NEW YORK UNIVERSITY
ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE

CAP-GP 3890/1(001): CAPSTONE FOR NURSE LEADERS I & II
SYLLABUS
FALL 2012-SPRING 2013

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Hours: By appointment; students are encouraged to call or e-mail at any time.

Class Meeting Time: Tuesdays, 4:30 – 6:10 PM
Location: NYP/Weill Cornell Campus
Payson House - 435 East 70th, NYC, Sub-Basement

COURSE SUMMARY

Capstone is a two-term course in which students work in teams to perform a specific management project in a healthcare organization. The course will guide students in defining a complex problem and developing solutions for the client in real time.

In architecture, the capstone is the crowning piece of an arch, the center stone that holds the arch together, giving shape and strength. Wagner’s capstone program plays a similar role. Capstone draws from all previous policy, management, and statistics courses at Wagner, and guides students in a year long effort that integrates and applies lessons from these courses. Learning will also come from shared experiences in class as the course progresses. Although each student will be part of a team, the class will also operate as a single team dedicated to the success of all the projects.

REQUIRED TEXTBOOKS


ADDITIONAL READINGS:

CLASS SCHEDULE

The list of weeks and topics that follows is preliminary and subject to change. Note that it is front-loaded with information and skill building sessions in the first term, and project tracking in the second. The intent is to use the class time in a way that enables teams to produce the highest quality projects on a timely basis. *We will not meet as a full class each week but student teams should plan to meet as a team at least once weekly.* Some weeks will be used for faculty-team consultation.

FALL TERM:

**Fall 2012 class meeting dates and topics:**

- September 4, 2012 – Overview, project presentation, project selection
- September 18, 2012 – Teams/team charters; Previous Capstones
- September 25, 2012 – Applying evidence-based management
- October 2, 2012 – Organizing & negotiating the contract
- October 16, 2012 – Managing expectations
- October 30, 2012 – The answerable question
- November 6, 2012 – Politics and culture
- November 20, 2012 – Critical paths
- December 11, 2012 – Limitations and trade-offs

**Session 1: Overview of the Course and Project Presentations (Sept 4)**

- Overview
- Expectations
- Project Presentations
- Straw Vote re Team Assignments

**Readings:**

- Review Capstone proposals posted on Blackboard
- Sample capstone materials (handout packet)

**Deliverables:** Selection of projects by students.

**Session 2: Teams and Team Charters, Previous Capstones (Sept 18)**

- Selection of projects and teams
- Team charters
- Initial client meeting

**Readings:**

- Sample charter from previous year’s team.
Session 3: Applying Evidence-Based Management (Sept 25)
- Steps of Evidence-Based Practice
- Answerable research question
- Obtaining better evidence

Readings:
- Hsu et al, pp 83-96 (KDF)
- Rundall & Kovner, pp 53-82)KDF)
- Mody, pp 97-108 (KDF)

Deliverables: Team Charter is due September 25

Session 4: Organizing and Negotiating the Contract (Oct 2)
- Review of Charter with teams
- Deliverables from the Client Meeting
- How can the team help the client help you
- Preliminary discussion of any proposed research study

Readings:
- Sample capstone final reports

Deliverables: Conduct initial client meeting by October 9. Professor must be present for initial client meeting.

Session 5: Managing Expectations (October 16)
- Analysis of the Kickoff Meeting
- Client issues
- Work Plan Issues
- Teamwork issues

Readings:

Deliverables: Submit draft client contract by October 116.

Session 6: The Answerable Question (October 30)
- PICOC
- Examples

Note: Is IRB approval needed?

Readings:
Session 7: Politics and Culture (Nov 6)
- Culture
- Politics
- Decision-making

Readings:
- DP Hodgkinson, The Politics of Evidence-Based Decision-making, in Rousseau, up cit., 404-420.
- Yates, JF and GA Potworowski, Evidence-Based Decision Management, in Rousseau, *op.cit.*198-222.

Session 8: Critical Paths (November 20)
- Critical thinking
- Specifying your assumptions

Readings:

Session 9: Limitations and Trade-offs (Dec 11)
- Literature review
- Best practice
- Management research

Readings:

Deliverables:
- *Schedule interim presentation with client by December 4. Professor must be present.*
- *Submit signed contract by December 8.*

Teams may wish to schedule a meeting with professor during winter break to review/discuss group and individual progress during the first semester and goals for the second semester.
SPRING TERM:

The second term is structured to allow for regularly scheduled check-ins and consultation among teams and between teams and faculty on progress in meeting project objectives and milestones defined by the work plans and assignments in this syllabus, particularly final products. Professor is available by appointment to meet with teams throughout the term as well as during scheduled class time. Instructional presentations in class will be modified as necessary, based on common problems and skill-building activities suggested by the teams’ experiences. The two major products of the second term are the project Presentation and the project Report.

- The Presentation is the event at which the team presents the client with a summary of findings and recommendations and an overview of the methodology used. It may be an interactive session at which the team could be asked to explain or discuss findings, recommendations or methodology and to include/exclude or emphasize or de-emphasize parts of the presentation in the final report.
- The Report is the final document that states the problem, describes in more detail the methodology used to address the problem, proposes and explains the conclusions and may include the source material used to support the report. It may contain other relevant information such as the result of a literature search on the topic or whatever else the consulting team thinks will be useful to the client.
- Both the presentation and the report are expected to be professional products, reflecting graduate level work and of immediate use to the client.

Spring 2013 class meeting dates and topics:
- January 29, 2013 – Project reports and future plans
- February 12, 2013 – Milestones and final report preparation
- March 4, 2013 – Communication and presentation
- March 25, 2013 – Team presentation rehearsals
- April 30, 2013 – Final Class; course recap; final report due

Session 10: Project Reports and Future Plans (Jan 29)
- Progress Reports
- Syllabus for spring semester

Deliverables: Submit preliminary outline of final report

Session 11: Milestones and Final Report Preparation (Feb 12)
- Progress on Milestones
- Preparing the Final Report

Deliverables: Submit milestones progress report.
Session 12: Communication and presentation (Mar 4)
- Telling a compelling story

Deliverables:
- Submit slides for presentation to the client by Mar 4.
- Schedule Final presentations by March 18.

Session 13  Rehearsals (Mar 25)

Deliverables:
- Present to the client by March 25. Professor must be present.

Session 14  Course Recap (Apr 30)

Deliverables:
- Submit draft of final report by April 23
- Submit final report by April 30.

CAPSTONE EXPOS
- Times & Locations TBA
COURSE MILESTONES

Various activities and products at specific milestones are required to be completed by teams. These milestones are integral to successful project management and while there may be some variations depending on team and client circumstances, course instruction is geared to sequential and successful accomplishment of the milestones. Milestones include:

Sept 18 Selection of Teams
Teams choose projects.

Sept 25 Team Charter
Submit to professor, preferably Friday before class.

Oct 16 Draft of Client Contract
Submit to professor. After feedback, submit to client.

Dec 4 Schedule interim presentation
With client. Professor must attend.

Dec 8 Signed contract
By client.

Jan 29 Preliminary outline of final report
To professor, does not have to be complete.

Feb 12 Milestones Progress Report
Two page outline with due date and progress so far.

March 18 Schedule final presentation
Professor must attend.

March 18 Present rehearsal presentation to class
Do not read presentations.

March 25 Presentation to the client
Professor must attend

TEAM BUDGETS

Each team has a $500 annual operating budget for their project expenses. In addition, NYU/Wagner offers supplemental travel funding for airfare/train travel for students who must travel outside of NYC for project research. While generous, the supplemental travel funding rarely covers all student expenses.

EVALUATION CRITERIA & GRADING

Final grades are assigned at the end of the second semester. Learners are graded as a team, as adjusted for individual performance. Learners are graded on:

- Work products/submitted assignments. Product and project management include deliverables—team charter, kick-off agenda, work plan, client contract, search strategy, research design, progress reports, interim client presentation, final work plan, literature and data collection, analysis and recommendations and timeliness.
- Client satisfaction, as determined by final written evaluation done by the client.
• The team grade will be adjusted by individual performance that will include: participation in class and in team activities, peer evaluations and self reflection memo.

The final work product is expected to be a professional, graduate level document clearly delineating the problem faced by the organization, the steps taken by the team to address the problem, and recommendations. Findings/recommendations should be comprehensively stated, specifically citing both relevant research and rationale, as well as indicating the sequence of steps suggested.

Final grades are assigned at the end of the second semester. Students will be given two credits for the fall semester and two credits for the spring semester of capstone. It is the custom in capstone to report end of first semester grades as IP (Incomplete/Passing) to reflect the “work in progress” nature of the year long project.

ACADEMIC INTEGRITY

The Mission of NYU Wagner is:

... to be a path-breaking leadership school of public service, with a faculty of thought leaders who re-frame the way people understand and act on issues of public importance, and graduates who are bold, well-prepared change makers who expertly navigate real-world complexity and produce results that matter.

Academic Integrity is vital to this mission, to education at NYU Wagner and membership in the Wagner community.

It is a core value. It forms the foundation of trust among students, and between students and teachers.¹ Cheating has no place in our community. Academic dishonesty or other offenses against the community are not individual acts affecting only the individuals involved. Cheating violates our communal trust in each other; it is an offense against our community of scholarship. If tolerated, it undermines all we stand for. Honesty matters at Wagner, just as it does in the broader world of public service.

It is a shared value. Administration, faculty and students each play a vital part in promoting, securing and nurturing it. I invite you to visit the NYU Wagner website and review our Academic Code and Academic Oath (www.wagner.nyu.edu/current/policies), as well as the Wagner Student Association’s Code of Professional Responsibility. If at any time you have a question about Academic Integrity or suspect a violation of our code, seek guidance from any member of the faculty or administration.

It is a promoted value. It is incumbent on all members of the community to promote it, through scholarship, responsible participation in School events, assistance to other community members who are struggling with it, and by upholding the codes of the school and the Wagner Student Association.

Included below is a list of resources for understanding and avoiding plagiarism:

- "Plagiarism: What is It and How to Recognize and Avoid It," The Writing Center at Indiana University, [www.indiana.edu/~wts/wts/plagiarism.html](http://www.indiana.edu/~wts/wts/plagiarism.html)
- “Principles Regarding Academic Integrity,?” Northwestern University, [www.northwestern.edu/uacc/plagiar.html](http://www.northwestern.edu/uacc/plagiar.html)
- “Sources,?” Dartmouth College, [www.Dartmouth.edu/~sources/contents.html](http://www.Dartmouth.edu/~sources/contents.html), and [www.aug.edu/sociology/plagiarism.html](http://www.aug.edu/sociology/plagiarism.html)

Reference Citation:

- For research resources regarding appropriate citation of the many different sources you will use in your work, see [Writing](http://www.nyu.edu/writing/) on the NYU/Wagner webpage, under "Current Students/Academic Services."
- All references must be appropriately cited.