

MS in Nursing (Health Care Innovation)

Under Review | Fall 2026

Proposal Information

Workflow Status

In Progress

Graduate Council Agenda Preparation, Graduate College Curriculum

expand ▲

Waiting for Approval | Graduate Council Agenda Preparation

Amanda Morales-Calderon

Lisa Anderson

Amy Glasscock

Sophia McGovern

Kayla Durazo

Proposal to Establish a New Program

Requested Term & Year (The first term for which applications will be accepted and students admitted.) ⓘ

Fall 2026

This proposal can also be viewed at:
<https://asu.kuali.co/cm/#/programs/view/67d06ac3df9ad2ba15414870>

General Information

Select Program Level and Type

Graduate master's concentration

General Program Information

College/School/Institute

Edson College of Nursing and Health Innovation (CNU)

Department/Division/School ?

Edson College of Nursing and Health Innovation (CNU)

Name of Program

MS in - Nursing (Health Care Innovation)

Program

Nursing (Health Care Innovation)

Degree Type

Master of Science (MS)

Proposing Faculty Group ?

Responsible Faculty Member or Director

Natalie Heywood

Campus or Location options

Add a Different Campus or Location

No

Are you requesting an online offering?

Yes

Complete the Request for Digital Immersion Implementation.

Program Description/Justification



The MS Nursing (Health Care Innovation) will prepare graduates to deliver evidence-based innovative solutions to today's complex health problems. This dynamic and interdisciplinary program equips nurses with advanced leadership, systems thinking, and design strategies to transform patient care, improve health outcomes, and reimagine healthcare delivery models.

Students will explore emerging technologies, entrepreneurial thinking, and human-centered design while developing practical skills to lead innovation initiatives across clinical, academic, or community settings. Graduates will be empowered to serve as change agents who drive sustainable improvements in health care quality, safety, and access.

Coursework in the MS in nursing with a concentration in health care innovation is delivered completely online, providing

flexibility for students to balance their education and their career. Additionally, students complete a one-credit hour clinical prevention and population health practicum in the location where the student lives. Direct care clinical hours and role-focused applied practicum enables students to work with a preceptor in an area or role best suited to their career goals.

Aligned with the American Nurses Association's call for graduate-level innovation leadership, this program supports ASU's Charter by advancing public value, promoting health equity, and taking responsibility for the well-being of the communities we serve. It also embodies ASU's commitment to "Practice Principled Innovation," developing nurse leaders who can shape the future of healthcare locally and globally.

Program Need



According to the American Association of Colleges of Nursing (2024), the demand for master's-prepared nurses in advanced practice, leadership, and academic roles significantly exceeds the supply. Only 17% of registered nurses nationwide hold a master's degree as their highest level of education (Smiley et al., 2023), highlighting a critical need for more graduate-prepared nursing professionals.

The American Nurses Association (ANA) has identified Innovation as one of their strategic initiatives. The ANA strongly promotes inclusion of innovation theory and application in academic nursing programs as reflected by the newly established Nurse Educator and Innovation Leadership Forum.

While many graduate programs offer concentrations in advanced practice, education, or leadership, there are no known Master of Science in Nursing programs that focus specifically on Health Care Innovation. As healthcare systems increasingly seek to improve outcomes through technology, redesign care models, and foster organizational agility, there is a growing demand for nurse leaders with expertise in innovation. The American Hospital Association 2025-2027 Strategic Plan identifies innovation as one of the top strategic priorities for healthcare organizations nationwide. Additionally, the National Academy of Medicine's Future of Nursing 2020–2030 report calls for nurses to assume greater leadership in transforming health systems and advancing health equity—roles that require both clinical expertise and innovation capability.

The MS Nursing (Health Care Innovation) concentration is designed to meet this emerging need. It complements Edson College's existing MS Nursing and MS Nursing Education concentrations by offering a distinct pathway for nurses who want to lead change across systems rather than focus exclusively on clinical practice or teaching. While the existing programs prepare nurses for critical roles in care delivery and education, this new concentration prepares graduates to lead interdisciplinary teams, manage innovative projects, and drive system-wide improvement initiatives.

According to the U.S. Bureau of Labor Statistics (2024), employment of registered nurses is projected to grow 6% from 2022 to 2032, with about 193,100 openings annually—many in roles requiring advanced education. This new program will help meet workforce needs by equipping nurses with the skills to respond to the rapidly changing healthcare landscape and lead transformative solutions.

Specialized Accreditation



The MS Nursing degree at Arizona State University is accredited by the Commission on Collegiate Nursing Education (CCNE). The concentration in Health Care Innovation will meet the accreditation standards for MS Nursing degree. CCNE must received a substantive change notification within 90 days after program start.

State Authorization and Professional Licensure:

State Authorization and Professional Licensure:

Does this degree program include learning placement opportunities (clinical, externship, internship, research, student teaching, etc.)? ⓘ

Y

Will this degree program be offered via distance education (whole or in-part)?

Y

Will in-person instruction be occurring in any jurisdiction, other than the State of Arizona? ⓘ

Y

If yes, where:

Students will complete a 1 credit hour (45 clock hours) clinical experience in the state where they live.

Does this degree program potentially lead to professional licensure or certification (attorney, nurse, physician, teacher, etc.) for the student? ⓘ

N

Collaborating Units

Are two or more academic units collaborating on this program?

No

Is this an officially recognized joint program?

No

Collaboration and Impact

List other academic units or programs that might be impacted by the proposed program and describe the potential impact (e.g., how the implementation of this program might affect student headcount/enrollment, student recruitment, faculty participation, course content, etc. in other programs) and how the programs might complement each other. If there are no comparable programs, describe why the program is unique at ASU. ⓘ

The MS Nursing (Health Care Innovation) concentration will not impact other academic units, as no other college at ASU is authorized to offer a Master of Science in Nursing degree. For students to be admitted to this program, they must maintain an active, unencumbered RN license. This new concentration complements Edson College’s existing MS Nursing and MS Nursing – Educator programs by expanding options for graduate nursing students. While the current concentrations focus on clinical practice and education, the Health Care Innovation concentration offers a unique pathway for nurses to lead system-level change through innovation, aligning with emerging workforce demands and healthcare transformation priorities.

Attach a PDF copy of the letter of collaboration and impact from each Dean, or Dean’s designee at the Assistant or Associate Dean level, from impacted programs and units consulted. ⓘ

- CHS.Support.MS Nursing.Innovation.Concentration.pdf
- MSN.MHI.8.2025.Impact Statement.Global Futures.pdf
- MSN.MHI.8.2025.Impact Statement.School.Public Health Technology.pdf
- MSN.MHI.8.2025.Impact Statement.The College.pdf

Related Programs Offered at ASU

Identify other related ASU programs and describe how the new concentration will complement these existing ASU programs. If this is an interdisciplinary concentration, please describe the interdisciplinary nature of the program further. As applicable, Statements of Collaboration and Impact should be included from affected academic unit administrators and college and school deans.

Course Development

Will a new course subject be required for this program?

No

Will new courses be established? ⓘ

No

Graduate Degree Curriculum

Allow 400-level courses? ⓘ

No

Minimum Credits Required for the Program ⓘ

33

Curriculum Requirement Option 1

33 credit hours including the required applied project course
(NUR593)

Add another option?

No

Curriculum Requirement Option 1

Min credits required for this option

33 credit hours including the required applied project course
(NUR593)

33

Primary Requirement (Culminating experience)

Applied Project

Additional Requirement(s)

Required number of committee members

1

Curriculum option course requirements

Required Core

3

Total Credits

- Complete 3 credits from the following courses:
 - NUR501 - Individual and Innovation Leadership in Health Care (3)
 - HCI538 - Innovation and the Individual (3)

Concentration

12

Total Credits

- Complete 12 credits from the following courses:
 - HCI544 - Information Technology (IT) for Health Care Innovation (3)
 - HCI550 - Health Care Policy and Innovation (3)
 - HCI542 - Systems Thinking in a Complex Environment (3)
 - HCI548 - Advanced Principles and Concepts of Innovation (3)

Other Requirements

15

Total Credits

- Complete all of the following
 - NUR 529 should be taken for three credit hours.
 - Complete 15 credits from the following courses:
 - DNP602 - Evaluating Research for Practice (3)
 - NUR502 - Advanced Health Assessment and Health Promotion (2)
 - NUR503 - Advanced Health Assessment, Pathophysiology and Pharmacotherapeutics for Health Promotion II (3)
 - NUR509 - Clinical Prevention and Population Health Practicum (1)
 - NUR544 - Theoretical Foundations for Nursing (3)
 - NUR529 - Role-Focused Practicum: Patient Safety and Health Care Quality for the Nurse Leader (3 - 7)

Culminating Experience

3

Total Credits

- Complete 3 credits from the following courses:
 - NUR593 - Applied Project (1 - 12)

Grand Total Credits: 33

Additional Curriculum Information

The applied project course provides students with an opportunity to incorporate and apply their nursing and clinical research competencies to impact health care outcomes. Students will use systematic methods to produce a written culminating project and an oral presentation to faculty and peers. Through the design and formulation of answerable questions related

to current issues in health, nursing practice, research, and management of research projects, students will engage in scholarly inquiry to synthesize gathered evidence for translation to practice, evaluation, communication of outcomes, and practice reflection.

Projected Enrollment

Enrollment Headcounts

	Number of Students Majoring
1st Year	10
2nd Year (Yr 1 continuing + new entering)	25 (10+15)
3rd Year (Yr 1 & 2 continuing + new entering)	35 (5+15+15)
4th Year (Yrs 1, 2, 3 continuing + new entering)	40 (0+5+15+20)
5th Year (Yrs 1, 2, 3, 4 continuing + new entering)	45 (0+0+5+20+20)

Additional Enrollment Information

Estimated Timeframe to Complete Program

What is the minimum timeframe that this program can be completed?

1-2 years

If necessary, please provide additional information.

Resources (Faculty, Staff and Others)

Current Faculty ⓘ

Name	Title	Highest Degree Obtained	Area of Specialization or Expertise	Estimated Level of Involvement
Michael Collins	Sr. Director of Health Innovation Programs, Director of Health Entrepreneurship Accelerator Lab	DC	teaching and program administration	High
Natalie Heywood	MS Nursing Program Director	DNP	nursing education, leadership, and critical care	High

Name	Title	Highest Degree Obtained	Area of Specialization or Expertise	Estimated Level of Involvement
Janet Pohl	Assistant Professor	PhD	organizational leadership, graduate education, innovative leadership	Medium
Beth Brooks	Instructor	PhD	executive health care leadership, nursing operations, business consulting	Medium
Janet Kerby	Faculty Associate	MS	information technology and business innovation	Low
Lori Lustig	Instructor	JD	lobbying, health care and business policy	Medium
Kim Day	Clinical Associate Professor	DNP	nursing education, graduate education, pathophysiology and pharmacology	Medium
Lorraine Hirani	Clinical Assistant Professor	DNP	population health	Medium
David Wallace	Instructor	PhD	project management, research & development, information systems & technology	Low
Christina Penn	Clinical Assistant Professor	DNP	nursing education, simulation	Medium

New Faculty

Faculty expertise

Janet Kirby - MS - industry and faculty expertise in information technology and business

We do not anticipate needs new faculty resources.

Is your college in the process of reviewing the new faculty? Or has new faculty already been approved?

N/A

Administration of the Program

The program will be set up similarly to other programs within Edson College of Nursing and Health Innovation. Admissions will be managed by Edson College recruitment and student services teams on a rolling basis, with admissions up to 6 times per year. Admitted students will be connected with a dedicated advisor who will provide them with a customized and flexible plan of study, enrollment instructions, and student support resources. If students wish to accelerate or change their plan of study, the advisor will work with the program directors to develop an alternative plan of study that fits with the course offerings. Both the MHI and MS Nursing programs have administrative staff and leadership that support the work of the programs and will be

available to support the work of this program. For each course, students have a designated faculty who grades their work, provides feedback, and is available to provide support and office hours. Additionally, these students will have access to student success coaches, tutoring services, the ASU library, and career services. The lead faculty in this program will be Dr. Natalie Heywood and Dr. Michael Collins.

Required Resources

Edson College has a robust collection of resources that will be available to students within this new program. As an online program, students will also have access to the robust suite of ASU Online resources from 360 Life Services to online tutoring and library services. No new support staff, facilities, technology, or library resources are required.

Resource Acquisition

No new resources are needed.

Graduate Program Admission Requirements

The below sections are for initial admission criteria setup for new programs. Once the program is approved, this section will display the admission text as it appears in the academic catalog/degree search.

Applicants must fulfill the requirements of both the Graduate College and the **[name of college]**. Applicants are eligible to apply to the program if they have earned a bachelor's or master's degree in **[subject area]** or related field; from a regionally accredited institution. Applicants must have a minimum cumulative GPA of 3.00 (scale is 4.00 = "A") in the last 60 hours of a student's first bachelor's degree program, or applicants must have a minimum cumulative GPA of 3.00 (scale is 4.00 = "A") in an applicable master's degree program.

Name of College ?

Edson College of Nursing and Health Innovation (CNU)

Subject Area(s) ?

nursing

Is the minimum required cumulative GPA in the last 60 hours of bachelor's degree higher than the standard minimum of 3.00?

No

Is the minimum required cumulative GPA in an applicable master's degree program higher than the standard minimum of 3.00?

No

Applicants are required to submit:

- graduate admissions application and application fee
- official transcripts
- proof of English proficiency

Select additional requirements:

professional resume

Additional Application Requirements/Materials

Proof of completion of a statistics course with a "C" or better

An applicant whose native language is not English must provide proof of English proficiency regardless of current residency. If applicable, list any English proficiency requirements that are supplementary to the Graduate College requirement. ⓘ

An applicant whose native language is not English must provide proof of English proficiency regardless of their current residency.

If any required components require further explanation, explain here.

Completion of a statistics course with a "C" or better (scale is 4.00 = "A") should be evident on the applicant's transcripts, although applicants may still be admitted to the program with additional required coursework in statistics. Statistics is a required prerequisite for all MS in nursing programs.

Additional Admission Information:

Applicants must live in or be able to come to an authorized state in the U.S. for any required clinical or practicum experiences.

Licensure requirements: Applicants for the MS in nursing must meet one of the following criteria:

- Applicants must hold a current unencumbered RN license in an authorized state in which they plan to do clinical practicums.
- Applicants who have recently graduated from a BSN program must provide proof of a valid U.S. RN license before beginning any courses in the second semester of the master's degree program.

Health and Safety Requirements: Students recommended for admission must meet health and safety requirements by established deadlines, including a passing disposition on a background clearance, satisfactory completion of a substance screen and other requirements as a condition of admission.

Graduate Application Information

Indicate the first term and year in which applications will be opened for admission. Applications will be accepted on a rolling basis after that time. The regular session is only available for summer.

Note: It is the academic unit's responsibility to display program deadline dates on their website.

Campus or Location	Term	Session
ASU Online	Fall	Regular
ASU Online	Spring	Regular
ASU Online	Summer	Regular

Application Deadlines ⓘ

Modality	Term	Session	Deadline	Type
Online	Spring	Session A/C	2025/12/29	Rolling
Online	Summer	Session A/C	2026/05/11	Rolling
Online	Fall	Session A/C	2026/07/27	Rolling

Program Admission Deadline Website Address

<https://nursingandhealth.asu.edu/programs/online>

Fees

Is a program fee required? ⓘ

Yes

Is the unit willing and able to implement the program if the fee is denied OR if an existing fee is determined to not apply to this program?

No, we are not able to implement the program.

Degree Search and Operational Information

Marketing Description ⓘ

Advance your career with this interdisciplinary program designed for working nurses who aspire to lead change in health care. This degree combines nursing leadership, evidence-based practice and health care innovation, preparing graduates to drive system-wide improvements, implement solutions and enhance patient care quality.

Degree Search Program Description ⓘ

The Master of Science program in nursing with a concentration in health care innovation features a curriculum blending nursing science, change management, policy, finance, technology and entrepreneurship. Students develop the skills to redesign health care systems, improve patient outcomes and lead in executive, administrative and informatics roles. Grounded in evidence-based leadership and innovation, this program equips nurses with the expertise to shape the future of health care.

Provide a brief description of career opportunities available for this program. ⓘ

Graduates of this innovative online MSN program are prepared for leadership roles across diverse health care settings.

Career opportunities include:

- nurse executive
- health care administrator
- clinical director
- informatics specialist
- policy analyst
- quality improvement leader

With expertise in policy, finance, and technology, graduates can drive change in hospitals, health systems, government agencies and beyond.

Global Experience: Provide a brief description of global opportunities or experiences (study abroad, international internships) available for this program.

ONET/SOC Codes: Career Options ⓘ

11-9111.00 Medical and Health Services Manager

Professional Licensure

RN Licensure is required for admission to this program. No additional licensure or certifications will result from completion of this program.

Additional Professional Licensure Information

Degree Search Contact Information and Support

Building Code

Health North (HLTHN)

Room Number

300

Program Email Address ⓘ

nursingandhealth@asu.edu

Program Office Telephone Number ⓘ

602-496-2644

Program Website Address

<https://nursingandhealth.asu.edu/programs/masters>

Keywords ⓘ

nursingHealth CareInnovationlaw

List New Keywords

CGF, CHS, Herberger, The College, Thunderbird, MLFC, New College, STPH, WPC

Select one (1) primary area of interest from the list below that applies to this program

Health & Wellness

Select one (1) secondary area of interest from the list below that applies to this program

Entrepreneurship

Program Assessment

Attach a PDF copy of the assessment plan printed from the University Office of Evaluation and Educational Effectiveness assessment portal demonstrating UOEEE's approval of your assessment plan for this program. ⓘ

- MS1757957576_UOEEE_received.pdf

Supporting Documents

Additional Supporting Documentation (Impact statements should be above under Collaboration and Impact)

Please describe the attached files and their relevance to the proposal.

Dependencies

Dependencies

There are no dependencies

From: [Deborah Helitzer \(Dean\)](#)
To: [Judith Karshmer \(Dean\)](#); [Katherine Kenny](#)
Cc: [Michael Yudell](#); [Kate Brown](#)
Subject: RE: Impact Statement Requested
Date: Tuesday, May 21, 2024 11:01:59 AM
Attachments: [image002.png](#)
[image003.png](#)

Dear Judy,

Thank you for the opportunity to review this request to plan a concentration in Innovation within your existing MS in Nursing. We do not have any concerns. This content complements your existing MHI and Graduate Certificate in Healthcare Innovation and will be valuable for your graduate Nursing students as well.

On behalf of the College of Health Solutions, I offer my support for this concentration.

Deborah L. Helitzer, Sc.D.

Dean and Professor
College of Health Solutions
Faculty of Barrett, The Honors College
Arizona State University
Email: deborah.helitzer@asu.edu

For information or appointments, please contact Shelby Hartle (shelby.hartle@asu.edu).



From: Katherine Kenny <Katherine.Kenny@asu.edu>
Sent: Monday, May 20, 2024 6:53 AM
To: Deborah Helitzer (Dean) <Deborah.Helitzer@asu.edu>
Cc: Michael Yudell <Michael.Yudell@asu.edu>; Kate Brown <KateBrown@asu.edu>
Subject: Impact Statement Requested

Dear Deborah,

Edson College is proposing a new concentration for our Master's of Science in Nursing (Innovation). Please see the information submitted in the academic plan request. We received a request for a letter of impact and support (or not) for us to move the proposal forward. They have asked for a reply by end of business May 21, however, I realize this is short notice. I did submit that we have requested an impact statement, realizing it may take more time to vet in your college. Thank you for your consideration.

Program Description/Justification

Nurses are tasked with creating innovative solutions in healthcare environments. Currently, their

option is to complete two separate degrees to earn a MS Nursing degree (a specific MS Nursing degree is required by many employers in Arizona and across the United States for career advancement); and earn a second Master of Healthcare Innovation degree or a separate certification in Healthcare Innovation. The MS Nursing (Innovation) will prepare graduates to deliver evidence-based innovative solutions to today's complex health problems. The American Nurses Association advocates for nurses to be academically prepared to implement innovative strategies to improve health outcomes for individuals and populations at the graduate level. This degree will meet the ASU aspiration of "Practice Principled Innovation" as the health infrastructure is in need of innovative solutions to improve individual, community, and global health issues. This degree will also align with the ASU Charter by advancing discovery of public value and assuming responsibility for the overall health of the communities we serve.

Evidence of Market Demand

According to the American Association of Colleges of Nursing (2024), the current demand for master's prepared nurses for advanced practice, clinical leadership roles, and teaching far outstrips the supply (Smiley, R.A, et al (2023). Only 17% of the nation's registered nurses hold a master's degree as their highest educational preparation. Current specialties in graduate nursing programs include advanced practice nursing, nursing education, and nursing leadership. There are no other known MS Nursing degrees with a concentration in Innovation. Edson College already offers a MS Nursing, MS Nursing-Educator. According to the Bureau of Labor Statistics (BLS, 2024) Employment of registered nurses is projected to grow 6 percent from 2022 to 2032, faster than the average for all occupations. About 193,100 openings for registered nurses are projected each year, on average, over the decade. Many of those openings are expected to result from the need to replace workers who transfer to different occupations or exit the labor force, such as to retire. A master's degree in nursing is required in the majority of organizations as required qualification for leadership and management positions in nursing. This Master's Degree in Nursing with a concentration in Innovation will support the strategic initiatives of many healthcare organizations to be innovative and quickly responsive to the changing landscape of healthcare.

Similar Programs Offered at Arizona Public Universities

There are no known MS Nursing degrees with a concentration in Innovation.

Kathy

Katherine (Kathy) Kenny, DNP, RN, ANP-BC, FAANP, FAAN
Associate Dean of the Academic Enterprise
Clinical Professor

 **Edson College of
Nursing and Health Innovation**
Arizona State University
500 North 3rd Street | Phoenix, AZ 85004
Ph: 602.496.1719 | katherine.kenny@asu.edu
<https://nursingandhealth.asu.edu>

From: [Miki Kittilson](#)
To: [Katherine Kenny](#)
Subject: RE: Request for impact statement - MS Nursing with a concentration in Health Care Innovation
Date: Wednesday, August 6, 2025 1:25:19 PM
Attachments: [image001.png](#)

Dear Kathy,

The College of Global Futures supports this new Master of Science in Nursing with a Concentration in Health Care Innovation. As the School for the Future of Innovation in Society undergoes a redesign, we believe there will be courses and opportunities that will benefit your students.

Best,

Miki Caul Kittilson

Dean, College of Global Futures

<https://collegeofglobalfutures.asu.edu/>

From: Katherine Kenny <Katherine.Kenny@asu.edu>
Sent: Wednesday, August 6, 2025 7:38 AM
To: Miki Kittilson <Miki.Kittilson@asu.edu>
Subject: Request for impact statement - MS Nursing with a concentration in Health Care Innovation

Dear Miki,

I am sending this email as a request for an impact statement from you, or your designee, regarding a proposed Master of Science in Nursing with a Concentration in Health Care Innovation. This MS Nursing concentration provides nurses with a bachelor's degree an option to earn a Master of Science in Nursing that integrates healthcare innovation into their degree. Of note, Edson College already offers approved Master of Science in Nursing degree and a separate Master of Health Care Innovation degree. This concentration brings courses from each degree to offer a new concentration in innovation without requiring additional faculty resources or creation of new courses. There are no similar Master of Science in Nursing degree concentrations offered in Arizona, and few if any across the United States. The Edson College of Nursing and Health Innovation is the only College at ASU that can offer a Master's Degree in Nursing.

If you could respond back to this email with your thoughts I will be grateful. I need to submit responses to the graduate college this week.

Thank you for your consideration.

Kathy

Katherine (Kathy) Kenny, DNP, RN, ANP-BC, FAANP, FAAN
Associate Dean of the Academic Enterprise
Clinical Professor



500 North 3rd Street | Phoenix, AZ 85004
Ph: 602.496.1719 katherine.kenny@asu.edu
<https://nursingandhealth.asu.edu>

From: [Marc Adams](#)
To: [Katherine Kenny](#)
Cc: [Jyoti Pathak](#); [Michelle Villegas-Gold](#); [Rachel La Vine](#); [Diana Bowman](#)
Subject: Re: Request for impact statement - MS Nursing with a concentration in Health Care Innovation
Date: Thursday, August 7, 2025 3:53:12 PM
Attachments: [image001.png](#)

Dear Kathy,

Thank you for sharing the materials for the proposed Health Care Innovation concentration within the MS in Nursing. After a review of the curriculum and its rationale, the School of Technology for Public Health has found no areas of overlap or concerns about the concentration's impact on our degree programs.

Although the concentration does not include electives at this time, we are open to future collaboration and welcome any discussion of cross-program initiatives that could benefit both units.

We wish you success as you move forward with this new concentration.

-Marc

Marc A. Adams, PhD, MPH

Assistant Dean of Education | School of Technology for Public Health

Professor | College of Health Solutions

Barrett Faculty Honors Council and Advisor (PBH, HEHP)

Senior Global Futures Scientist, Julie Ann Wrigley Global Futures Laboratory

Arizona State University | College of Health Solutions

425 N. 5th Street, Phoenix, AZ 85004 | ABC 233

480-884-2544 | Marc.Adams@asu.edu | [Google Profile](#) | [ASU Profile](#)



From: Katherine Kenny <Katherine.Kenny@asu.edu>

Sent: Tuesday, August 5, 2025 2:40 PM

To: Jyoti Pathak <pathakj@asu.edu>

Subject: Request for impact statement - MS Nursing with a concentration in Health Care Innovation

Dear Jyoti,

I am sending this email as a request for an impact statement from you, or your designee, regarding a proposed Master of Science in Nursing with a Concentration in Health Care

Innovation. This MS Nursing concentration provides nurses with a bachelor's degree an option to earn a Master of Science in Nursing that integrates healthcare innovation into their degree. Of note, Edson College already offers approved Master of Science in Nursing degree and a separate Master of Health Care Innovation degree. This concentration brings courses from each degree to offer a new concentration in innovation without requiring additional faculty resources or creation of new courses. There are no similar Master of Science in Nursing degree concentrations offered in Arizona, and few if any across the United States.

If you could respond back to this email with your thoughts I will be grateful. I need to submit responses to the graduate college this week.

Thank you for your consideration.

Kathy

Katherine (Kathy) Kenny, DNP, RN, ANP-BC, FAANP, FAAN
Associate Dean of the Academic Enterprise
Clinical Professor



500 North 3rd Street | Phoenix, AZ 85004
Ph: 602.496.1719 katherine.kenny@asu.edu
<https://nursingandhealth.asu.edu>

From: [Bradley Ryner](#)
To: [Katherine Kenny](#)
Cc: [Kenro Kusumi](#); [Nicole Barr](#); [Jeffrey Cohen \(Dean\)](#); [Dan Cox](#); [Magda Hinojosa](#); [Kyle Rader](#); [Brian Bottini](#)
Subject: Re: Request for impact statement - MS Nursing with a concentration in Health Care Innovation
Date: Thursday, August 7, 2025 10:59:09 AM
Attachments: [image001.png](#)

Dear Kathy,

The College of Liberal Arts and Sciences has reviewed your proposal to launch a new MS Nursing with a concentration in Health Care Innovation. We foresee no significant impact on graduate programs in The College and support this program. We at The College look forward to this new degree and future collaborations.

Sincerely,

Bradley D. Ryner (he/him)
Associate Dean of Graduate Initiatives
The College of Liberal Arts and Sciences
Associate Professor, Department of English
Arizona State University

From: Katherine Kenny <Katherine.Kenny@asu.edu>
Date: Wednesday, August 6, 2025 at 7:41 AM
To: Kenro Kusumi <Kenro.Kusumi@asu.edu>
Subject: Request for impact statement - MS Nursing with a concentration in Health Care Innovation

Dear Kenro,

I am sending this email as a request for an impact statement from you, or your designee, regarding a proposed Master of Science in Nursing with a Concentration in Health Care Innovation. This is requested by the Graduate College.

This MS Nursing concentration provides nurses with a bachelor's degree an option to earn a Master of Science in Nursing that integrates healthcare innovation into their degree. Of note, Edson College already offers approved Master of Science in Nursing degree and a separate Master of Health Care Innovation degree. This concentration brings courses from each degree to offer a new concentration in innovation without requiring additional faculty resources or creation of new courses. There are no similar Master of Science in Nursing degree concentrations offered in Arizona, and few if any across the United States. The

Edson College of Nursing and Health Innovation is the only College at ASU that can offer a Master's Degree in Nursing.

If you could respond back to this email with your thoughts I will be grateful. I need to submit responses to the graduate college this week.

Thank you for your consideration.

Kathy

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Clinical Professor



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MS in Nursing (Health Care Innovation)

NU-College of Nursing and Health Innovation

Mission

The mission of the Master of Science, Nursing (Health Care Innovation) program prepares nursing professionals to be visionary leaders in healthcare by integrating advanced clinical expertise with health policy innovation, digital health solutions, and patient advocacy. Through an interdisciplinary and evidence-based curriculum, this program empowers nurses to develop and implement transformative strategies that enhance patient outcomes, optimize healthcare delivery, and influence policy change. Graduates will be equipped to drive meaningful advancements in healthcare technology, system efficiency, and equitable access, ensuring a more sustainable, patient-centered, and innovative future for healthcare. This degree is in alignment with ASU's mission that our students assume the "fundamental responsibility" for the "Overall health of the community it serves".

Goals

The Master of Nursing (Health Care Innovation) program equips advanced nursing professionals with the expertise and leadership skills to drive transformative healthcare solutions, pioneering innovative approaches to improve patient outcomes and system-wide efficiency. The program's goals include:

Advance Clinical and Technological Innovation – Equip nurses with the knowledge and skills to develop, evaluate, and implement cutting-edge healthcare technologies and innovative clinical practices that improve patient care and system efficiency.

Drive Health Policy and System Change – Prepare graduates to analyze, influence, and lead healthcare policy initiatives that promote equitable access, quality improvement, and cost-effective care at local, national, and global levels.

Foster Leadership in Interdisciplinary Collaboration – Develop nurse leaders who can work across disciplines to drive innovation, integrate digital health solutions, and create scalable healthcare models that address complex

Enhance Patient-Centered Care and Advocacy – Empower nurses to champion patient advocacy by designing and implementing innovative healthcare solutions that prioritize patient needs, improve health outcomes, and reduce disparities.

Outcome 1

Students will formulate an innovative healthcare proposal focused on designing, facilitating, implementing, and evaluating healthcare innovation change programs.

Concepts

Principles of the innovation and design process, complex adaptive systems, change, and innovation through entrepreneurship and intrapreneurship

Competencies

Students will formulate an innovative healthcare proposal, critically appraise existing processes of the diffusion of innovations in complex systems, identify the best evidence specific to an innovation, and recommend changes to facilitate effective diffusion and adoption of innovations, and evaluate the feasibility of the idea.

Assessment Process

Two direct measures will be used to assess all students in the program. Measure 1 comes from HCI 548 Advanced Concepts and Principles of Innovation, a required course, and is a Change Theory Paper. In the paper, students will contrast the processes associated with undertaking, implementing, and evaluating innovation within the context of a healthcare organization. The paper is assessed using a 5-point rubric. Measure 2 comes from HCI 550 Health Care Policy and Innovation, a required course, and is a policy assignment. In the assignment, students will create a description of a healthcare policy issue related to their practice, organization, or area of interest. The paper should include a statement of the issue, identification of the stakeholders involved, an assessment of the current policy status, and recommendations for reform. The assignment is assessed using a 5-level rubric. The data from the assessments will be collected by the faculty and analyzed by the program director. The findings will be shared with faculty after each semester and used to continuously improve the overall MHI curriculum, teaching methodologies, and delivery methods.

Measure 1

HCI 548 Advanced Concepts and Principles of Innovation: Change Theory Paper assessed using a faculty-developed rubric.

Performance Criterion 1

At least 90% of students will receive a rating of 8 or higher on the rubric.

Measure 2

HCI 550: Health Care Policy and Innovation – Policy Assignment assessed using a faculty-developed rubric.

Performance Criterion 2

At least 90% of the students will achieve a score of 8 or higher on the rubric..

Outcome 2

Students will synthesize leadership theories, innovation frameworks, and principles of implementation science to transform traditional organizational cultures into cultures of innovation.

Concepts

Complex adaptive systems, innovation design theory and process, innovation leadership, and change application techniques.

Competencies

Students will generate and evaluate the application of principles of effective innovation management to address complex healthcare issues and rapid change. Students will be able to design an innovation project that incorporates principles of innovation, identifies supporters and opposition, and presents a proposal to implement the innovation, applicable to a real-world issue in the healthcare environment.

Assessment Process

Two direct measures will be used to assess all students in the program. Measure 1 comes from HCI 542 Systems Thinking in a Complex Environment, a required course, and involves a Presentation where students will propose an innovative solution to a significant healthcare problem, justifying their approach with evidence-based reasoning. The presentation is assessed using a 5-level rubric. Measure 2 comes from HCI 544 IT for Healthcare Innovation, a required course, and is a digital transformation strategy assignment. In the assignment, students will develop a comprehensive proposal for an IT solution, including a high-level architectural diagram that integrates key systems and processes. The assignment is assessed using a 4-level rubric. The data from the assessments will be collected by the faculty and analyzed by the program director. The findings will be shared with faculty after each semester and used to continuously improve the overall MHI curriculum, teaching methodologies, and delivery methods.

Measure 1

HCI 542 Systems Thinking in Complex Environments: Final Project Paper assessed using a faculty-developed rubric.

Performance Criterion 1

At least 90% of students will earn a rating of 15 or higher on the rubric.

Measure 2

HCI 544 IT for Healthcare Innovation - Digital Transformation Strategy Assignment assessed using a faculty-developed rubric.

Performance Criterion 2

At least 80% of students will earn a 20 or higher on the rubric.

Outcome 3

Students will examine theoretical and scientific underpinnings from the sciences, humanities, public health, policy, education, and organizational sciences to provide a knowledge base for ethical practice and leadership in the art and science of nursing across diverse settings.

Concepts

Knowledge for Nursing Practice, Population Health, Scholarship for the Nursing Discipline, Informatics and Healthcare Technologies, Personal, Professional, and Leadership Development

Competencies

Demonstrate the application of nursing science to practice. (1.1f)Assess the impact of policy changes. (3.4j)Evaluate outcomes and impact of new practices based on the evidence. (4.2k)Recommend system-wide strategies that improve leadership needs. (7.2k)Evaluate the impact of health information exchange, interoperability, and integration to support patient-centered care. (8.4g)Compare and contrast leadership principles and theories. (10.3a)

Assessment Process

All students taking the course will be assessed for these performance criteria. The faculty of record will complete the assessment using the embedded Canvas rubric. Any deficiencies for specific performance criteria within the rubric will be noted on the rubric with feedback to address knowledge gaps. The overall rubric score will determine the successful completion of these performance criteria as described for the specific measures outlined in this plan. The 2021 AACN Essentials domains are used as part of the assessment process. For Measure 3.1, the NUR 544 Nursing Theoretical Application Paper will be used to assess learners. This assignment requires the student to demonstrate the ability to apply theoretical concepts to address a real-life practice issue. For Measure 3.2, the NUR 501 Innovation and Complexity Paper will be used to assess learners. This assignment demonstrates the examination of the theoretical basis for complexity and innovation to drive change in health care organizations.

Measure 1

NUR 544 Theoretical Foundations for Nursing Theoretical Application Paper
 Achievement of this criterion will be measured using an assignment rubric embedded into the Canvas gradebook.

Performance Criterion 1

At least 90% of students will earn a 10.5/15 or higher rubric score on the Theoretical Application Paper.

Measure 2

NUR 501 Individual & Innovation: Innovation and Complexity Paper
 Achievement of this criterion will be measured using an assignment rubric embedded into the Canvas gradebook.

Performance Criterion 2

At least 90% of students will earn a 12.6/18 or higher rubric score on the Innovation and Complexity Paper.

Outcome 4

Students will evaluate evidence-based practice and leadership in direct and indirect clinical practice with patients, populations, information and health care delivery systems to improve health care outcomes.

Concepts

Person-Centered Care Population Health
Quality and Safety Systems-Based Practice
Informatics and Healthcare Technologies
Professionalism Personal, Professional, and
Leadership Development

Competencies

Synthesize knowledge from nursing and other disciplines to inform education, practice, and research. (1.2f) Integrate advanced scientific knowledge to guide decision-making. (2.4g) Identify best evidence to support policy development. (3.4c) Critically evaluate advanced knowledge in a defined area of nursing practice. (4.1h) Interpret primary and secondary data and other information to support care. (8.2j) Identify innovative and evidence-based practices that promote person-centered care. (9.2i)

Assessment Process

All students taking the course will be assessed for these performance criteria. The faculty of record will complete the assessment using the embedded Canvas rubric. Any deficiencies for specific performance criteria within the rubric will be noted on the rubric with feedback to address knowledge gaps. The overall rubric score will determine the successful completion of these performance criteria as described for the specific measures outlined in this plan. For Measure 4.1, the NUR 593 Comprehensive Literature Review assignment will be used to assess learners. Completion of the assignment will demonstrate an ability to search for and critically appraise evidence to support an evidence-based practice change. For Measure 4.2, the DNP 602 Quantitative Research Critique Paper will be used to assess learners. Completion of the assignment will demonstrate scholarly evaluation of research for application to an identified problem in nursing.

Measure 1

NUR 593 Applied Project: Comprehensive Literature Review
Achievement of this criterion will be measured using an assignment rubric embedded into the Canvas grade book.

Performance Criterion 1

At least 90% of students in the NUR 593 Applied Project course will earn a 9.8/14 or higher rubric score on the Comprehensive Literature Review assignment.

Measure 2

DNP 602 Evaluating Research for Practice: Quantitative Research Critique Paper
Achievement of this criterion will be measured using an assignment rubric embedded into the Canvas grade book.

Performance Criterion 2

At least 90% of students will earn a 14/20 or higher rubric score on the Quantitative Research Critique Paper.

Outcome 5

Students will model clear, coherent, professional and respectful leadership in communication with patients, families and health care professionals.

Concepts

Knowledge for Nursing Practice, Population Health, Scholarship for the Nursing Discipline, Informatics and Healthcare Technologies, Personal, Professional, and Leadership Development

Competencies

Demonstrate the application of nursing science to practice. (1.1f)Assess the impact of policy changes. (3.4j)Evaluate outcomes and impact of new practices based on the evidence. (4.2k)Recommend system-wide strategies that improve leadership needs. (7.2k)Evaluate the impact of health information exchange, interoperability, and integration to support patient-centered care. (8.4g)Compare and contrast leadership principles and theories. (10.3a)

Assessment Process

All students taking the course will be assessed for these performance criteria. The faculty of record will complete the assessment using the embedded Canvas rubric. Any deficiencies for specific performance criteria within the rubric will be noted on the rubric with feedback to address knowledge gaps. The overall rubric score will determine the successful completion of these performance criteria as described for the specific measures outlined in this plan. For Measure 5.1, the NUR 509 Learning Contract assignment will be used to assess learners. Completion of this assignment demonstrates clear, coherent, professional, and respectful leadership in communication with healthcare professionals. For Measure 5.2, the NUR 501 Innovative Leader paper will be used to assess learners. Completion of this assignment demonstrates the critical synthesis of personal leadership styles as they relate to leadership in communication with patients, families, and health care professionals.

Measure 1

NUR 509 Prevention and Population Health Practicum: Learning Contract Assignment
Achievement of this criterion will be measured using an assignment rubric embedded into the Canvas grade book.

Performance Criterion 1

At least 90% of students will earn a 21/30 or higher rubric score on the NUR 509 Learning Contract

Measure 2

NUR 501 Individual and Innovative Leader: Innovative Leader Paper
Achievement of this criterion will be measured using an assignment rubric embedded into the Canvas grade book.

Performance Criterion 2

At least 90% of students will earn a 22.4/32 or higher rubric score on the NUR 501 Innovative Leader Paper