FY21
Planning Document

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Illinois State University's Mennonite College of Nursing

Mission Statement

Mennonite College of Nursing promotes excellence and innovation in education while striving to improve health locally and globally through exceptionally well-prepared nurses.
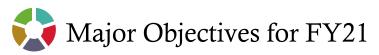
Vision Statement

The vision of Mennonite College of Nursing is 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.

Mennonite College of Nursing Strategic Goal Alignment with Educate • Connect • Elevate: Illinois State

2018 – 2023 **Educate, Connect, Elevate**	**MCN Strategic Goal 1:** Teaching Our Students with Excellence	**MCN Strategic Goal 2:** Strategically Grow Research and Scholarly Works	**MCN Strategic Goal 3:** Collaborate with Our Community	**MCN Strategic Goal 4:** Develop Diverse Clinical Experiences for Our Students	**MCN Strategic Goal 5:** Grow and Promote a Premier Institution of Nursing Excellence
ECE Goal 1: **Enhance Strength and Stability**	✔	✔	✔	✔	✔
ECE Goal 2: **Foster Innovation**	✔	✔	✔	✔	✔
ECE Goal 3: **Nurture Diversity and Inclusion**	✔		✔	✔	✔
ECE Goal 4: **Enrich Engagement**	✔	✔	✔	✔	✔

2018-2023
Strategic Map

MENNONITE COLLEGE OF NURSING
Illinois State University

Teach Our Students with Excellence

- Programs
- Curriculum
- Leadership and Development
- Technology

OBJECTIVE 1

Strategically Grow Research and Scholarly Works

- Reputation
- Focus
- Technology

OBJECTIVE 2

Mission

Mennonite College of Nursing promotes excellence and innovation in education while striving to improve health locally and globally through exceptionally well-prepared nurses.

Grow and Promote a Premier Institution of Nursing Excellence

OBJECTIVE 5

- Culture
- Marketing
- Foundation Building
- Faculty and Staff Development and Funding
- 100th Anniversary Celebration
- Business Process Excellence

OBJECTIVE 3

Collaborate with Our Community

- Strengthen and Develop Partnerships
- Develop Stronger Focus on Healthcare Delivery Outside of Acute Environment
- Capture and Highlight Community Service of College
- Strengthen Alumni Engagement

OBJECTIVE 4

Develop Diverse Clinical Experiences for Students

- Assure Varied Clinical Experiences
- Expand Clinical Partnerships
- Expand Role of Simulation Learning to Enhance Clinical Experiences

Major Objectives for FY21

Below is an outline of college goals represented in the Mennonite College of Nursing 2018-2023 Strategic Plan. Those goals completed in prior fiscal years are designated as completed, while others listed as a focal point for FY21 are listed as such. Goals to be addressed beyond FY21 and those that are on-going each year, though strategic, are also designated.

See page 13 for guide to the abbreviations of committee and roles responsible for overseeing these goals.

Strategic Goal 1: Teach Our Students with Excellence
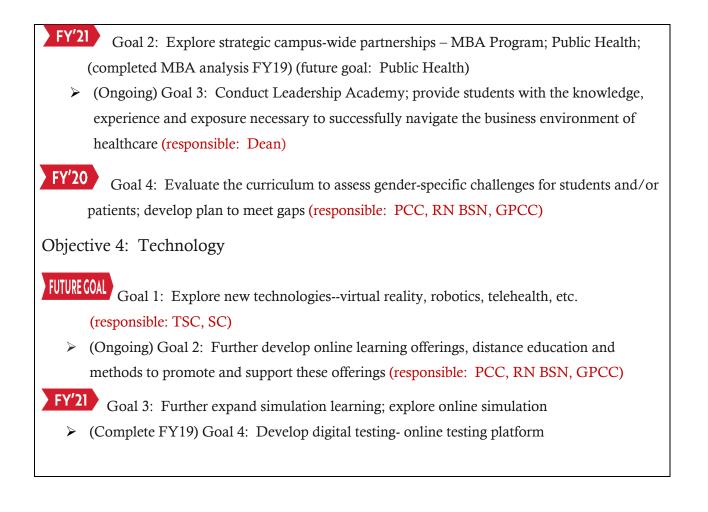
Objective 1: Programs

- ➢ (Ongoing) Goal 1: Plan, manage and explore growth of new and current programs (responsible: DC, PCC, RN BSN, GPCC)

Objective 2: Curriculum

FY'20 Goal 1: Holistic review and adjustment of undergraduate and graduate curricula; align to identified best practices, industry needs, licensure requirements, and accrediting agencies (responsible: PCC, RN BSN, GPCC)

FY'21 Goal 2: Integrate holistic health, vulnerable populations, cross-disciplinary experiences, and service into clinical experiences that align with curricula (responsible: PCC, RN BSN, GPCC)

- ➢ (Ongoing) Goal 3: Integrate and utilize simulation learning experiences to enable greater clinical competence (responsible: SC)

FY'20 Goal 4: Align testing with NCLEX standards throughout undergraduate program (responsible: PCC)

- ➢ (Ongoing) Goal 5: Maintain standards of excellence using benchmark data, aspirant schools and NCLEX pass rates (responsible: ADA)

Objective 3: Leadership & Development

FY'21 Goal 1: Integrate leadership development, service concepts, and work environment expectations into curriculum where appropriate (responsible: PCC, RN BSN, GPCC)

FY'21 Goal 2: Explore strategic campus-wide partnerships – MBA Program; Public Health; (completed MBA analysis FY19) (future goal: Public Health)

➢ (Ongoing) Goal 3: Conduct Leadership Academy; provide students with the knowledge, experience and exposure necessary to successfully navigate the business environment of healthcare (responsible: Dean)

FY'20 Goal 4: Evaluate the curriculum to assess gender-specific challenges for students and/or patients; develop plan to meet gaps (responsible: PCC, RN BSN, GPCC)

Objective 4: Technology

FUTURE GOAL Goal 1: Explore new technologies--virtual reality, robotics, telehealth, etc. (responsible: TSC, SC)

➢ (Ongoing) Goal 2: Further develop online learning offerings, distance education and methods to promote and support these offerings (responsible: PCC, RN BSN, GPCC)

FY'21 Goal 3: Further expand simulation learning; explore online simulation

➢ (Complete FY19) Goal 4: Develop digital testing- online testing platform

Strategic Goal 2: Strategically Grow Research and Scholarly Works

Objective 1: Reputation

➢ (Ongoing) Goal 1: Hire faculty with competence and motivation to achieve desired quality and quantity of research; assess needs and impending retirements of current faculty (responsible: DC)

FY'21 Goal 2: Consider faculty member for NIH Reviewer Training (responsible: ADR)

FY'21 Goal 3: Increase quantity and quality of externally funded research, projects, and publications; engage faculty on focus areas that are fundable (responsible: ADR)

FY'20 Goal 4: Using marketing strategies, develop alternative communication channels on research outcomes for internal and external audiences (responsible: DMR)

Objective 2: Focus

- (Ongoing) Goal 1: Hire and sustain tenure track faculty that support research focus (responsible: DC)

Objective 3: Technology

- (Ongoing) Goal 1: Leverage technology to enhance programs that require research- PhD, DNP, etc. (responsible: ADR, CRC)
- (Complete FY19) Goal 2: Support large dataset studies
- (Complete FY19) Goal 3: 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

Strategic Goal 3: Collaborate with Our Community

Objective 1: Strengthen & Develop Partnerships

- (Ongoing) Goal 1: Explore health-related opportunities that help to educate our students and provide a benefit to the community – both on and off campus (responsible: APSP, ANEW, CAUSE)
- (Ongoing) Goal 2: Offer health-related service experiences through cross-agency collaboration that develop leadership skills, and understanding of vulnerable and diverse populations (responsible: APSP, ANEW, CAUSE, SEL)

Objective 2: Develop Stronger Focus on Healthcare Delivery Outside of Acute Environment

- (Ongoing) Goal 1: 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 (responsible: PCC, RN BSN, GPCC)
- (Ongoing) Goal 2: 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 (responsible: APSP)

Objective 3: Capture and Highlight Community Service of College

FY'21 Goal 1: Ensure nurse's role and responsibility in serving others is taught in curriculum (responsible: ADA)

➢ (Complete FY19) Goal 2: Develop a mechanism to track faculty, staff, and student service work

➢ (Ongoing) Goal 3: Track all service projects and work being done today and maintain data (responsible: ADA)

➢ (Ongoing) Goal 4: Highlight health-related service work by college in branding stories about the college (responsible: DMR)

Objective 4: Strengthen Alumni Engagement

FY'21 Goal 1: Engage alumni in focus areas such as fund raising, developing clinical sites, collaborating on community service projects, assisting in classroom or simulation lab learning, and mentoring students in clinical settings and alumni relations (responsible: Dean)

Strategic Goal 4: Develop Diverse Clinical Experiences for Students

Objective 1: Assure Varied Clinical Experiences

FY'21 Goal 1: Offer experiences in diverse settings that align 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 inpatient medical model

FY'21 Goal 2: Develop simulation situations in environments beyond acute care for both undergraduate and graduate students

Objective 2: Expand Clinical Partnerships

FY'21 Goal 1: 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 (responsible: DUP, DGP)

Objective 3: Expand Role of Simulation Learning to Enhance Clinical Experiences

➢ (Ongoing) Goal 1: Utilize simulation to compliment coursework, expand research and publication opportunities, and model clinical best practice
(responsible: SC)

FY'21 Goal 2: Expand faculty simulation expertise to promote quality student simulation-based learning opportunities (responsible: SC)

➢ (Future Goal) Goal 3: Explore additional spaces and opportunities to expand simulation programs (responsible: SC)

Strategic Goal 5: Grow and Promote a Premier Institution of Nursing Excellence

Objective 1: Culture

➢ (Ongoing) Goal 1: Provide and communicate clear and simple job responsibilities for roles
(responsible: DC)

FY'20 Goal 2: Assess culture and job satisfaction through faculty and staff engagement. Target areas for improvements (responsible: Culture Committee led by CC Chair)

➢ (Ongoing) Goal 3: Develop stronger faculty/staff connections and utilization
(responsible TBD)

➢ (Ongoing) Goal 4: Hire faculty and staff that align to culture and College's needs
(responsible: DC)

FY'20 Goal 5: Consciously develop the culture elements that are meaningful; develop, foster, and hold people accountable to expected cultural norms (responsible: Culture Committee led by CC Chair)

FY'20 Goal 6: Assess and consider purpose and outcomes of all meetings; improve efficiency and effectiveness of meetings to decrease frequency of meetings (responsible: DC, Committee Chairs)

Objective 2: Marketing

➢ (Ongoing) Goal 1: Curate and leverage content that illustrates MCN's value and nurtures relationships with students, community, and industry (responsible: DMR)

- Use research excellence as a tool for attracting students and faculty; especially focusing on programs where growth is needed and beneficial to the college
- (Completed FY19) Design, document, and implement a marketing and recruitment plan that is SMART (Specific, Measurable, Achievable, Relevant, and Time-bound)

FY'21 Goal 2: Recruit high caliber diverse students, faculty, and staff (responsible: DC)

FY'20 Goal 3: Increase brand awareness, perception, and affinity within Illinois (responsible: DMR)

➤ (Ongoing) Goal 4: Leverage technology and marketing automation (responsible: DMR)

Objective 3: Foundation Building

FY'21 Goal 1: New Facility (responsible: Dean)

- 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

FY'20 Goal 2: Funding and Financial Security (responsible: Dean)

- (Ongoing) Grow scholarships for students, faculty, and staff
- (Ongoing) Seek novel and creative funding sources and solutions for the College

  FY'20 Review funding allocations for IT and Marketing given strategic intentions

  FY'20 Track annual funding from research grants

Objective 4: Faculty Outreach

➤ (Ongoing) Goal 1: Increase awareness of expertise internally to guest lecture in class or offer faculty development or externally to support outreach, partnership and reputation (responsible: ADA)

(Ongoing) Goal 2: Provide annual education event for nurses, community agencies, and other partners (responsible TBD)

Objective 5: Faculty and Staff Development and Funding

➤ (Ongoing) Goal 1: Assess needs and deliver development to faculty and staff (responsible: DC)

FY'21 Goal 2: Develop succession plans (responsible: DC)

FY'21 Goal 3: Redefine and implement a faculty mentoring program (responsible: ADA)

Objective 6: 100th Anniversary Celebration

- ➢ (Complete FY19) Goal 1: Plan for celebration using opportunity to engage community, alumni, faculty, staff and students
- ➢ (Complete FY19) Goal 2: Consider goals of Capital Campaign and link with anniversary celebration

Objective 7: Business Process Excellence

FY'21 Goal 1: Data

- o Assess and refine data to better understand finances, performance, growth, and other meaningful outcomes (e.g. enrollment, application, retention, diversity) (responsible: AD-AS, BPE committee)

FY'21 Goal 2: Processes

- o Assess and improve MCN business processes for streamlining, automation, and reporting accuracy (responsible: AD-AS, BPE committee)
- o Assess current systems for accuracy, and usefulness, and leverage automation for report generation (responsible: AD-AS, BPE committee)
- o Assess job duties and reduce overlap and redundancies (responsible: DC)

FY'21 Goal 3: Reporting (responsible: AD-AS and BPE committee)

- o Identify MCN Scorecard with Key Performance Indicators
- o Assess reporting needs – seek automation, simplicity and transparency
- o Standardize reporting and report delivery

Strategic Budget Carry Over Requests for FY21

The College would like to SBC $22,820 from FY20 and move it to FY21, as well as move $12,775 from the FY20 Education Enhancement Allocation to FY21 for the Renovation of Edwards Hall 305 to a shared learning space.

Abbreviation	Committee / Role
ADA	Associate Dean for Academics
AD-AS	Associate Dean for Academic Support
ANEW	Advanced Nursing Education Workforce
APSP	America's Promise School Project
BPE	Business Process Excellence
CAUSE	Change Agents for the Underserved: Service Education
CC	College Council
CRC	College Research Committee
DC	Deans Council
DGP	Director of Graduate Program
DMR	Director of Marketing and Recruitment
DUP	Director of Undergraduate Program
GPCC	Graduate Program Curriculum Committee
PCC	Prelicensure Curriculum Committee
PROUD	Pre-entry and Retention Opportunities for Undergraduate Diversity
RN BSN	RN to BSN Curriculum and Program Committee
SC	Simulation Committee
SEL	Student Engagement Leader
TBD	To be determined