTO ANOTHER NURSE ANESTHESIA PROGRAM

- *Military Officers enrolled in the Nurse Anesthesia Program are not allowed to transfer to other programs, under normal circumstances, due to contractual obligations with the U.S. Government.*
- *In the event that a student is discharged from the service while attending the program the following procedure will be followed. If a student is dismissed from the program for failure to meet stated objectives in the clinical training period, credit will not be given for the clinical case load.*
- *Procedure for obtaining transcripts:*
 - *The student shall request in writing from the University registrar that a copy of the academic transcript is sent to the receiving academic institution. An additional request will be sent to the Program Director requesting a copy of the clinical transcripts.*
 - *The Program Director to whom the student is making application shall request a transcript of all experiences.*
 - *The Program Director shall remit the transcript and other appropriate data within thirty (30) days.*
 - *It is the responsibility of the accepting program to determine the transfer credit and notify the transferring student and the Council on Accreditation of their decision.*

M. SELF EVALUATION EXAMINATION

Students in the Nurse Anesthesia will take the Self Evaluation Examination (SEE) from the Council on Certification of Nurse Anesthetists (CCNA) twice while in the program. First year and second year students will take the SEE between May and June. Students will receive a notice from the CCNA with instructions on how to schedule the exam with the testing site and must follow these directions. Students may be placed on remediation or probation based on their SEE score. A minimum SEE score is one at or above the mean score for the respective national cohort of students (same year in program) that is reported with the student's score.

N. TESTING DURING PHASE II

Students in Phase II are required to take a number of exams in Phase II. Students may be placed on remediation or probation based on performance on these exams. Specific guidance will be distributed prior to transition to Phase II.

O. END OF SEMESTER EVALUATIONS (PHASE II)

- *Student self-evaluation and semester evaluations are mandatory. Reports are discussed with and signed by the student. These reports include:*
 - *Evaluation of performance*

- *Out rotations and specialty rotations completed*
- *Other accomplishments*
- *Degree of preparation for future assignment*
- *Semester grade (Pass/Fail)*
- *Students are responsible for submitting monthly case totals on time and submitting daily clinical evaluation forms to staff for each day's cases.*

P. POLICY ON STUDENT SUPERVISION

- *A credentialed Certified Registered Nurse Anesthetist (CRNA) or anesthesiologist who is supervising a Student Registered Nurse Anesthetist (SRNA) shall be in-house and immediately available for consultation and/or assistance in all anesthetizing areas, at all times. Supervision of SRNAs in non-anesthetizing areas is restricted to credentialed experts who are authorized to assume responsibility for the student.*
- *The ratio of students to instructors in the clinical area shall not exceed 2:1 and shall directly relate to the student's experience, patient condition, complexity of the procedure and anesthetic, and the ability of the student.*
- *Instruction by GRNAs (Graduate Registered Nurse Anesthetists) or physician residents is never appropriate if they act as the sole agents responsible for the students. One student nurse anesthetist may never supervise another nurse anesthesia student.*

Q. GUIDELINES FOR WASTE ANESTHETIC GASES (WAG)

Although there is no conclusive evidence, epidemiological surveys has indicated that pregnant women who have been exposed to waste anesthetic gases (WAG), such as those gases present in an operating room, have experienced an increased risk of bearing children with congenital abnormalities and increased number of spontaneous abortions.

- *All attempts are being made to reduce WAG exposure in the working environment, with significant success. However, the inconclusive nature of the epidemiological surveys and other testing has made it impossible to determine the "safe" exposure level that would insure against adverse effects. Generally, the obstetrical physicians will clear a member to work in general anesthesia rooms after the first trimester is completed.*
- *Until this safe level can be identified, all pregnant women will have the option of continuing to work or accepting assignment in positions with potential exposures to WAG or accepting reassignments to positions that would not expose them to WAG during their pregnancy.*
- *Pregnant students will be counseled by the Environmental Health Department on the potential hazards to pregnant women of working in the operating room. The decision to accept the risks of working in a position with potential exposure to WAG is the student's. Should students have any questions or concerns, they are urged to consult their respective obstetrician or a knowledgeable doctor on the medical staff.*

R. OFF-DUTY EMPLOYMENT SUPPLEMENT

Nurse anesthesia students are prohibited from engaging in anesthesia care outside of the planned curriculum regardless of whether or not the student is compensated for the duties. Nurse anesthesia students are not to represent themselves as nurse anesthetists in any manner, such as by nametag, uniform, and/or signature.

S. Nurse Anesthesia Program Curriculum

<i>Course #</i>	<i>Nursing Core Courses Required for: Nurse Anesthesia</i>	<i>Credits</i>
<i>GSN51322</i>	<i>Ethics and Policy in Federal Health Systems</i>	<i>2</i>
<i>GSN51332</i>	<i>Leadership and Management in a Global Environment</i>	<i>2</i>
<i>GSN51122</i>	<i>Theoretical Foundations in Military and Federal Health Research</i>	<i>2</i>
<i>GSN53133</i>	<i>Statistical Measures and Analytic Methods to Build Evidence for Military and Federal Healthcare Systems</i>	<i>3</i>
<i>GSN76121</i>	<i>Research and Scholarship I</i>	<i>1</i>
<i>GSN76131</i>	<i>Research and Scholarship II</i>	<i>1</i>
<i>GSN76222</i>	<i>Research and Scholarship III</i>	<i>2</i>
<i>GSN76232</i>	<i>Research and Scholarship IV</i>	<i>2</i>
<i>GSN53061</i>	<i>Operational Readiness</i>	<i>1</i>
<i>Nursing Core Total</i>		<i>16</i>
<i>Course #</i>	<i>Advanced Practice Core Courses Required for: Nurse Anesthesia</i>	<i>Credits</i>
<i>GSN51311</i>	<i>Leadership Role in Interdisciplinary Health Care</i>	<i>1</i>
<i>GSN53013</i>	<i>Applied Anatomy and Cell Biology for Advanced Clinical Decision-Making</i>	<i>3</i>
<i>GSN53022</i>	<i>Advanced Health Assessment</i>	<i>2</i>
<i>GSN51033</i>	<i>Applied Physiology for Advanced Nursing Practice</i>	<i>3</i>
<i>GSN51053</i>	<i>Applied Pathophysiology for Advanced Nursing Practice</i>	<i>3</i>
<i>APN Core Total</i>		<i>12</i>
<i>Course #</i>	<i>Specialty Specific Courses Required for: Nurse Anesthesia</i>	<i>Credits</i>
<i>RNA63011</i>	<i>Applied Neuroscience I</i>	<i>1</i>
<i>RNA61033</i>	<i>Applied Biochemistry for Nurse Anesthetists</i>	<i>3</i>
<i>RNA63022</i>	<i>Applied Neuroscience II</i>	<i>2</i>
<i>RNA61065</i>	<i>Medical Pharmacology for Nurse Anesthetists</i>	<i>5</i>
<i>RNA61071</i>	<i>Clinical Pharmacology for Nurse Anesthetists</i>	<i>1</i>
<i>RNA63045</i>	<i>Basic Anesthetic & Pharmacologic Principles of Anesthesia</i>	<i>5</i>
<i>RNA63055</i>	<i>Advanced Principles of Anesthesia</i>	<i>5</i>
<i>RNA72115</i>	<i>Clinical Practicum & Seminar for Nurse Anesthetists Practice I</i>	<i>5</i>
<i>RNA72128</i>	<i>Clinical Practicum & Seminar for Nurse Anesthetists Practice II</i>	<i>8</i>
<i>RNA72138</i>	<i>Clinical Practicum & Seminar for Nurse Anesthetists Practice III</i>	<i>8</i>
<i>RNA72145</i>	<i>Clinical Practicum & Seminar for Nurse Anesthetists Practice IV</i>	<i>5</i>
<i>RNA72158</i>	<i>Clinical Practicum & Seminar for Nurse Anesthetists Practice V</i>	<i>8</i>
<i>Nurse Anesthesia Specialty Specific Total</i>		<i>56</i>
<i>Nurse Anesthesia Program</i>		<i>Total Credits</i>
		<i>84</i>

The implementation and timing of course offerings within the curriculum may vary depending on availability of clinical sites, adjunct faculty, USU resources and opportunities for interdisciplinary collaboration.

III. PERIOPERATIVE CLINICAL NURSE SPECIALIST OPTION

A. MISSION

The Mission of the Uniformed Services University Clinical Nurse Specialist, Perioperative Program, is to educate safe, competent Perioperative Clinical Nurse Specialists who are able to practice independently in response to worldwide missions in the Uniformed Services.

B. PHILOSOPHY

The Clinical Nurse Specialist, Perioperative Program, is dedicated to preparing graduate nurses for clinical practice, management, research, leadership and consultation in advanced practice roles within the perioperative environment. This military unique curriculum stresses concepts directed toward the delivering of perioperative care in both the military and federal health care system and preparing USUHS graduates who are uniquely qualified to provide quality care in diverse settings. The program emphasizes research and statistical methodologies that enable our students to critically analyze scientific literature, evaluate nursing outcomes, and participate in research activities. Our “signature curriculum” can be noted throughout our program as we weave in three research foci: 1) Operational Readiness and Force Protection in a Changing Environment, 2) Population Health and Outcomes, and 3) Clinical Decision-Making in the Military and Federal Health Care System. Cross cutting emphasis is placed on patient safety, leadership, technology, and international health.

C. DESIGN

The Clinical Nurse Specialist, Perioperative Program (PCNS), is 24 months of full-time study combining didactic and clinical experiences across the age span within the following five domains of the Clinical Nurse Specialist: leader/manager, consultant, educator, researcher and clinical expert. On average, graduates will obtain over 500 hours of clinical experience working with masters-prepared perioperative managers and/or clinical nurse specialists within many of the national capital area healthcare treatment facilities. The curriculum for the PCNS program was developed based upon the American Academy for Colleges of Nursing guidelines outlining Essentials of Masters Education for Advanced Practice Nursing. The specifics related to the perioperative specialty content were based upon a comprehensive process of blending field research and clinical expert interviews with the Federal Nursing Chiefs’ vision of the program. This extensive curricular development process resulted in a curriculum that meets or exceeds the American Nurse Association guidelines for Clinical Nurse Specialist (CNS) programs and requires a master's thesis or scholarly project for graduation.

D. TERMINAL COMPETENCIES

Upon completion of the program, the graduate student will demonstrate mastery of the following:

CNS as an Advanced Practitioner

- Demonstrate critical thinking and sound scientific reasoning skills in clinical decision-making for specialty populations.*
- Improve patient outcomes through application of advanced cognitive, psychomotor, cultural, and physiological principles in assessment, diagnosis, monitoring, management*

and evaluation of human response to illness, surgical intervention or changes in life processes.

- *Develop comprehensive, specialty focused, nursing care plans / critical pathways based on current theories, evidence based practice, safety, efficacy, standards of care, and advanced clinical knowledge and expertise.*

CNS as an Educator

- *Identify and implement process/system interventions to decrease risk of iatrogenic injuries.*
- *Apply adult learning theory/principles to enhance practice skills and knowledge of clinical staff.*
- *Provide anticipatory guidance for expected and potential rapidly changing and complex situational events.*
- *Develop, coordinate, implement and evaluate an educational program for clinical staff and/or patient education.*

CNS as a Consultant

- *Utilize clinical expertise to collaborate and/or consult with members of the health care team regarding patient outcomes variations.*
- *Serve as nursing expert and colleague member of a multidisciplinary team in planning care for specialty populations.*
- *Incorporate the role of clinical expert, educator, researcher, and manager in the application of change theory during the consultation process.*

CNS as a Researcher

- *Expand the scientific base of nursing practice by utilizing, facilitating, and conducting research-based/evidence-based*
- *Develop practice protocols, ensuring ethical and legal practices are maintained throughout the process.*
- *Apply and develop a theory-based conceptual framework to guide practice.*
- *Critically analyze, apply and conduct research studies pertinent to client care management.*
- *Contribute to the scientific nursing literature by presenting and publishing scholarly works.*
- *Disseminate recent innovations and research findings that are relevant to practice and patient outcomes.*

CNS as a Manager/Leader

- *Perform departmental systems review to identify, develop, implement and evaluate programs in support of patient safety, patient outcomes, efficiency and/or productivity.*
- *Provide leadership in building an interdisciplinary team for collaborative relationships/ innovative partnering practices in support of program development.*
- *Utilize financial/resource principles to formulate budgetary, staffing, supply, capital equipment management, and cost containment strategies.*
- *Evaluate implications of federal health care policy as they relate to health care professionals, clients, ethics and the delivery of care within the practice setting.*

E. OUTCOME CRITERIA AND MEASURES

The graduate, upon completion of the program will be able to exhibit the following, either through written and/or oral examination or through behavioral demonstrations.

CRITERIA	MEASURE
1. Comply with the GSN requirements for graduation.	-Completion of 24 months of full time study. -Completion of 60 semester credit hours in the designated specialty. -Completion of a scholarly project.
2. Comply with program requirements for graduation.	-Overall GPA of 3.0 or above. -Minimum GPA of 3.0 is attained in specialty specific courses (*). -Obtains a minimum of 500 clinical hours. -Successful completion of practicum requirements. -Successfully completes or maintains CNOR certification. -Receives recommendation for graduation from Program Director.
3. Be able to meet the mission of the USU Perioperative Clinical Nurse Specialist Program.	-Successfully meets both GSN and PCNS program terminal objectives. -Be recommended by the Program Director for graduation.

F. GRADUATION CRITERIA

In addition to meeting the GSN grading policy requirements and program terminal competencies students must meet the following criteria:

- Complete all course work with an overall grade point average of 3.0, based on a 4.0 scale.
- Achieve a passing score on clinical practicum course rotations.
- Complete each specialty specific course with a 3.0 or higher* and all other courses with a 2.0 or higher.
- Obtain a requisite minimum of 500 clinical hours from the various clinical agencies utilized within the program.
- Successfully complete the certification exam for perioperative nurses (CNOR) and/or maintain required continuing education units (contact hours) to meet re-certification requirements.
- Hold current certification in BLS, ACLS and PALS.
- Be recommended for graduation by the Program Director.

*Courses that require a "B" or better. A minimum grade of B is required in the following courses within the Clinical Nurse Specialist, Perioperative Program: Standards, Quality and Safety I and II, Health Care Resource Management, Advanced Principles for Perioperative CNS Practice I and II, and Clinical Practicum and Seminar for Perioperative CNS Practice I and II.

G. CLINICAL ROTATIONS

Clinical rotations are integrated into all Perioperative CNS specialty courses where students receive focused clinical site experiences and exposure to projects within the five CNS domains in consultation with their clinical preceptor. Although the evaluation of student performance is the responsibility of program faculty, clinical preceptors provide significant input in reference to their observation of the student's performance on a daily basis. Through the combination of clinical logs, preceptor evaluations, and projects completed, clinical learning needs are continually assessed. Clinical experiences are established to meet the needs of each student depending upon their level of expertise demonstrated within the clinical setting. If at any time students feel their clinical needs are not being met, they are responsible to inform the program director/clinical coordinator so that appropriate action can be taken.

Clinical site rotations are established each semester and rotate throughout the two year program of study to maximize student experiences. The primary clinical sites utilized are located within the national capital area and include: Walter Reed Army Medical Center, Washington, D.C.; National Naval Medical Center, Bethesda, MD; Dewitt Community Hospital, Fort Belvoir, MD; Veterans Administration, Washington, D.C.; Malcolm Grow, US Air Force Medical Center, Andrews Air Force Base, MD; Health Facilities Planning Agency, Virginia; and Shock Trauma, Baltimore, MD. Based on the needs of the program, additional sites have been or will be established.

H. CLINICAL DUTY HOURS

Clinical Experience: Individual clinical assignments for clinical practice are made by the Perioperative CNS faculty.

- *Clinical experiences vary by semester and by course.*
- *Individual student clinical assignments will be determined at the beginning of each semester.*
- *Time spent at the clinical site varies by semester, course, and clinical rotation (depending on the course, students should anticipate spending 1-5 days per week at their clinical site).*

I. Clinical Nurse Specialist, Perioperative Program Curriculum

<i>Course #</i>	<i>Nursing Core Courses Required for: Perioperative CNS</i>	<i>Credits</i>
<i>GSN51322</i>	<i>Ethics and Policy in Federal Health Systems</i>	<i>2</i>
<i>GSN51332</i>	<i>Leadership and Management in a Global Environment</i>	<i>2</i>
<i>GSN51122</i>	<i>Theoretical Foundations in Military and Federal Health Research</i>	<i>2</i>
<i>GSN53133</i>	<i>Statistical Measures and Analytic Methods to Build Evidence for Military and Federal Healthcare Systems</i>	<i>3</i>
<i>GSN76121</i>	<i>Research and Scholarship I</i>	<i>1</i>
<i>GSN76131</i>	<i>Research and Scholarship II</i>	<i>1</i>
<i>GSN76222</i>	<i>Research and Scholarship III</i>	<i>2</i>
<i>GSN76232</i>	<i>Research and Scholarship IV</i>	<i>2</i>
<i>MM04001</i>	<i>Military Contingency Medicine / Bushmaster</i>	<i>6</i>
<i>GSN53061</i>	<i>Operational Readiness</i>	<i>1</i>
<i>Nursing Core Total</i>		<i>22</i>
<i>Course #</i>	<i>Advanced Practice Core Courses Required for: Perioperative CNS</i>	<i>Credits</i>
<i>GSN51311</i>	<i>Leadership Role in Interdisciplinary Health Care</i>	<i>1</i>
<i>GSN53013</i>	<i>Applied Anatomy and Cell Biology for Advanced Clinical Decision-Making</i>	<i>3</i>
<i>GSN53023</i>	<i>Advanced Health Assessment</i>	<i>3</i>
<i>GSN51033</i>	<i>Applied Physiology for Advanced Practice Nursing</i>	<i>3</i>
<i>GSN51044</i>	<i>Applied Pharmacology for Advanced Nursing Practice</i>	<i>4</i>
<i>GSN51053</i>	<i>Applied Pathophysiology for Advanced Nursing Practice</i>	<i>3</i>
<i>APN Core Total</i>		<i>17</i>
<i>Course #</i>	<i>Specialty Specific Courses Required for: Perioperative CNS</i>	<i>Credits</i>
<i>PCS62013</i>	<i>Standards, Quality and Safety for Perioperative CNS Practice I</i>	<i>3</i>
<i>PCS62023</i>	<i>Standards, Quality and Safety for Perioperative CNS Practice II</i>	<i>3</i>
<i>PCS61033</i>	<i>Health Care Resource Management</i>	<i>3</i>
<i>PCS61052</i>	<i>Advanced Principles for Perioperative Management I</i>	<i>2</i>
<i>PCS61063</i>	<i>Advanced Principles for Perioperative Management II</i>	<i>3</i>
<i>PCS72113</i>	<i>Clinical Practicum and Seminar for Perioperative CNS Practice I</i>	<i>3</i>
<i>PCS72124</i>	<i>Clinical Practicum and Seminar for Perioperative CNS Practice II</i>	<i>4</i>
<i>Perioperative CNS Specialty Specific Total</i>		<i>21</i>
<i>Perioperative Clinical Nurse Specialist Program</i>		<i>Total Credits</i>
		<i>60</i>

The implementation and timing of course offerings within the curriculum may vary depending on availability of clinical sites, adjunct faculty, USU resources and opportunities for interdisciplinary collaboration.

Appendix A

STUDENT TELEPHONE DIRECTORY (301 prefix)

<i>Brigade</i>	295-9654
<i>Commandant, GSN</i>	295-1022
<i>GSN Company Commander</i>	295-9561
<i>GSN Student Company, Leading Petty Officer</i>	295-9556
<i>GSN Secretary</i>	295-9004
<i>Family Nurse Practitioner Program</i>	295-1080
<i>Perioperative, Clinical Nurse Specialist Program</i>	295-1507
<i>Nurse Anesthesia Program</i>	295-1199
<i>Military Personnel Office (MILPO)</i>	295-3423
<i>MILPO FAX</i>	295-3125/3586
<i>Brigade Adjutant/Awards</i>	295-3088
<i>Equal Opportunity Office</i>	295-9140/9141
<i>Chaplain</i>	295-3193
<i>Chaplains Assistant</i>	295-9658
<i>General Counsel</i>	295-3028
<i>Security</i>	295-3654
<i>University Health Center</i>	295- 3630
<i>Learning Resource Center (LRC)</i>	295-3189
<i>Multi-Disciplinary Lab (MDL)</i>	295-3301

