



ILLINOIS STATE
UNIVERSITY
Mennonite College of Nursing

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Fiscal Year 2019 Planning Document

Judy Neubrandner, EdD, FNP-BC | Dean

Acknowledgements

Kim Schafer Astroth, PhD, RN, Director of Graduate Programs

Mary Dyck, PhD, RN, LNHA, Associate Dean for Research

Diane Folken BS, Director of Business and Finance

Amy Irving BS, Director of Events

Melissa Jarvill, PhD, RNC-NIC, CHSE, Director of Nursing Simulation

Emily McMahon, BA, Director of Marketing and Recruitment

Janeen Mollenhauer, MS, LCPC, Associate Dean, Academic Support

Chris Morgan, MBA, Director of Technology

Denise Wilson, PhD, APN, CNP, CDE, Associate Dean, Academics

Valerie Wright, DNP, RN, CNE, Director of Undergraduate Program

Faculty, Staff, and Students of Mennonite College of Nursing

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A message from Dean Neubrandner



I am pleased to present the 2018-2023 Mennonite College of Nursing (MCN) Strategic Plan for your consideration. This strategic plan was formulated through the spirit of shared governance of our college. Faculty, staff, students, community members, and other campus stakeholders provided input into the creation of this plan.

Nearly 100 years have passed since the Mennonite Sanitarium Training School was founded on January 23, 1919 as a training school for nurses. The school graduated its first 15 nurses in 1922, awarding diplomas until 1985, when Mennonite College of Nursing was established and the first baccalaureate degrees were awarded. Since then, the Master of Science

in Nursing Program was established in 1995, and MCN joined Illinois State University as the sixth academic college in 1999. The college has continued to grow and flex, increasing its undergraduate enrollment, adding an accelerated Bachelor of Science in Nursing (BSN) option, an online RN to BSN program, two sequences to the Master's Program, and a Doctoral Program that includes a Doctor of Philosophy in Nursing and an online Doctor of Nursing Practice (DNP). In 2011, the state-of-art Nursing Simulation Lab was opened. The 10,000 square-foot facility provides student with real-life situations using high-fidelity patient simulators.

Looking forward into the next year and beyond, I envision an MCN that innovates – educating a generation of nurses prepared to step into more primary care roles. Nurses poised to excel, not only as caretakers, but to show great leadership in this time of uncertainty. Nurses who are passionate, engaged with their communities, and dedicated to the vulnerable and underserved.

This Strategic Plan will serve as a guide for Mennonite College of Nursing as we move into the next 100 years. It is crucial for MCN to continue to educate exceptional nurses, while adapting to the changing healthcare climate and preparing and empowering its students to make a difference in their patients' lives. A special thanks to Tom Carroll for his ongoing leadership and expertise and to everyone who participated in this important process.

Respectfully,

Judy Neubrandner
Dean, Mennonite College of Nursing



<p>Mission</p>	<p>Mennonite College of Nursing promotes excellence and innovation in education while striving to improve health locally and globally through exceptionally well-prepared nurses.</p>
<p>Vision Statement</p>	<p>To be a community that sets the standard for excellence in nursing practice and education, changing the world one exceptionally well-prepared nurse at a time.</p>
<p>Values</p>	<p>We value life-long, curious learners and relationships with one another and our community. We strive to improve health; demonstrate excellence in our work; provide service to and care for others; and display empathy, openness, advocacy, and purposeful action, in an environment that welcomes diversity while promoting inclusion and the celebration of personal and professional accomplishments.</p>
<p>Strategic Intentions</p>	<p>We are focused on five strategic objectives to advance our future, enable our mission, and translate our values into action to effect change in healthcare and our world. We believe that excellence in teaching, focused scholarly works, collaborative partnerships with our community, diverse clinical experiences, and a fierce dedication to the continued improvement of our institution will produce outstanding graduates.</p>

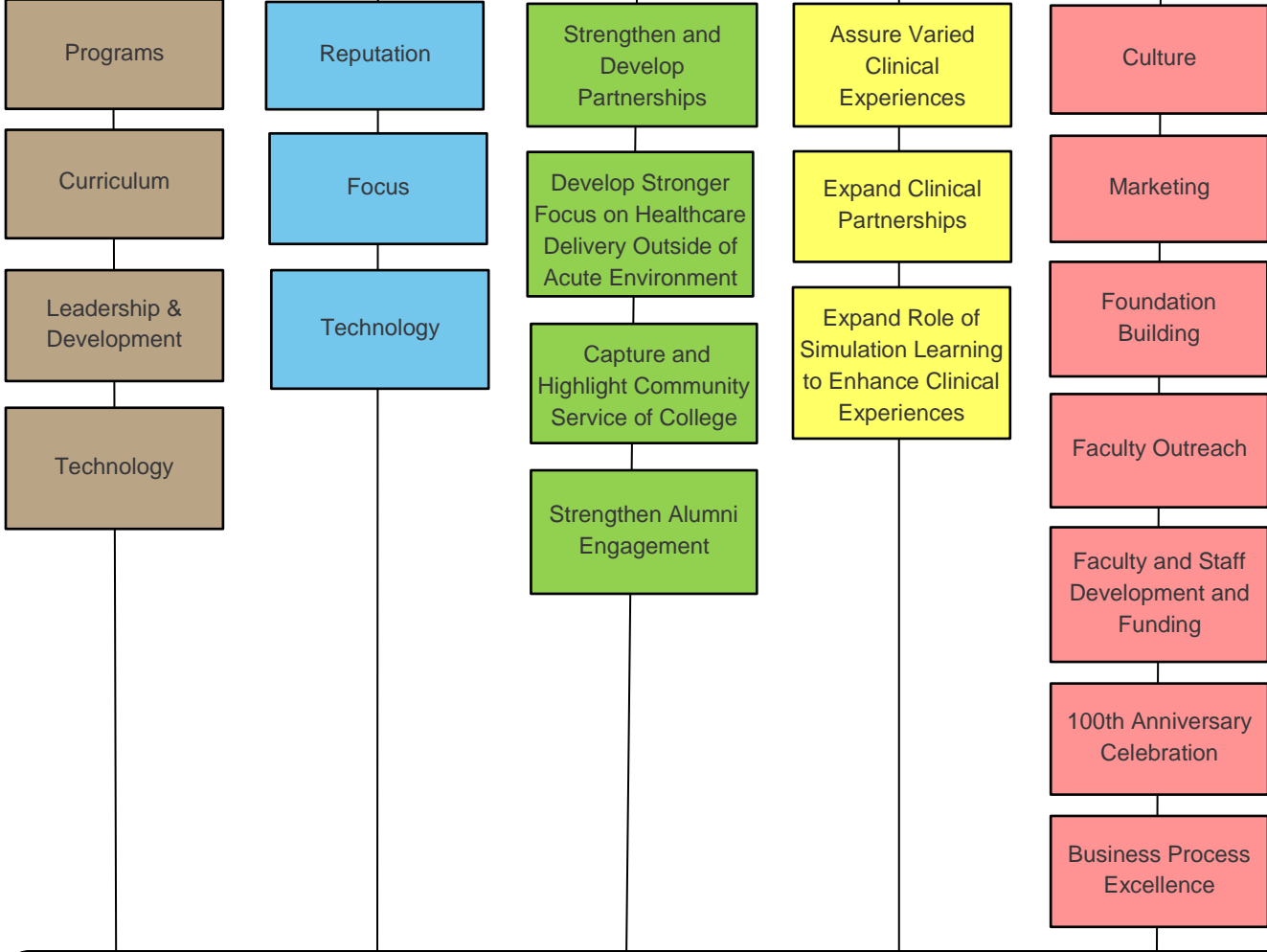
Strategic Map: 2018-2023



Our Mission: Promote excellence and innovation in education while striving to improve health locally and globally through exceptionally well-prepared nurses.

- Objective 1:** Teaching Our Students with Excellence
- Objective 2:** Strategically Grow Research and Scholarly Works
- Objective 3:** Collaborate with Our Community
- Objective 4:** Develop Diverse Clinical Experiences for Our Students
- Objective 5:** Grow and Promote a Premier Institution of Nursing Excellence

Strategic Focus Areas:



Our Values: We value life-long, curious learners and relationships with one another and our community. We strive to improve health; demonstrate excellence in our work; provide service to and care for others; and display empathy, openness, advocacy, and purposeful action, in an environment that welcomes diversity while promoting inclusion and the celebration of personal and professional accomplishments.

Mennonite College of Nursing Strategic Goal Alignment with University's Strategic Goals

2018-2023 Educate, Connect, Elevate	Strategic Goal 1: Teaching Our Students with Excellence	Strategic Goal 2: Strategically Grow Research and Scholarly Works	Strategic Goal 3: Collaborate with Our Community	Strategic Goal 4: Develop Diverse Clinical Experiences for Our Students	Strategic Goal 5: Grow and Promote a Premier Institution of Nursing Excellence
Enhance Strength and Stability <ul style="list-style-type: none"> • Manage enrollment for institutional success • Support talent management to attract and retain high-quality faculty and staff • Strengthen financial position • Utilize best practices to enhance institutional effectiveness 	X	X			X
Foster Innovation <ul style="list-style-type: none"> • Support academic program offerings to meet enrollment demand in current and emerging fields of study • Support advancement of research, creative works, and knowledge generation • Enhance organizational infrastructure to support innovation and collaboration 	X		X	X	
Nurture Diversity and Inclusion <ul style="list-style-type: none"> • Enhance diversity of faculty, staff, and student populations across the inclusion spectrum • Invigorate the campus community by providing a welcoming and inclusive environment • Advance learning experiences that help faculty, staff, and students succeed in a global society 	X		X	X	
Enrich Engagement <ul style="list-style-type: none"> • Foster partnerships offering collaborative and mutually beneficial opportunities • Involve more faculty, staff, and students in outreach, engagement, and research opportunities locally, regionally, and globally • Embed personal well-being and professional development initiatives into campus culture • Integrate approaches to engage students in career development and readiness 		X	X	X	X

Strategic Objective 1

Teaching our Students with Excellence

Descriptor

Our graduates leave Mennonite College of Nursing and impact the lives of countless people. The knowledge, skills, and abilities of our students are developed through faculty expertise with focused intention and purpose. We strive for program excellence by constant refinement, ongoing review, and continual development. We expand our educational offerings as the healthcare field and students require for success in an ever-changing industry. Our intent is to assure each student leaves well-prepared to think critically, demonstrates strong competence, and leads in an evolving industry. Our faculty are essential to students' learning process. Outcomes on licensure pass rates provide a strong indicator of our students' and faculty's performance.



Strategic Objective 1

Teaching our Students with Excellence

Strategic Focus Areas

Programs Plan, manage and explore growth of new and current programs (BSN, RN to BSN, MSN, PhD, DNP, BSN to DNP)

Curriculum

- 2018**
 - Holistic review and adjustment of undergraduate and graduate curricula; align to identified best practices, industry needs, licensure requirements, and accrediting agencies
 - Integrate holistic health, vulnerable populations, cross-disciplinary experiences, and service into clinical experiences that align with curricula
 - Integrate and utilize simulation learning experiences to enable greater clinical competence
- 2018**
 - Align testing with NCLEX standards throughout undergraduate program
 - Maintain standards of excellence using benchmark data, aspirant schools and NCLEX pass rates

2018 Focus Teams

Undergraduate

- Seon Yoon Chung
- Mary Cranston
- Tina Fillman
- Sue Franzen
- Becky LaMont
- Cindy Malinowski
- Blanca Miller
- Janeen Mollenhauer
- Kathleen Morris
- Sandy Nielsen
- Jamie Penrod
- Prelicensure Curriculum Committee (PCC)
- Olanna Pullen
- RN to BSN Program and Curriculum Committee
- Tricia Wiegner

Graduate

- Kim Astroth
- SeonYoon Chung
- Sheryl Jenkins
- Cindy Kerber
- Blanca Miller
- Melissa Moody
- Teresa Valerio
- Denise Wilson
- Wendy Woith

Strategic Objective 1

Teaching our Students with Excellence

Leadership & Development

- Integrate leadership development, service concepts, and work environment expectations into curriculum where appropriate
- 2018 ○ Explore strategic campus-wide partnerships – MBA program; Public Health
- 2018 ○ Conduct Leadership Academy
 - Provide students with the knowledge, experience and exposure necessary to successfully navigate the business environment of healthcare
 - Provide support and learning opportunities for gender-specific challenges potentially facing our male and female students

2018 Focus Teams

Campus-wide Partnerships

- Kim Astroth
- Susana Calderon
- College of Business
- MyoungJin Kim
- Judy Neubrandner
- Ed Reitz
- Teresa Valerio
- Heather Winfrey-Richman

Leadership Academy

- Susan Lynch
- Emily McMahon
- Janeen Mollenhauer
- Melissa Moody
- Valerie Wright



Strategic Objective 1

Teaching our Students with Excellence

Technology

- Explore new technologies – virtual reality, robotics, telehealth, etc.
- Further develop online learning offerings, distant education and methods to promote and support these offerings
- Further expand simulations learning; explore online simulation

2018

- Develop digital testing (online testing platform)

2018 Focus Team

- | | |
|-------------------|------------------|
| ○ Tina Fillman | ○ Chris Morgan |
| ○ Melissa Jarvill | ○ Sandy Nielsen |
| ○ Becky LaMont | ○ Yvette Pigman |
| ○ Carla Leber | ○ Valerie Wright |

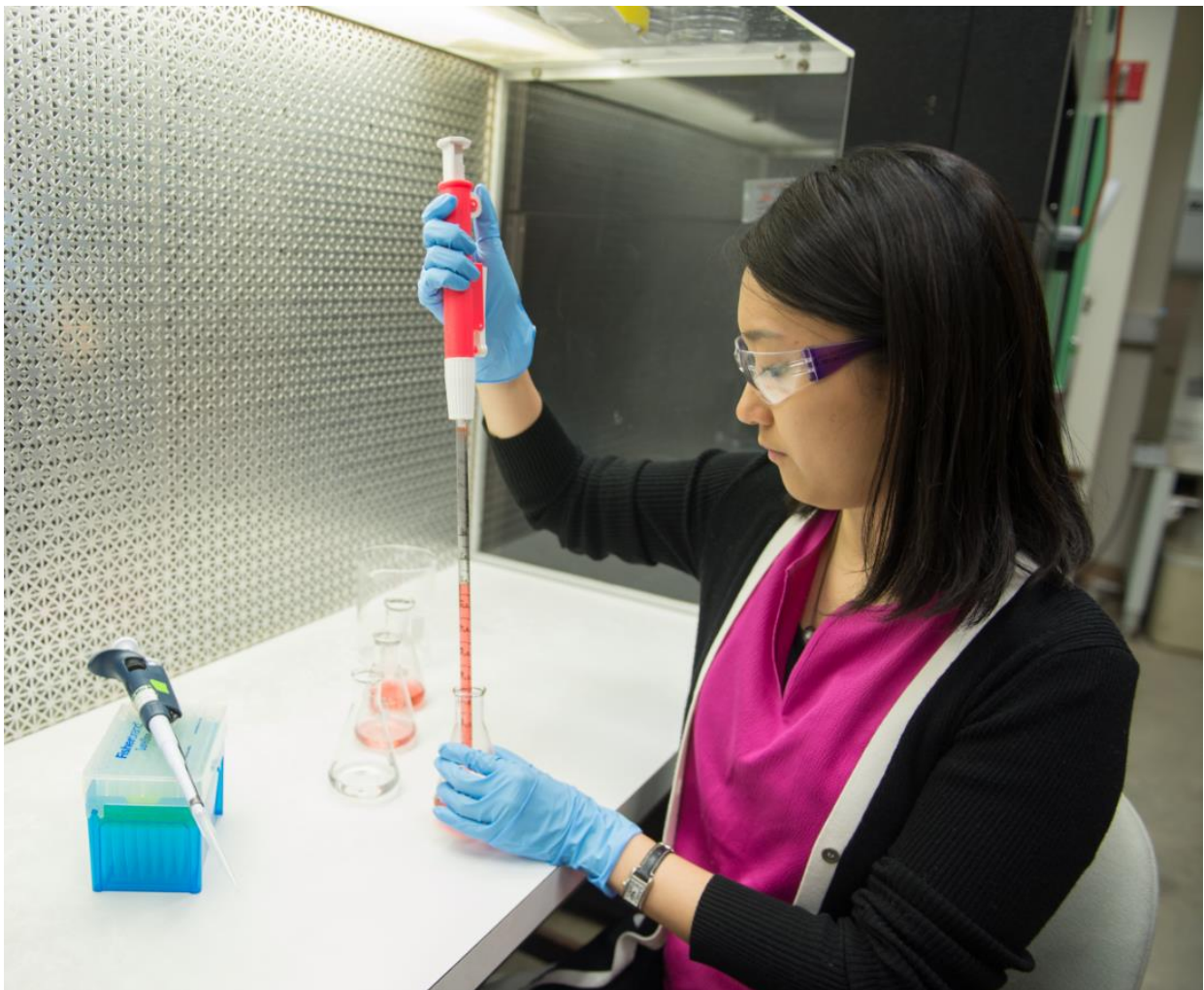


Strategic Objective 2

Strategically Grow Research and Scholarly Works

Descriptor

We recognize the need to continually build on our legacy and reputation. We will focus our research efforts to address practice issues and scholarly endeavors. Expanding the base of knowledge for our profession through scholarly projects, publications, presentations, grants, and other funding methods will enable the College to attract faculty, students, and donors. Further, our research will develop our capabilities and strengthen the communities in which our students serve.



Strategic Objective 2

Strategically Grow Research and Scholarly Works

Strategic Focus Areas

Reputation

2018

- Hire faculty with competence and motivation to achieve desired quality and quantity of research; assess needs and impending retirements of current faculty
- Consider faculty member for NIH Reviewer training
- Increase quantity and quality of externally funded research, projects and publications; engage faculty on focus areas that are fundable
- Increase number of research presentations both locally, nationally, and internationally
- Using marketing strategies develop alternative communication channels on research outcomes for internal and external audiences

2018 Focus Team

- Lissa Bevins
- Susana Calderon
- Mary Dyck
- MyoungJin Kim
- Judy Neubrandner
- Search Team (TBD)

Focus

2018

- Define Research Focuses for College – diverse populations, vulnerable people, cross discipline, clinical practice
- Balance funded and unfunded research

2018

- Hire and sustain tenure track faculty that support research focus

2018 Focus Team

- Kim Astroth
- Susana Calderon
- SeonYoon Chung
- Mary Dyck
- Melissa Jarvill
- MyoungJin Kim
- Ed Reitz
- Wendy Woith

Strategic Objective 2

Strategically Grow Research and Scholarly Works

Technology

2018

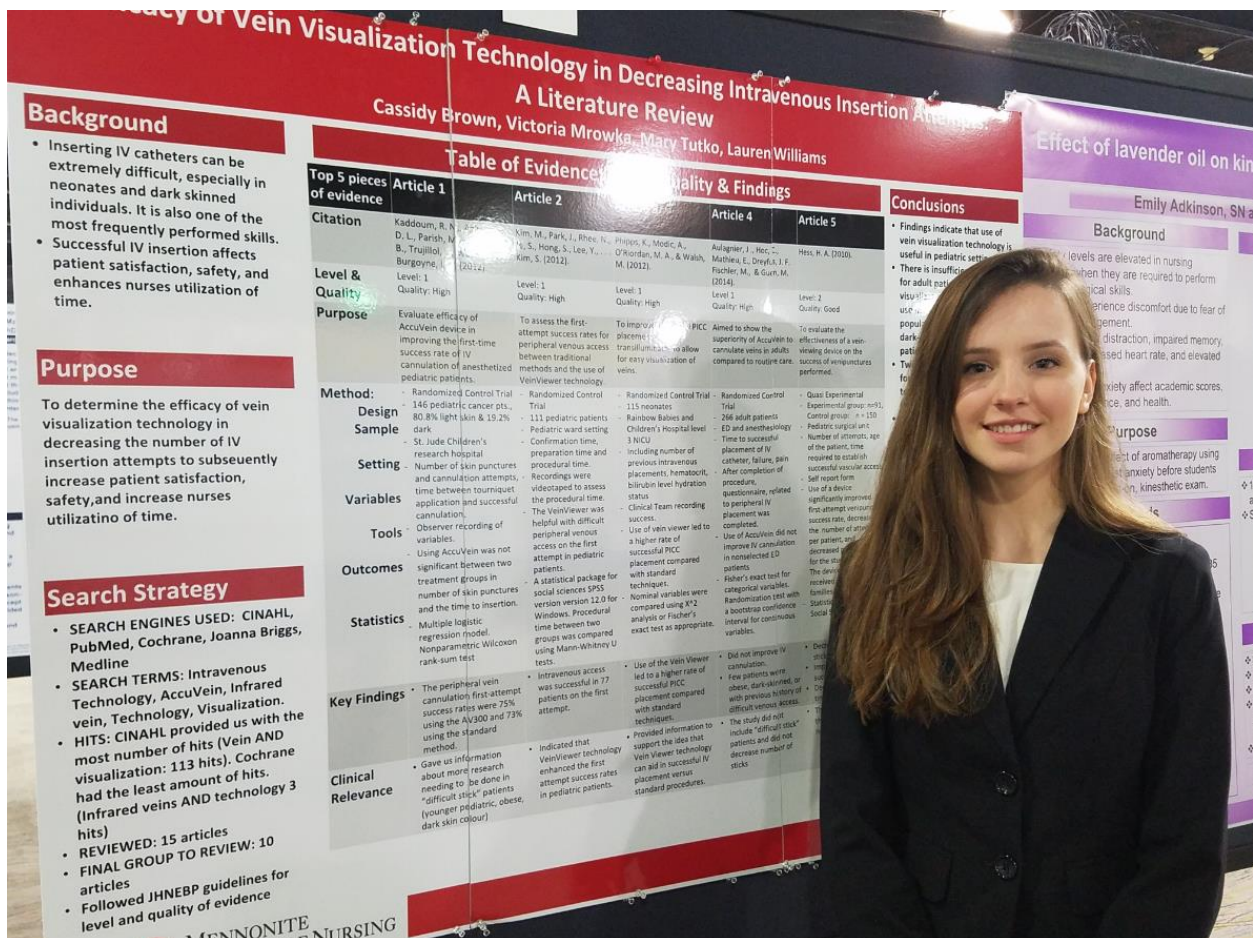
- Leverage technology to enhance programs that require research (PhD, DNP, etc.)
- Support large dataset studies

2018

- Develop simple and transparent tracking system for timelines on grant submissions, IRB protocol submissions, all current research projects – especially ones that are happening with our students.

2018 Focus Team

- Mary Dyck
- MyoungJin Kim



Strategic Objective 3

Collaborate with Our Community

Descriptor

The Mennonite College of Nursing at Illinois State University is located in Normal, Illinois. We are fortunate to have many excellent healthcare partners in and around our community, including inpatient, ambulatory, long term care, public health, and wellness offerings. Our intention is to develop stronger partnerships within this community to provide our students varying experiences in numerous settings where healthcare is provided and to impact community health. Our students and faculty serve in many roles in our community, such as educators, volunteers, and clinical practitioners. Our community outreach and our spirit to serve, provides our students opportunities to actively engage in healthcare throughout their education. We believe partnering across these organizations not only develops our community and students, but also strengthens the College's position as a partner in the healthcare of our community.



Strategic Objective 3

Collaborate with Our Community

Strategic Focus Areas

Strengthen and Develop Partnerships

2018

- Explore health-related opportunities that help to educate our students and provide a benefit to the community – both on and off campus
- Offer health-related service experiences through cross-agency collaboration that develop leadership skills, and understanding of vulnerable and diverse populations

2018 Focus Team

- | | |
|--------------------|------------------|
| ○ Mary Cranston | ○ Sandy Nielsen |
| ○ Susan Hovey | ○ Teresa Novy |
| ○ Brenda Johnson | ○ Carla Pohl |
| ○ Judy Neubrandner | ○ Tricia Wiegner |

Develop Stronger Focus on Healthcare Delivery Outside of Acute Environment

- Ensure curriculum teaches nursing's role in community health, public health, wellness/prevention, primary health care, end of life, ambulatory centers, and other non-hospital based care
- Lead community health, wellness, and prevention events in partnership with other community organizations – focus skill development on leadership, communication, project management, teamwork, cross discipline knowledge/collaboration, public speaking, and education



Strategic Objective 3

Collaborate with Our Community

Capture and Highlight Community Service of the College

2018

- Faculty, staff, and student service tracking – ensure nurse’s role and responsibility in serving others is taught in curriculum

2018

- Assess and track all service projects and work being done today and maintain data
- Highlight health-related service work by college in branding stories about the college
- Target and strive for meaningful change through focused service work

2018 Focus Team

- Lana Blakemore
- Denise Hammer
- Carla Leber
- Emily McMahon
- Jennifer Sedbrook
- Heather Winfrey-Richman

Strengthen Alumni Engagement

2018

- Focus areas can be in fund raising, developing clinical sites, collaborating on community service projects, assisting in classroom or simulation lab learning, and mentoring students in clinical setting alumni work in

2018 Focus Team

- Amy Irving
- Carla Leber
- Susan Lynch
- Judy Neubrander
- Jennifer Sedbrook



Strategic Objective 4

Develop Diverse Clinical Experiences for Our Students

Descriptor

Mennonite College of Nursing graduates are developed using numerous teaching methods. Classrooms, online learning, clinical sites and simulation laboratory experiences are critical to this end. We link formal teaching methods with immersion in patient care in varying settings to further hone our students' knowledge and skills. Our intention is to expand the variety and location of sites we use to develop our students. We believe that early experiences with mental health, end of life, chemical dependency, and multi-disciplinary teams, when coupled with in-patient care experiences, not only enhances our students' capabilities, but it sets them apart. As the industry moves towards out-patient care and a wellness/prevention focus, students' experiences must align with this shift.



Strategic Objective 4

Develop Diverse Clinical Experiences for Our Students

Strategic Focus Areas

Although we must continue to develop alternative clinical sites and simulation learning for our students, we await the work of Objective 1 (Curriculum Review) before developing additional experiences for our students. This said, there are a few grant requests pending that may require 2018 Focus and Outcomes to be established before a curriculum review is complete.

Assure Varied Clinical Experiences	<ul style="list-style-type: none">○ Offer experiences in diverse settings that aligned to industry shifts - outpatient and ambulatory environments, in-patient environments, mental health, chemical dependency, long-term care, end of life care, chronic disease care, and global health – assuring nursing students understand clinical practices beyond the traditional in-patient medical model○ Develop simulation situations in environments beyond acute care for both undergraduate and graduate students
Expand Clinical Partnerships	<ul style="list-style-type: none">○ Expand partnerships beyond inpatient acute care settings, partner with other health-related organizations (health department, cancer clinic, hospice, long-term care settings, etc.), assure cross disciplinary/multi-disciplinary experiences○ Develop simulation situations in environments beyond acute care for both undergraduate and graduate students
Expand Role of Simulation Learning to Enhance Clinical Experiences	<ul style="list-style-type: none">○ Utilize simulation to complement coursework, expand research and publication opportunities, and model clinical best practice○ Expand faculty simulation expertise to promote quality student simulation-based learning opportunities○ Explore additional spaces and opportunities to expand simulation programs

Strategic Objective 5

Grow and Promote a Premier Institution of Nursing Excellence

Descriptor

Mennonite College of Nursing's faculty and staff must continue to assess, develop, and lead our academic institution into the future. Sustaining and enhancing the College's future will prepare nurses for the dynamic ever-changing industry they are about to enter. The culture we create, the way we brand the organization, our financial resources, our faculty and staff strength and development, and our physical space will all contribute to sustaining our excellence over the next 100 years. Therefore, we must continue to promote and grow the College through initiatives that advance our mission and our values.



Strategic Objective 5

Grow and Promote a Premier Institution of Nursing Excellence

Strategic Focus Areas

Culture

2018

- Provide and communicate clear and simple job responsibilities for roles

2018

- Assess culture and job satisfaction through faculty and staff engagement. Target areas for improvements
- Develop stronger faculty/staff connections and utilization
- Hire faculty and staff that align to culture and College's needs
- Consciously develop the culture elements that are meaningful; develop, foster, and hold people accountable to expected cultural norms

2018

- Assess and consider purpose and outcomes of all meetings; improve efficiency and effectiveness of meetings to decrease frequency of meetings

2018 Focus Team

- Lana Blakemore
- Nina Ford
- Sheryl Jenkins
- Cindy Kerber
- Becky LaMont
- Janeen Mollenhauer
- Melissa Moody
- Kathleen Morris
- Teresa Novy
- Michele Shropshire
- Tricia Wiegner
- Denise Wilson



**Higher education
for a higher
standard of care**

Strategic Objective 5

Grow and Promote a Premier Institution of Nursing Excellence

Marketing

- Curate and leverage content that illustrates MCN’s value and nurtures relationships with students, community, and industry
 - Use research excellence as a tool for attracting students and faculty; especially focusing on programs where growth is needed and beneficial to the college

2018

- Design, document, and implement a marketing and recruitment plan that is SMART (Specific, Measurable, Achievable, Relevant, and Time-bound)
- Recruit high caliber and diverse students, faculty, and staff
- Increase brand awareness, perception, and affinity within Illinois; then expand beyond state
- Leverage technology and marketing automation

2018 Focus Team

- Kim Astroth
- Emily McMahon
- Janeen Mollenhauer
- Melissa Moody

Foundation Building

2018

- New Facility
 - Create a vision for the building and begin planning
 - Communicate and inspire the community, alumni, and donors with the possibilities
 - Begin seeking commitments of financial support
- Funding & Financial Security
 - Grow scholarships for students, faculty, and staff
 - Seek novel and creative funding sources and solutions for the College
 - Review funding allocations for IT and Marketing given strategic intentions
 - Track annual funding from research grants

2018 Focus Team

- Marcia Buchs
- Mary Dyck
- Diane Folken
- Judy Neubrandner
- Denise Wilson

Strategic Objective 5

Grow and Promote a Premier Institution of Nursing Excellence

Faculty Outreach	<ul style="list-style-type: none">○ Increase awareness of expertise internally (to guest lecture in class or offer faculty development) and externally (to support outreach, partnership and reputation)○ Provide annual education event for nurses, community agencies, and other partners
Faculty and Staff Development and Funding	<p>2018</p> <ul style="list-style-type: none">○ Assess needs and deliver development to faculty and staff○ Develop succession plans○ Redefine and implement a faculty mentoring program <p>2018 Focus Team</p> <ul style="list-style-type: none">○ Mary Cranston○ Lynn Kennell○ Emily McMahon○ Janeen Mollenhauer○ Denise Wilson
100th Anniversary Celebration	<p>2018</p> <ul style="list-style-type: none">○ Plan for celebration using opportunity to engage community, alumni, faculty, staff and students <p>2018</p> <ul style="list-style-type: none">○ Consider goals of Capital Campaign and link with anniversary celebration <p>2018 Focus Team</p> <ul style="list-style-type: none">○ Diane Fleming○ Amy Irving○ Carla Leber○ Teresa Novy○ Barbra Oldenburg○ Sarah Patten○ Michele Shropshire



Strategic Objective 5

Grow and Promote a Premier Institution of Nursing Excellence

Business Process Excellence

- Data
 - Assess and refine data to better understand finances, performance, growth, and other meaningful outcomes (e.g. enrollment, applications, retention, diversity)
- 2018 ○ Processes
 - Assess and improve MCN business processes for streamlining, automation, and reporting accuracy
 - Assess current systems for accuracy, and usefulness, and leverage automation for report generation
 - Assess job duties and reduce overlap and redundancies
- 2018 ○ Reporting
 - Identify MCN Scorecard with Key Process Indicators
 - Assess reporting needs - seek automation, simplicity and transparency
 - Standardize reporting and report delivery

2018 Focus Team

- Lana Blakemore
- Mary Dyck
- Diane Fleming
- Melissa Jarvill
- Carla Leber
- Emily McMahon
- Janeen Mollenhauer
- Melissa Moody
- Barbra Oldenburg
- Sarah Patten
- Heather Winfrey-Richman



Facilities Request

Over the past five years, overall college enrollment increased to an all-time high of 724. As the college experiences the full impact of increased student enrollment, the need for faculty and staff offices, nursing simulation expansion, and collaborative spaces to support student and faculty work have become more glaring.

Following a college restructuring in 2017 the two remaining vacant offices available in the Office of Student Services were filled, with the wing now at its capacity. To improve the functionality and aesthetics of the suite occupied by the Dean, Associate Dean for Academics, and their support staff, the area was remodeled to provide a more professional visitor experience. This suite is also at capacity. With only four current offices available in Edwards Hall, faculty hiring projections for Fiscal Year 2019 will result in being filled past capacity.

The Office of Research, Scholarship, and Innovation will be remodeled in spring 2018 to provide an environment to support scholarship development and dissemination. Despite these upgrades the college remains spread across 2 buildings (i.e. Nursing Simulation Laboratory and Edwards Hall), and students take classes in yet other buildings across campus. Prospective students are also impacted by logistics as large audiences attending nursing Open House presentations are left with walking from Edwards Hall to the NSL during inclement weather, at times creating a less-than-optimal impression of the event. The largest conference room in Edwards Hall no longer comfortably accommodates all faculty and staff, and there are inadequate learning and social spaces for our students, faculty, and staff.

The need and desire for additional space for current students to conduct patient simulations in the Nursing Simulation Lab (NSL) has been met with limitations in a high-fidelity environment that already services students in some capacity five days per week from 7:00 a.m. until 9:00 p.m. In 2014, the National Council of State Boards of Nursing longitudinal study on the quality of simulation in a nursing curriculum found that up to 50% of clinical nursing education could be accomplished through quality simulation without impacting graduate outcomes. However, the state of Illinois only allows 25%. Currently, the college is at capacity with the delivery of approximately 10% of all clinical learning occurring via simulation. In FY17, the NSL supported simulation in all clinical courses accounting for 7,884 student contact hours. This represents a 26% increase from FY16. In addition, two specific labs that support new student nurse skill acquisition accounted for 11,868 student contact hours. Room availability remains a challenge despite creative use of space. Audio visual equipment and

Facilities Request

portable simulation equipment were added to two health assessment rooms and four exam rooms to expand learning opportunities and maximize use of space. Out of necessity, portable walls will be purchased for fall 2018 to utilize hallway space for student competency evaluation. Evaluation in this context is not ideal.

The University and College would benefit from building a new integrated health facility that would offer classrooms, sufficient simulation lab space, faculty and staff offices, conference space, and other collaborative work areas in support of interdisciplinary research projects and grants.