University of Pennsylvania
School of Nursing

Doctor of Nursing Practice Student Handbook
2025-2026

CONTENTS

INTRODUCTION

University of Pennsylvania Equal Opportunity and Nondiscrimination Statement
Please see the University of Pennsylvania Equal Opportunity and Nondiscrimination Statement here in the Pennbook -
https://catalog.upenn.edu/pennbook/equal-opportunity-nondiscrimination-statement/

Supplemental Handbook
Students in the DNP Nurse Anesthesia Program must also abide by the regulations listed in Nurse Anesthesia Program Graduate Student Handbook Addendum.

In addition, all DNP students are responsible for the policies and regulations listed in the University of Pennsylvania Pennbook.

Students should read this document in full upon admission to the program and refer to the information as they progress through the curriculum.

Academic Calendar
Academic Year Terms
The School of Nursing follows the University Academic Calendar in the Fall and Spring terms:
http://www.upenn.edu/almanac/3yearcal.html
Summer Term
The School of Nursing Summer Calendar differs from the traditional University calendar:
https://www.nursing.upenn.edu/student-services/registration/quick-links/

Disclaimer
The policies and procedures described in this manual are continually revised and updated. The School of Nursing and the University of Pennsylvania reserve the right to make changes affecting policies, fees, curriculum, or any other matters described in this publication. If you have questions regarding the contents of this handbook, please contact the Program Director, your DNP Track Director, or the Office of Academic Affairs at advisor@nursing.upenn.edu.

SCHOOL OF NURSING MISSION AND POLICIES

IMPORTANT SCHOOL OF NURSING POLICIES

Consistent with its mission, values and philosophy, Penn Nursing is committed to providing educational opportunities to students with disabilities. In accordance with the American with Disabilities Act and Section 504 of the Rehabilitation Act, the School provides reasonable accommodations to qualified students with disabilities. The decision regarding appropriate accommodations will be based on the specifics of each case. Students who seek reasonable accommodations for disabilities must contact Disabilities Services. This office is responsible for assessing documentation and determining reasonable accommodations. Office hours are Monday through Friday, from 9:00am to 5:00pm. Phone: (215) 573-9235; TDD: (215) 746-6320; FAX: (215) 746- 6326; Email: vpul-wlrc@pobox.upenn.edu. Questions concerning these standards can be directed to advisor@nursing.upenn.edu.

All students at the University of Pennsylvania School of Nursing are required to adhere to all University and school-wide policies. Of note, here are a few of the School-wide Policies to review:
Statement of Personal Attributes and Capabilities
Student Social Media Policy
Student Substance Abuse Policy
University of Pennsylvania Required Disclosures

DEGREE REQUIREMENTS

DOCTOR OF NURSING PRACTICE PROGRAM REQUIREMENTS

Standards for nursing education are established by the American Association of Colleges of Nursing (AACN). Core outcomes are delineated in AACN Essentials for Doctoral Education for Advanced Nursing Practice and are fundamental to the student's pursuit of DNP education, regardless of specialty or functional focus. Underpinned by these standards, the Penn DNP Program prepares **nursing professionals in the translation of research, implementation of evidence-based practice, project management, and leadership development**. Penn Nursing is internationally recognized as a leader in educating and preparing the next generation of nurses and health care leaders to address the pressing health care needs in an ever-changing world with unprecedented complexity. Penn DNP graduates are prepared as practice scholars who integrate evidence and practice while inspiring and leading a culture of inquiry and action in their everyday work. The Penn DNP program aims to prepare highly impactful leaders in practice and executive leadership.

Program Outcomes
At completion of the DNP program, a student will demonstrate the competency to advance high-quality, equitable and accessible health care by:

- Developing ways to improve health and health care outcomes through translating research, evaluating evidence-based practice, and implementing innovative ideas.

- Applying project management acumen and data analytics to improve outcomes for patient/family, systems, or community-based care.

- Disseminating practice knowledge that contributes to nursing and interprofessional scholarship.

Penn Nursing offers plans of study for three (3) DNP tracks: a post-BSN entry DNP program for Nurse Anesthesia (DNP-NA), and two post-master's entry tracks: Post-Master's DNP (DNP-PM) and Post-Master's DNP in Executive Leadership (DNP-EL). The DNP-NA curriculum prepares students for the full scope of nurse anesthesia practice in diverse clinical settings as well as meeting DNP program objectives.

Disclosure on Credential Recognition
The Doctor of Nursing Practice degree program is offered by the University of Pennsylvania, an institution of higher education authorized to confer degrees and certificates conferring academic credit under applicable laws of the United States. Students who are interested in participating in the program from countries other than the United States are advised that each jurisdiction may have its own laws and regulations governing online educational programs, and some jurisdictions may not recognize course credit or an online degree awarded by the University as satisfying local requirements for professional licensure, employment qualification, or other purposes. Before enrolling in this program, prospective students should investigate their jurisdiction's treatment of foreign online programs to ensure that participation in this program will meet their objectives.

Accreditation
Accreditation is a hallmark of educational quality and we are proud to share our credentials.

Required by the CCNE for accreditation of DNP programs, the **AACN DNP Essentials** outline the foundational competencies that are addressed by Penn Nursing's DNP program.

Expected Student Completion and Time Limitation
The DNP-PM is an online program consisting of 10 course units completed in five consecutive terms. The DNP-EL is an online program consisting of 11 course units completed in 6 consecutive terms with a required 1-week, on-campus intensive during the first year. The DNP-NA is a 36-course unit, full-time program completed in three years. A maximum of five calendar years, beginning with the initial graduate course following matriculation into

the DNP program, is allowed for completion of the work required for the DNP degree.

Courses and Registration

Students are responsible for their own registration. Students should register based on the plan of study provided by their program and in consultation with their assigned academic advisor. Students should refer to the University Academic Calendar for registration timelines each semester. Additional information regarding registration can be found via the Courses and Registration section on the School of Nursing website.

Registration Hold

Each Nursing student is placed on registration hold before the start of the upcoming registration term. Every semester students are required to meet with their Primary Academic Advisor as listed on Path@Penn to ensure their plan of study and planned course registration is correct and in order for the registration hold to be removed.

Course Selection and Drop Period

Students use Path@Penn to add, drop, or change a course or section. Add/drop deadlines for each semester can be found in the University Academic Calendar. School of Nursing Summer courses operate on a schedule that differs from the University calendar. The Summer School of Nursing Academic calendar can be accessed here.

Students wishing to drop a course after the end of the course selection and drop period will need to request a withdrawal from the course.

Full refund of tuition and fees is automatic only during the first two full weeks of the term. For a full refund schedule, please see the Tuition Refund section below for more information.

Students who fail to attend classes in a course for which they are registered are not be automatically dropped from the course. Students who fail to drop a course they are not attending, but are still registered for, may receive an "F" in that course. No tuition refunds will be issued in such situations.

Academic Advising

For DNP students, the academic advisor is the principal source of assistance to students in planning an academic program, seeking advice, and dealing with academic issues as they arise. If the academic advisor leaves the Faculty of the School of Nursing through retirement or change of position, another advisor will be appointed. It is the responsibility of the student to maintain contact with the advisor and to bring issues of concern to the advisor in a timely manner.

Tuition and Fees

Tuition is charged based on the number of Course Units (CU) taken in a given semester. Students are also charged a General Fee and Technology Fee each semester. Students in the DNP-NA program may be charged additional fees, such as simulation course fees, in some semesters. For more information on tuition and costs, see the specific DNP track Costs and Tuition webpage.

Tuition Refund

Full refund of tuition and fees is automatic only during the first two full weeks of the fall and spring terms - up to the end of the course selection period as determined on the university academic calendar. Fifty percent of tuition and fees is refunded for courses dropped during weeks three and four and must be requested through the Assistant Dean of Admissions and Academic Affairs. No refunds are given after week four. Please note that this policy pertains only to courses taken during the fall and spring semesters. Summer courses operate on a different refund schedule.

Tuition refund inquiries should be directed to the Penn Nursing Registrar.

Financial Assistance

Personalized financial aid assistance is available through the Penn Nursing Financial Aid Office. Additional information can be found at the Contacts page or by emailing nursing-finaid@nursing.upenn.edu. Additional financial aid information is available at Student Registration and Financial Services.

Course Load

Full-time status for graduate students (DNP-NA only) is defined as enrollment in three or more course units in the fall or spring semester or two course units in each summer session. Part-time status (DNP-PM and DNP-EL) is defined as enrollment in less than three course units in the fall or spring semester or one course unit in a summer session.

Students registered for one or two course units in a term are classified as part-time, unless only the one or two course units are necessary to complete the degree requirements and the student has previously been enrolled as a full-time student, in which case the full-time classification applies.

The maximum course load is typically no more than 4.5 course units in the fall or spring semester and no more than two or three course units in a summer session. Students can request an overload to the maximum course load by emailing their Program Director for approval and submitting a "Max C.U. Increase" Path Form.

Change of Grade Type

Pass/Fail

No DNP required courses can be taken on a pass/fail basis. DNP students can choose to take elective course units outside of the DNP plan of study on a pass/fail basis, subject to individual course grading policies. No electives are required as part of the DNP plan of study.

Summer Sessions

There are two six-week sessions offered each summer. The first session begins after spring final exams and runs through June. The second semester begins in late June / early July and runs through mid-August. Some courses are offered in a 12-week format over both summer sessions. Registration for summer and fall courses occurs simultaneously during the Advance Registration period in the spring semester. . Refer to the School of Nursing Summer Calendar.

Class Attendance and Absence

Please refer to Policy on Secular and Religious Holidays in the event of an absence related to religious or other observed holiday.Otherwise, students are required to actively engage in all components of their course work. Lack of engagement in online courses may result in the student's inability to successfully complete course objectives, consequently poor academic student performance and non-progression.

Course Withdrawal

After the 5th week of classes, courses may not be dropped. Students may petition to withdraw from the course up until the 10th week of the semester by submitting a course withdrawal form through Path Forms to the course instructor and the Assistant Dean of Academic and Student Affairs. If the withdrawal is approved, the registration for the course remains on the record and the notation of "W" is placed as a permanent entry in the grade section of the student's transcript. The "W" does not affect the student's grade point average. A student may only attempt a required Nursing course twice; therefore, only one withdraw per course will be permitted.

After the 10th week of the semester, withdrawals are not normally permitted. Students who have a serious and compelling extenuating circumstance may petition the Academic Standards and Progressions Committee to grant a late withdrawal for a course. Students petitioning for an exception must obtain written support from the instructor for the committee to consider the petition.

The Course Withdrawal Form can be found online: http://www.nursing.upenn.edu/student-services/resources/handbooks-forms-policies/

Leave of Absence

DNP students must request a leave of absence if not enrolled in coursework for one or more semesters. A leave of absence for a period of up to one academic year may be granted when circumstances necessitate the interruption of

academic work. In unusual circumstances, and at the written request of the student, such leaves may be extended for no longer than one additional year. This period may include either consecutive or nonconsecutive terms.

Please see the Leave of Absence Policy for more details.

Transfer Credit
It is the responsibility of the DNP student to initiate the process of requesting transfer credit. The process of requesting transfer credits should begin as early as possible after enrollment in the program. Scholars may consult with their assigned academic advisor about transfer credits. A maximum of two course units (or their equivalents) may be approved for external transfer credit for the DNP program. Graduates of the University of Pennsylvania School of Nursing may receive up to 3 course units applied to their DNP program of study.

Eligible courses must meet the following criteria:
- Completed graduate course at an accredited institution; AACN Level 1 master's entry coursework does not qualify for transfer credit
-
- Final grade of B or higher (no pass/fail or audit)
-
- Completed within five years of matriculation into the program.

All transfer credit decisions are at the discretion of the course faculty. See "Transfer Credit Procedures" for the timeline and instructions on submitting course work for review: https://www.nursing.upenn.edu/student-services/registration/transfer-credit/.

Grade Reports and Transcripts
At the end of each semester, students may access Path@Penn for a listing of final grades and can request to receive their grade report by mail from the Office of the Registrar.

Transcripts are maintained by the Office of the University Registrar, not by Penn Nursing. Students can request transcripts through the Office of the University Registrar or order them online through Path@Penn

Office of the Registrar website: http://www.upenn.edu/registrar/.

Course Materials
Canvas Learning Management Platform
Canvas is the Learning Management System used at the University of Pennsylvania. Students use Canvas to access their course content, upload assignments, and interact online with their instructors and classmates. Once registered for a course, students are added to the Canvas site. Please note that sites are published individually by instructors each semester, so course Canvas sites may not be immediately visible to registrants.

Students can log in to Canvas at https://infocanvas.upenn.edu/students/access-canvas-log-in-students/.

Course/Faculty Evaluations
At the end of each course, students are given the opportunity to evaluate the course and its instructor(s). The results of these evaluations are maintained by the Penn Nursing Registrar in the Office of Academic Affairs. These evaluations stay open through the end of exams. Students are asked to evaluate classes before they can see their grades (although they can opt out and will see their grades after evaluations close). Instructors cannot see their evaluations until a few days after the date grades are due. Students can access course evaluations through Courses@Penn.

Nursing Email Account
All students at the School of Nursing must open and maintain a Nursing email account and list it as the primary

email in the Penn Directory prior to the first day of classes in the semester that they begin their program. Students who do not comply by the deadline will be put on registration hold and will be unable to make registration changes in Path@Penn.

Please visit the link below to set up your Nursing email: https://www.nursing.upenn.edu/its/resources/student/

Please visit the link below to make your Nursing email the primary email in the Penn Directory: http://www.upenn.edu/directories/

Representation of DNP Student Status in Professional Signatures
The following is recommended signatory language for all DNP students enrolled in the program:

> Doctor of Nursing Practice Scholar, TRACK (e.g., Post-Masters, Executive Leadership, Nurse Anesthesia), Class of #### University of Pennsylvania School of Nursing

The DNP Program recognizes the term "scholar" as an individual who engages in academic pursuits to evolve expertise within a discipline. Because the DNP Program does not include a candidacy examination procedure, the Program does not recommend, endorse, or support the use of "candidate" to qualify student progression status in the DNP program.

ACADEMIC REGULATIONS STUDENT IN GOOD STANDING

A student in good standing is defined as a student who:
- Maintains the proper GPA
- Maintains the proper course load (without incompletes)
- Is not on academic probation
- Does not have two consecutive semesters of non-enrollment
- Is on an approved leave of absence
- Is not on financial hold nor carrying past due balances
- Has successfully completed the immunizations, background check, and drug screening processes if applicable for their respective program of study

A student must maintain a cumulative grade point average (GPA) of 3.0 to remain in good academic standing and to graduate from the School of Nursing and the University.

Warning
A student who has a cumulative GPA or single semester term GPA between 2.5 and 3.0 will be given a warning notice.

Probation
A student will be placed on probation if they have:
- a cumulative GPA of less than 2.5 at the end of any semester
- a term GPA below 2.5 at the end of any semester
- a cumulative GPA of less than 3.0 for two consecutive semesters
- a cumulative GPA of less than 3.0 in Nursing core, theory, and clinical courses (required courses)
- failed a required Nursing core, theory, or clinical course. A student on probation may not take classes pass/fail.

Dismissal
A student will be withdrawn from the Penn Nursing for failing a required Nursing course twice. A student who has been on academic probation for at least one semester and who has a cumulative GPA below 3.0 for two consecutive semesters may be withdrawn from the Penn Nursing.

Grading Policies

Passing any course in the DNP curricula at the University of Pennsylvania School of Nursing requires adherence to the school's and the university's Code of Academic Integrity, and successfully completing all hours of instruction and evaluative measures for courses in the program. No required course may be audited or taken as pass/fail.

A minimum of a B- is needed to pass all required graduate level courses (a grade lower than this will be reported as an F on the student's transcript). Please see the DNP-Nursing Anesthesia Program Graduate Student Handbook Addendum for specific clinical course grading policies. All course grading policies are at the discretion of individual course instructors.

Didactic course letter grade scale:

A+	97-100	B+	87-89	
A	93-96	B	83-86	
A-	90-92	B-	80-82	
		F	79-0	

Final Course Letter Grade Computation:
All course grades must be rounded up to the nearest percentage point when assigning the letter grade (e.g., 96.5 is a 97/A+, 96.4 is a 96/A).

Grade Point Average Policies
The GPA is tabulated at the end of each semester.

GPA Scale

Excellent		Good			Failure	
A+	4.0	B+	3.3			
A	4.0	B	3.0		F	0.0
A-	3.7	B-	2.7			

GPA Calculation
To calculate the GPA, the following formula should be used: GPA = SUM (C.U. x GRADE)/TOTAL C.U.s
The GPA is calculated by multiplying the course unit for each course (usually 1 c.u.) by the numerical equivalent for the grade received in the course, adding the total number and dividing by the total number of credits taken. Averages are tabulated for each semester and on a cumulative basis. When a course is taken as Pass/Fail, the grade of P (pass) is not calculated into the grade point average. However, if an F (fail) is received in a Pass/Fail course, it is calculated into the GPA.

Other GPA Notations (NR / GR / W)
The notations of NR and GR indicate that the grade has not been received by the Registrar. All NRs (instructor did not submit grades for the course) and GRs (instructor did not enter a grade for the student) must be cleared from the student's transcript before graduation. The notation W indicates an approved withdrawal from a course.

Course Failure
If a required course is failed, it must be repeated at the next available offering and a satisfactory grade must be achieved. The repeated course may not be taken with the Pass/Fail Option. Any courses for which the failed course is a prerequisite may not be taken until a satisfactory grade in the prerequisite course has been achieved. However, the "F" remains on the transcript even though the student has repeated the course and obtained a passing grade or above. The "F" is still calculated into the cumulative GPA.

A student may only attempt a required Nursing course twice. A student will be withdrawn from Penn Nursing for failing a required Nursing course twice or withdrawing from the course on the first attempt and failing the course on the second attempt or vice versa.

Incomplete Policy

A student who fails to complete a course within the prescribed period and does not withdraw from the course will receive, at the instructor's discretion, either a grade of I (incomplete) or F (failure).

A grade of incomplete is assigned by the instructor only under the following conditions:

- The student has academic good standing in the course with a passing grade average.
- The student has no more than two outstanding course requirements unmet in the course.
- The student and instructor have completed a Learning Plan to Achieve Complete Course Work
- The student and instructor have an agreed date of submission for all outstanding course requirements. This date is no later than the end of the academic term that follows the term in which the grade of incomplete is assigned.

These conditions must be submitted to the Registrar via email and approved by the Assistant Dean for Admissions & Academic Affairs or their designee before the grade of incomplete is assigned. Except in unusual and extreme situations, the "I" must be removed within the following academic term. Only with the approval of the Assistant Dean for Admissions & Academic Affairs or the Associate Dean for Academic Programs, the instructor may permit an extension of time up to one year for the completion of the course. Incomplete extensions must be accompanied by a written faculty approval on file with the Office of Academic Affairs. Any grade of incomplete which remains after one calendar year from date of assignment becomes a permanent incomplete grade designated by the mark I* on the student's record and is not credited toward any degree. Any grade of incomplete in a pre-requisite course must be assigned a grade prior to advancing in the plan of study.

ACADEMIC STANDARDS AND PROGRESSIONS COMMITTEE

All matters of academic discipline are acted upon through the Academic Standards and Progressions Committee (ASPC) of the School of Nursing. The ASPC is the highest ruling body in the School of Nursing. . The ASPC reserves the right to make decisions in the best interest of the student and the School of Nursing.

Meetings

The ASPC meets three times a year at the close of the fall, spring, and summer semesters, and as needed, to rule on specific academic problems.

Purview

The cases of students with academic concerns are presented to the ASPC for information, review/discussion, and action. Committee deliberations may result in issuing a warning, placing the student on probation, or withdrawing the student from Penn Nursing. Students will receive a letter informing them of the Committee's decision and outlining the required course of action. A copy will be sent to the student's faculty advisor.

Petitions

Other academic problems may be brought to the ASPC for action. A student must petition the Committee in writing, describing the situation, and may be asked to present their case at a Committee meeting. The petition is submitted to the Assistant Dean for Admissions & Academic Affairs.

ACADEMIC INTEGRITY POLICIES

Academic Integrity is fundamental to all academic programs. The International Center for Academic Integrity states that 'Academic integrity is a commitment, even in the face of adversity, to six fundamental values: honesty, trust, fairness, respect, responsibility, and courage. From these values flow principles of behavior that enable academic communities to translate ideals into action.' Adherence to the University of Pennsylvania Code of Academic Integrity is required of every student in all coursework and all course interactions. Please refer to Penn Nursing guidance on University of Pennsylvania Student Policies. If you have any questions about the Code or the processes required by the Code, please contact the Center for Community Standards & Accountability directly by calling 215-898-5651, the office located in 3440 Market Street, Suite 400, Philadelphia, PA 19104.

Use of AI and Academic Integrity
The use of AI in the classroom is at the discretion and policy of each course and the course teaching faculty. Students should abide by the guidance provided in each course syllabus.

Center for Community Standards & Accountability
The Center for Community Standards & Accountability (CSA) is responsible for acting on behalf of the University in matters of student discipline. CSA deals with alleged instances of academic dishonesty and other student misconduct, to determine how best to resolve these allegations consistent with the goals and mission of the University as an educational and intellectual community.

Penn Division of Public Safety
The Special Services team provides 24/7 support services to members of the Penn community who have experienced any type of crime. A prominent part of Special Services' operations is investigation, support, and transparency related to interpersonal violence and sensitive crimes such as rape, sexual assault, relationship or domestic violence, harassment, and stalking. The Special Services team also responds to critical incidents to address and alleviate community distress).

Examination Policies
Examinations at Penn Nursing courses are governed by the rules on examinations from the Office of the Provost: http://www.upenn.edu/registrar/ In the left column, click "Final Exam Information" under the appropriate semester. Click "Provost Rules".

Students with such special circumstances as time conflicts between multiple exams, illness, or grave personal difficulties such as a death in the family should petition the faculty immediately to work with and find a resolution.

Removal from the DNP Program
Conditions that will result in removal from the DNP Program include:
- Failing a required course on two (2) attempts
- Failing a required course on the second attempt after withdrawing on the first attempt
- Loss of RN license and/or APRN license, if applicable

See Nurse Anesthesia Program Graduate Student Handbook Addendum for additional conditions for DNP-NA program removal.

Readmission to the DNP Program
For DNP students who wish to be considered for readmission to the DNP program following academic discipline, the request is reviewed by the ASPC. The ASPC is the highest ruling body at Penn Nursing with regard to readmission decisions and has the final say.

The student should indicate interest in readmission by emailing the Office of Academic Affairs at advisor@nursing.upenn.edu at least six months before the desired return date. The following materials are required for the readmission petition to be considered:

- A letter requesting readmission addressed to the ASPC
- Two letters of recommendation, preferably from managers or those who have supervised the student (to be sent directly from the recommender to advisor@nursing.upenn.edu)
- A resume
- Any transcripts from institutions attended since separating from Penn.

The Office of Academic Affairs will forward the materials to the DNP Track Director(s). The DNP Track Director(s) will communicate with the applicant if any additional admissions requirements, such as an interview, are needed.

The DNP Track Director(s) will review the applicant and communicate their recommendation to the Office of Academic Affairs prior to the next scheduled meeting of the ASPC. If the DNP Track Director(s) recommend readmission, an updated plan of study should be provided.

The readmission materials and DNP Track Director(s)' recommendation will be reviewed by the ASPC and the student will be notified of the decision.

GRIEVANCE POLICY

The grievance policy guides the resolution of disagreements between students and instructors for academic matters. A student must first have submitted a written appeal regarding the academic matter in question to the appropriate instructor or instructors. Email appeals are permitted. After a decision is made by the instructor(s), the issue, if unresolved, may be appealed to the Associate Dean for Academic Programs. The Associate Dean will consult with the instructor(s) and attempt to resolve any process disputes, but the faculty retains the final decision about the grade for the assignment or the course. If the matter continues to be unresolved to the satisfaction of the student, the issue will be referred to the ASPC. The ASPC will review the situation to determine if grading processes have been applied fairly and provides recommendations to the instructor(s) about process improvements.

Types of Grievances: Commonly, grievances fall into 2 categories:

1. Grade Disagreement Re-evaluation of a grade given on an individual assignment or for a course.
2. Appeal of the decision to dismiss the student from the school, usually for unsafe practice; significant failure to perform academically; failure to correspond with the Office of Academic Affairs according to stipulations in Leave of Absence letters.

Grade Disagreement
The role of the ASPC in matters of grade disagreement is to investigate the processes used by faculty in determining the grade and advise the faculty member in handling any perceived problems with applying grading processes outlined in the syllabus or any other apparent violations of fairness. The Faculty member ultimately determines the grade that is awarded.

The ASPC is the only body in the School of Nursing that can dismiss a student for severely poor academic performance, failure to return from a leave of absence/ failure to correspond with the School, unsafe clinical practice or other serious problems.

Determining that clinical practice is unsafe: please see the DNP-Nursing Anesthesia Program Graduate Student Handbook Addendum.

Options Following Dismissal
In the event that the ASPC dismisses a student from the School, the student may request a meeting with the ASPC. The ASPC has the option to reconsider the decision or to uphold it. The ASPC must defer to faculty and teaching staff on all academic decisions related to dismissal.

Appeal to the Academic Standards and Progression Committee
The only ASPC decision a student may petition is that of dismissal from the School. The appeals process is as follows:

1. The student must submit a written petition to appeal the dismissal within 30 days of notification of the decision. The petition must include the grounds for appeal, which are limited to a) procedural error, b) bias on the part of the ASPC or any of its members, or c) dismissal that was arbitrary or capricious and without any reasonable basis. The petition should be sent to the Assistant Dean for Admissions & Academic Affairs.
2. Written petitions for appeal of dismissal are evaluated by an ad hoc Appeals Committee appointed by the

Dean of the School of Nursing. The Appeals Committee shall be comprised of three members of the Standing Faculty, one of whom will be designated Chair.

3. The student may request, in the written petition, the opportunity to address the membership of the Appeals Committee.
4. The Appeals Committee will review relevant background materials, including relevant academic history and any supporting materials submitted by the student. The Appeals Committee may seek additional information or consultation from School or University officials as its members deem appropriate.
5. The Appeals Committee must defer to faculty and teaching staff on all academic decisions related to the dismissal.
6. The Appeals Committee deliberates and votes in private. In voting, the Appeals Committee may consider the following among the possible options: a) uphold the dismissal, or b) return the dismissal decision to the ASPC for further consideration.
7. The Appeals Committee reports the results of the vote and any supporting rationale to the Dean. The Appeals Committee is advisory to the Dean. The Dean holds the final decision.
8. In the case that the Dean decides to ask the ASPC to further consider a decision to dismiss in light of such an Appeal's Committee review, ASPC's decision to uphold dismissal after such further consideration cannot be appealed.

Role of the Ombudsman

The Office of the Ombudsman at the University of Pennsylvania serves as a mechanism for students, faculty, staff, and administrators who have a specific problem or dispute that they may not have been able to resolve through other channels. The overarching mission of the Office of the Ombudsman is to resolve issues of equity and justice at the University of Pennsylvania before the tensions of polarization escalate.

The office is concerned with safeguarding individual rights and promoting better channels of communication throughout the University. It is independent of all administrative offices. The Ombudsman is not an advocate for any one individual or group. He or she is an advocate for fairness, adherence to University regulations, due process, and personal responsibility. The Office supplements, but does not replace, any existing grievance mechanisms or modes of redress. It can and does recommend changes in the existing rules and practices when necessary.

Students may contact the Office of the Ombudsman for consultation at any time during the grievance process. The Ombudsman may advise students about process issues and may choose to discuss the issue with relevant faculty or the Associate Dean for Academic Programs. The Ombudsman does not function as a true appeal process in that they do not attempt to overturn a faculty decision about student performance.

For more information about the Office of the Ombudsman, please visit http://www.upenn.edu/ombudsman/ or contact the office at 215-898-8261 or ombuds@pobox.upenn.edu.

Confidentiality of Student Records

Federal law, the Family Educational Rights and Privacy Act (FERPA), protects the privacy of student "education" records, which generally includes information maintained by Penn that identifies a student. Students should be aware of their rights under FERPA and faculty and staff should be aware of and follow their obligations under FERPA. For more detail, the University policy, which incorporates legal requirements, is available via **Pennbook**. For more information regarding FERPA and Penn Nursing's commitment to student privacy and confidentiality, see **Records**.

Students' Rights to Inspect and Seek Correction of Records

Students are entitled to inspect and review their records. For more detail, the University policy, which incorporates legal requirements, is available via Pennbook.

GRADUATION

Requirements

All degree requirements must be completed within a five-year period after admission to DNP program. Candidates who are unable to meet this requirement must petition for an extension to the ASPC. Any additional requirements in effect at the time of re-evaluation must be completed.

Any failures or incomplete grades must be addressed prior to request for graduation. A cumulative GPA of 3.0 is required. All University balances must be paid in full.

Applications for diplomas will be emailed to students during the academic year. Students must complete the online applications according to the instructions. Diplomas are issued three times each year, in May, August, and December. The diplomas of May graduates are mailed in late-July, the diplomas of August graduates are mailed in mid-October, and the diplomas of December graduates are mailed in late-February. Diplomas will be mailed approximately 8-10 weeks following the official degree conferral date (i.e., the date appearing on your diploma).

Diplomas are mailed once the degree is posted by the school and if the student is in good financial standing. Students with outstanding University balances, incompletes, "NR" or uncleared "F" grades at the time of graduation will not be able to obtain their diplomas nor will they be able to obtain any official transcripts or other University information until the balances are paid in full. Confirmation that a degree has been posted by logging into Path@PennCorrections to diplomas should be brought to the attention of the Office of the Secretary. The fee for a replacement diploma is $100, and the processing time is up to 8-10 weeks.

Office of the Secretary: https://secure.www.upenn.edu/secretary/

Ceremonies

Each year, the School of Nursing celebrates the accomplishments of the graduating class with a special School of Nursing ceremony following the University Commencement at Franklin Field. DNP students graduate in either May or August depending upon their DNP track but can walk in the School of Nursing ceremony in May. https://www.nursing.upenn.edu/news-events/annual-events/commencement/index.php

Hooding

Graduates are responsible for either renting or purchasing their own academic regalia and information will be distributed regarding this each year. Students wear their full regalia to the University Commencement but are officially hooded by their DNP Track Director.

Awards and Honors

Students are encouraged to nominate themselves or others for the Penn Nursing Student Awards. More information about the nomination process is shared with students during the academic year via email, community updates and the Student Awards page.

University and Penn Nursing General Resources and Services

The University of Pennsylvania is committed to providing the support resources that students need to achieve their goals.

- Academic: https://www.nursing.upenn.edu/student-services/advising/masters/
- Health and Wellness: https://www.nursing.upenn.edu/students/health-wellness/
- Cultural Resource Centers: https://www.nursing.upenn.edu/student-services/resources/cultural-resources- centers/
- Student Life: https://www.nursing.upenn.edu/student-services/resources/student-life/

  For a comprehensive list of University resources consult Penn A-Z (http://www.upenn.edu/penna-z/).

The update and review of the DNP Handbook was completed by Office of Academic Affairs in July 2025.

Doctor of Nursing Practice (DNP) Project Guidelines

This Section of the handbook includes the policies and requirements for the development, implementation, evaluation, and dissemination of DNP Projects at Penn Nursing.

The faculty review of these guidelines and the process annually and will communicate any changes in requirements or processes to students in advance of implementation.

Overview

This is an overview of the DNP Project and DNP Project courses; this should be used in conjunction with the individual course syllabi.

Process for Development

Penn Nursing faculty developed these requirements in alignment with the American Association of Colleges of Nursing DNP Essentials (2006), White Paper, Doctor of Nursing Practice: Current Issues and Clarifying Recommendations (2015), standards from professional organizations, such as the National Organization of Nurse Practitioner Faculties (NONPF), and current evidence-based practice.

Getting Started: Doctor of Nursing Practice (DNP) Project

The DNP Project is an opportunity to apply skills obtained in the theoretical coursework. The Project is intended to make an impact, directly or indirectly, on patient, healthcare worker, and/or healthcare outcomes. The DNP student identifies a problem in the context of healthcare practice, evaluates the context of the problem, conducts a thorough review of literature, and translates evidence to formulate a potential solution or intervention. The solution or intervention is then implemented and evaluated to determine what impact it had on the given clinical problem. The findings are then shared with stakeholders, other scholars, and the public.

According to the AACN (August 2015) White Paper, Current Issues and Clarification Recommendations, at minimum, all DNP Projects should:

- Focus on a change, which impacts a healthcare outcome(s) either through direct or indirect care. Have a system (micro, meso-, or macro level) or population/aggregate focus.
- Demonstrate implementation in the appropriate arena or area of practice.
- Include a plan for sustainability (e.g. financial, systems or political realities, not only theoretical abstraction). Include an evaluation of processes and/or outcomes (formative or summative).
- DNP Projects should be designed so that processes and/or outcomes will be evaluated to guide practice and policy. Clinical significance is as important, and the Project should provide a foundation for future practice.

Clarification of DNP versus PhD Scholarship

There are essentially two types of doctoral nursing scholarship. Nurses may choose a terminal degree in nursing as a PhD or a DNP. Though both types of scholarship may generate new information, DNP scholars do not test hypothesis, theoretical models, or generate information that is considered generalizable (AACN, 2015, p 2). Rather DNP scholars focus on synthesis, translation, implementation, and evaluation of evidence to solve clinical problems. To quote the AACN, "...DNP programs focus on translation of new science, it's application and evaluation," (p.2). The distinction between research- focused and practice-focus scholarship is clarified to state:...Research-focused graduates are prepared to generate knowledge through rigorous research and statistical methodologies that may be broadly applicable or generalizable; Practice- focused graduates are prepared to demonstrate innovation of practice change, translation of evidence, and the implementation of quality improvement processes in specific practice settings, systems, or with specific populations to improve health or health outcomes (AACN, 2015, p.2)."

Table 1.0 Delineation of DNP and PhD Scholarship

Concept	DNP (Evaluation Principles)	PhD (Research Principles)
Nature of Knowledge	Problem Solving, Translation	Discovery
Nature of Results	Appraisal, Application & Evaluation of Current Knowledge	New Knowledge
Level of Control	Moderate-Low, Variable	High, Precision
Statistical Power	Optional	Essential
Standards	Repeatability & Impact Accuracy, Utility, Feasibility, Worth	Validity Accuracy, Generalizability
Questions	Quality, Value, Significance	Association, Effects
Planning	Evaluation: - Identify a Problem- Engage Stakeholders- Needs Assessment- Implement & Evaluate Solution- Justify Conclusions- Disseminate to interested audience and to Stakeholders	Research: - Scientific Method- State Hypothesis- Collect Data - Analyze Data- Draw Conclusions - Disseminate to interested audience
Description of Program	Objectives: To prepare nurse leaders at the highest level of nursing practice to improve patient outcomes and translate research into practice Competencies: AACN *DNP Essentials of Doctoral Education for Advancing Nursing Practice* (2006)*** Additional competencies dependent on nursing role	Objectives: To prepare nurses at the highest level of nursing science with an ability to conduct research to advance nursing science Competencies: AACN *The Research-Focused Doctoral Program in Nursing: Pathways to Excellence* (2010)
Students	Commitment to a practice-oriented career. Strong interest in improving outcomes of patient care and population health.	Commitment to a research- oriented career Strong interest in developing new nursing knowledge and formal scientific inquiry.
Program Evaluation	Outcome: Healthcare improvements and contributions via practice, policy change, and practice scholarship. Receives accreditation by nursing accreditor.	Outcome: Contributes to healthcare improvements via formal science.

Table 1.0. Adapted from U.S. Department of Health and Human Services Centers for Disease Control and Prevention (2011), Introduction *to Program Evaluation for Public Health Programs*; White, et al., (2016), *Translation of Evidence into Nursing and Healthcare*; and the American Association of Colleges of Nursing (2014), *Key Differences Between DNP and PhD/DNS Programs*.

DOCTOR OF NURSING PRACTICE PROJECT COURSE OVERVIEW

DNP Project Courses I-III

All students enrolled in the Doctor of Nursing Practice Program will complete a DNP Project as a requirement for graduation.

The DNP Project involves the design, implementation, evaluation, and dissemination of a structured project to improve practice and/or influence health policy. The DNP Project serves as the terminal requirement for fulfillment of the DNP Degree. The DNP Project prepares students to lead and conduct a scholarly project that synthesizes, integrates, and applies learning from DNP coursework. The project is designed to advance nursing or inter-professional practice, and is supported by published evidence, evidence-based practice guidelines, literature for best practices and quality improvement, expert consensus reports or positions statements promulgated by professional organizations/societies, and health policy reports. The DNP Project focuses on topical areas or issues of importance to the profession of nursing, population-based health, or the delivery of healthcare. The project must

demonstrate potential benefit for a group, population, or community, and is not limited to any individual nurse, healthcare professional, or patient. Projects are developed in partnership with a clinical entity, community-based organization, or professional group to address a problem, challenge, or issue that is within the scope of DNP Project guidelines. The DNP Project utilizes systematic and methodological approaches to guide improvements or changes in nursing or inter-professional clinical practice or leadership, patient outcomes, and/or the practice environment. The foundation for the DNP project is guided by a theory, framework, model, scientific perspectives, published evidence-based guidelines, best practices, methodological approaches, and/or determination of need (e.g., needs assessment). Projects that meet this standard are considered evidence-based. Quality improvement projects can also be a focus of the DNP Project. Students who conduct a "needs assessment" as a rationale for determining the nature of the DNP Project should recognize that this is not considered "evidence," but that this information is critical to develop before planning a change, introducing a policy, or implementing a new/different process.

I.   Guidelines for the DNP Project

The DNP Project demonstrates the synthesis and application of the evidence as it applies to the student's DNP work. The project reflects leadership and scholarship.

Nature of the Project: The project can address, but is not limited to, a clinical, financial, leadership- systems, or policy-related problem, challenge, or issue.

The focus of the DNP project may include:
1. **Change Project:** Demonstration of "small tests of change" for an existing or new intervention or strategy in a practice or community setting
2. **Evidence-based Practice Project:** Translation of evidence or evidence-based practice guidelines into a practice setting to achieve a desired outcome(s)
3. **Quality Improvement Project:** Implementation of a performance improvement (PI) or quality improvement (QI) project that utilizes a QI methodology(s) to achieve a desired outcome(s)
4. **Model Evaluation Project:** Evaluation of a new or existing practice model or component(s) of a care delivery system or model.
5. **Innovation Evaluation Project:** Evaluation of a "new" or innovative practice, which may include a new technology.
6. **Data tracking and Trending Project:** Analysis (tracking and trending) of existing patient-, unit/area- or organizational-level data to inform clinical and/or leadership practices.
7. **Practice Analysis:** Analysis of practice(s) to identify and quantify the focus of nursing practice with population-based care, professional nursing or inter-professional specialties, leadership, and/or health policy, as well as measure adherence with guidelines, policies, and/or practices.
8. **Program Evaluation:** Evaluation of a new or existing program to demonstrate a change in practice and/or healthcare professional and patient outcome(s).
9. **Program Development:** Program development with organizational stakeholders that applies an evidence-based or best practices approach for stakeholder engagement to address a pressing practice, policy, leadership, or organizational need will include an evaluation component of the program development process, an evaluable program development benchmark/milestone plan, and an implementation plan with evaluation recommendations. Pilot implementation and evaluation may, or may not, be included.

II.   Scope of Project:

The scope of the project can be limited to a practice setting unit, department, service line, or organization. The sample size or unit of analysis for the project should be determined based on:
- Nature of the project
- Access to data, patients, healthcare professionals, and practice settings
- Timeframe that is feasible to complete the project
- Population representativeness of participants for generating meaningful implications for practice and/or health policy

III. **Student Expectations and Competencies for DNP Project Courses**

1. Determine a topical area of interest
2. Develop a "Population-Patient Problem/Intervention/Comparison/Outcome/Time" (PICOT) Question
3. Synthesize and evaluate the strength of evidence and related literature focused on the DNP project topical area
4. Apply systematic methods to the project design and procedures
5. Develop a DNP Project Proposal according to the DNP Project Proposal requirements that outline the scope of DNP Project work according to course syllabus guidelines
6. Obtain the appropriate Institutional Review Board (IRB) approval status for the project from the University of Pennsylvania IRB and all sites where DNP Projects will be conducted, if required.
7. Obtain appropriate approvals at the project site that may include but is not limited to committee approvals, organization/department leadership approvals.
8. Collaborate with a team of faculty and health professionals in practice to achieve the specific project objectives and conduct the project work
9. Measure relevant outcomes or data using reliable and valid methods and instruments/tools.
10. Analyze and interpret findings and outcomes using appropriate analytical approaches for the data generated by the project.
11. Prepare a final DNP Project Scholarly Paper that fully reports all project components, from defining and describing the problem through evaluation results, sustainability plan and practice implications.
12. Deliver a podium presentation of DNP Project according to course syllabus guidelines.
13. Prepare dissemination products for nursing and interdisciplinary audiences related to the DNP Project.

Evidence-based Practice Competencies

The DNP Project courses are focused on developing competencies in the translation of research and evidence-based practice (EBP). At the completion of three DNP Project courses, students will have achieved beginning competencies in the following areas:

1. Systematically conducts a search for external evidence* to answer clinical questions. (external evidence*: evidence generated from research)
2. Critically appraises existing evidence (i.e., clinical guidelines, summaries, synopses, syntheses of relevant external evidence) and primary studies, including evaluation and synthesis.
3. Integrates a body of external evidence from nursing and related fields with internal evidence* in making decisions about patient care. (internal evidence* = evidence generated internally within a clinical setting, such as patient assessment data, outcomes management, and quality improvement data)
4. Leads transdisciplinary teams in applying synthesized evidence to initiate clinical decisions and practice changes to improve the health of individuals, groups, and populations.
5. Generates internal evidence for EBP implementation practices.
6. Measures processes and outcomes of evidence-based clinical decisions.
7. Formulates evidence-based policies and procedures.
8. Mentors others in the EBP process through peer review.
9. Implements strategies to sustain an EBP culture.
10. Communicates best evidence to individuals, groups, colleagues, and policy makers.

IV. **DNP Project Team: The DNP Student(s), Penn Nursing Faculty Lead, and the Site Lead**

Carefully review the responsibilities of the DNP Project Team. Remember that **DNP Project Team Members must agree in writing (Form 1, DNP Project Sign Off)** to be engaged in the process. This includes advising, review of the project proposal, providing support during implementation and providing evaluative feedback to the student(s). The Course Director for the Project Courses ensures that the objectives for the course are met. The project course faculty assigned to mentor and evaluate student(s) serves as the Faculty Lead and ensures the objectives for the DNP project are met. The Site Lead is a project site practice leader or organizational leader, context-expert, and may be a content expert, who serves to ensure access to site resources of relevance,

facilitate navigation of site-specific required approvals, and assists with site-specific network development for project implementation. The Faculty Lead and student(s), with input from the Site Lead(s), will have regular communication to evaluate the student progress. Student progress will be evaluated by the Faculty Lead and major project milestones will be evaluated by the DNP Director, Associate Director, and/or Track Directors.

The DNP Project Team is responsible for:
- Guiding the student in the development of the DNP project proposal
- Reviewing and critiquing the DNP Project Proposal
- Determining the readiness of the project for implementation
- Ensuring that the student has the necessary resources and support to conduct the project
- Mentoring the student throughout the implementation and evaluation phases of the project
- Evaluating the student's performance on the proposal, implementation of the project, and the final project dissemination products
- Communicating with the Course Director for DNP Project courses and the DNP Program and Track Directors
- Reviewing and critiquing the final project summary and final products for dissemination
- Providing feedback to the student on written drafts of a scholarly paper in a timely manner

A. DNP School of Nursing Faculty Lead

The DNP Faculty Lead must hold a doctoral degree (PhD, DNSc, DNP, or EdD) and be faculty affiliated with The University of Pennsylvania School of Nursing. The DNP Faculty Lead will be a Project Course Faculty Member and will be assigned to the student. The DNP student and the Faculty Lead may identify additional faculty and or content/methods experts to serve on the project team or serve as consultants.

Responsibilities of the DNP Faculty Lead:

- Mentor the student throughout the entire process of development for the DNP Project, is ultimately responsible for the student's progression through the Project Courses.
- Assist in identifying content/methods experts to serve as team members or consultants
- Ensure that all University of Pennsylvania IRB and institution-specific (site for DNP Project) standards, requirements, and approvals for projects involving human subjects or data are met. Serve as faculty of record for IRB applications and all necessary training requirements for the DNP student (e.g., Collaborative Institutional Training Initiative (CITI) Program Training appropriate to the level of the project and institution-specific training)
- Establish timelines for completion of the DNP Project with the student.
- Oversee the implementation of the DNP Project and be available to address issues, challenges, and barriers that may arise.
- Meet regularly with the student, and DNP Site Lead as needed/applicable, to appraise the progress and quality of the project implementation.
- Meet regularly with the DNP Project Course Director. These meetings occur at the beginning of every Project Course and are scheduled on a regular basis (~bi-weekly) throughout the semester. Ad hoc meetings can occur in addition to regularly scheduled meetings if indicated/needed.
- Ensure productive scholarly work of the student. These milestones can be found in the criteria for each DNP Project Courses.
- Review and provide constructive feedback for final DNP Project Paper and all other dissemination products developed within the period of the program.
- Assure that the DNP student has met all requirements for the DNP Project.
- Maintains CITI certification.

B. DNP Site Lead and Team Member(s):

The DNP student may invite a leader and/or clinician from the site where the student is conducting the DNP Project as a team member to provide contextual (i.e., site-specific) information to inform the project. It is

required that the Site Lead work or be affiliated with the site where the Project is being conducted. The external members from the DNP Project practice or organization site(s) must hold a minimum of a Master's Degree to be eligible to be a member of the DNP team. The DNP Faculty Lead and DNP student can determine the composition of the team to bring the needed expertise in the content area, methods, and/or analytical plan for project data.

Responsibilities of DNP Site Lead and Team Member(s):

- Facilitate connections and networks to assist the student in navigating entry into the practice or organization site
- Provide expertise in developing and facilitating the project.
- Determine the feasibility of the project and preliminary work that must be performed prior to implementation of the project.
- Assist the student to obtain the necessary permissions, letters, and sign-offs that may be required for the DNP student to begin the project.
- Assist the DNP student to successfully complete any regulatory or training requirements of the institution.
- Ensure access to project populations, electronic systems, data, and other resources necessary to complete the project.
- Provide oversight for the implementation of the DNP Project.
- Provide feedback to student in a timely manner.
- Communicate concerns to student and the Faculty Lead in a timely manner.

C.   DNP Student Team Member:

As noted above, the DNP Project establishes a foundation for scholarly productivity to advance nursing practice in clinical care, leadership, and/or health policy.

Responsibilities of each DNP Student whether working individually or with a group of students:

- Demonstrate a high level of professionalism.
- Develop a scholarly project based on an identified area of need within a specialized area of practice under the guidance of a DNP Faculty Lead.
- Establish targets and goals, realistic timelines for the project and adhere to established timelines for progression and completion of DNP Project requirements.
- Regularly review progress toward goals with the Faculty and Site Leads.
- Comply with University of Pennsylvania Guidelines for Responsible Conduct of Research (http://www.upenn.edu/research/compliance_training/responsible_conduct_of_research/) including current completion and/or verification of completion of CITI training appropriate to the DNP Project.
- Comply with all regulations, mandates, and policies at the School of Nursing as well as the practice sites, including training requirements; and maintaining confidentiality, security, and protection of protected health information (PHI), clinical information, or data.
- Obtain sign-offs for all forms, and submit these to as required by the Project Courses.
- Seek ongoing advice and guidance from faculty and individuals at practice sites when implementing the project.
- Achieve DNP Project milestones as they adhere to the University of Pennsylvania's Code of Academic Integrity (http://www.upenn.edu/academicintegrity/ai_codeofacademicintegrity.html).

V.   Team Projects

Students who work together on a project must all make equal and substantial contributions to the project. All team members are responsible for designing the project; preparing a proposal; implementing the

project; and interpreting, evaluating, and/or analyzing, and reporting the project findings.

Every team member must submit individual work. Every student is responsible for proficiency in all aspects of the DNP Scholarly Work, Penn Nursing must validate for the DNP degree that each student has attained all of the DNP Essentials outcomes.

If there are any concerns regarding any team members' contribution, the Course Director and/or Faculty Lead will request to review the students' individual work and notes. Any concerns regarding the contributions will be addressed with the Faculty Lead, Course Director, DNP Program Director, and the Associate Dean for Academic Programs.

The DNP Faculty Lead will ensure the synergy of the work and that all students on a team have sufficient guidance and oversight to conduct the DNP Project work.

VI.   Sequencing of DNP Project Work:

The DNP Project topical area should be determined in the first DNP Project course, NURS 8510. The DNP Project proposal will be developed and approved in N8521 with implementation immediately following proposal approval in N8521 and continuing in N8531. Dissemination products reporting project results will be developed and shared in N8531. Project-related dissemination products, such as tools, education materials, may be disseminated in any of the project courses. No student may progress to the next course unless they have successfully completed the preceding required DNP Project Course.

There is a checklist (**Form 2**) to help guide you with the minimal course expectations, strategies to be successful and FAQs.

VII.   Clinical Hour Verification for DNP Degree

The AACN (2015) asserts that to achieve mastery of the DNP Essentials, a nurse must complete a minimum of 1,000 beyond the BSN or baccalaureate degree. These hours must be part of an academic program. *Work experience is not accepted as a substitute*.

A Practice Hours Log, provided by the Program, will be maintained by all DNP scholars from the outset of the program. Practice Hours Logs will be submitted for review during Project Courses. A final completed Practice Hours Log will be submitted by each individual student at the conclusion of N8531, the last project course. DNP-NA scholars will maintain the Practice Hours Log and maintain their clinical hours separately (refer to DNP-Nursing Anesthesia Program Graduate Student Handbook Addendum).

VIII.   Graduation Criteria
The School of Nursing Registrar and Office of Academic Affairs and the DNP Program Director determines if the student has successfully met graduation criteria.

Form 1

Penn Nursing

Doctor of Nursing Practice Program

DNP Team and Project Implementation Form
This form is to be completed by the student(s), institutional/organization site project member(s), and school of nursing project lead and submitted for approval to the DNP Program Director

Student Name(s):	Date:

Project Title

School of Nursing DNP Project Faculty Lead:

Institutional/Organization DNP Project Member(s)

I hereby accept the following proposed project pending IRB approval or designation by IRB as Quality Improvement (completed by student[s]):

Project Site:	
Project Location (City, State)	
Project Purpose:	
Project Activities:	
Participants (Describe target group; approximate # in project)	
Site(s) Support (Resources)	
Data Management Plan:	
Anticipated Start Date:	
Anticipated End Date:	

I hereby consent to contribute to the DNP Project as proposed and serve as a site team member.
We understand that this site's participation will only take place during the project's active IRB approval period, or after the project has been determined to be Quality Improvement. All project activities must cease if IRB approval expires or is suspended. We understand that any activities involving Personal Private Information of Protected Health Information may require compliance with HIPAA laws and the University of Pennsylvania's policy. Our organization agrees to the terms and conditions stated above. If we have any concerns related to this project, we will contact the project team. For concerns regarding IRB policy or human subject welfare, we may also contact the UPENN IRB. We have informed the project team of our organization's requirements for IRB review and/or Quality Improvement designation and we will work with the project team to ensure that our organization's requirements are met and maintained throughout conduct of the project at our organization.

As a doctoral student member of this team, I agree to conduct the project to the best of my abilities with professionalism		
Student Signature:		Date:
Student Signature:		Date:
Student Signature:		Date:
As an institutional/organization member of this project team, I agree to serve as a site expert and/or stakeholder and ensure access to the intended practice environment and site-specific resources that are necessary for implementation of the proposed practice project and that all organizational requirements are met and maintained for the proposed practice project.		

Site Lead and Key Stakeholder Signature:			Date:
Contact Information:	Email:		Phone number:
Team Member Signature:			
Contact Information:	Email:		Phone number:
Team Member Signature:			
Contact Information:	Email:		Phone number:
Team Member Signature:			
Contact Information:	Email:		Phone number:

As the School of Nursing DNP Project Faculty lead, I agree to meet with the student(s) and consult throughout the project.		
Faculty Lead Signature:		Date:
Contact Information:	Email:	Phone Number:
APPROVED BY DIRECTOR, DOCTOR OR NURSING PRACTICE PROGRAM:		
Director Signature:		Date Approved:

Form 2

DNP Project Checklist

Penn Nursing

The purpose of this checklist is to ensure that students, faculty, and other stakeholders are aware of the requirements for each phase of the DNP Project process. Details of each item can be found within each specific course's syllabus. These items are **minimum** expectations.

COURSE	REQUIRED ACTIVITIES & DELIVERABLES
NURS 8510	Read: DNP Essentials, AACN White Paper (2015), and Penn SON DNP Project Requirements outlined in DNP Handbook Complete CITI Training Maintain DNP Practice Hours Log Develop Phenomenon of Interest Develop stakeholder network at project site Develop PICOT question and conduct literature search Appraise evidence Develop evidence table Begin DNP Project Proposal and Paper
NURS 8521	Assemble DNP Project Team, Secure Signatures (Form 1) (*completes Team Contract, if in a group, part of Form 1; Form available in N8521 with submission instructions) Maintain DNP Practice Hours Log Determine Type of DNP Project Develop Project Proposal Develop and maintain DNP project GANTT Chart Prepare all DNP Project implementation tools, resources and include in DNP Project Proposal Appendices Meet regularly with Faculty Lead Meet regularly with Site Lead and if applicable, consultants Develop draft Penn IRB submission (QI Checklist, Research Protocol; see https://irb.upenn.edu/ Presentation of DNP Project Proposal to DNP Team and DNP Program Leadership With Faculty Lead permission, submit IRB application/QI checklist With Faculty Lead and Program Approval of DNP Project Proposal, and in coordination with Site Lead, begin implementation
NURS 8531	Continue Project Implementation Maintain DNP Practice Hours Log Develop and maintain project GANTT Chart Collect and analyze DNP Project data Develop summary of findings, interpret results Develop sustainability plan Develop practice and/or policy implications Complete DNP Project Paper (appendix B) Develop dissemination products of DNP Project results Present Podium Presentation of DNP Project Deposit DNP Project Paper per course syllabus instructions Submit final DNP Practice Hours log per course syllabus instructions