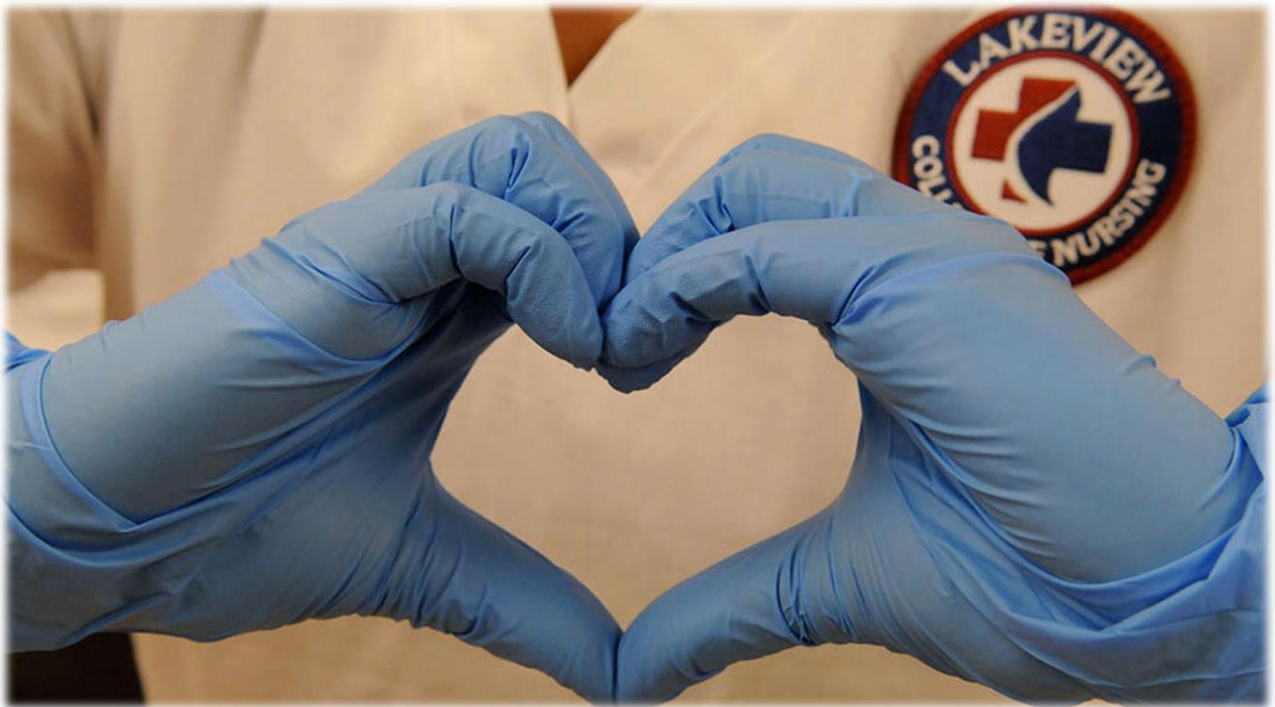


LAKEVIEW COLLEGE OF NURSING



2021-2024 STRATEGIC PLAN

LAKEVIEW COLLEGE OF NURSING

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MISSION

Lakeview College of Nursing has a central focus to be a dynamic center of educational excellence as a diverse and inclusive College community that works together, exemplifying adaptability, integrity, and caring. The College will be forefront to the trends in health care and committed to nursing as a profession by preparing safe, competent, patient-centered, caring professional nurses for leadership, service, and practice for the advancement of the nursing profession.

VISION

Lakeview College of Nursing aspires to be the College of choice for professional nursing in Illinois and recognized nationally for nursing excellence.

VALUES

Adaptability is the process of modifying behavior as indicated by changing circumstances as evidenced by flexibility and accommodation of changing, evolving, and unpredictable situations involving self, individuals, families, groups, and communities. Adaptability is the ability of the nurse to respond quickly to unexpected events, utilize problem-solving, contribute to innovative solutions, and think creatively. Adaptability builds a sense of community within and outside the College by understanding and appreciating a diverse, multicultural society.

Caring as a central paradigm of nursing enables one to transcend the self and serve all people. Caring considers the holistic nature of people and the complexity of the human condition. In caring, the nurse demonstrates a commitment to the welfare of self, individuals, families, groups, and communities. Caring is viewed as attitudes, behaviors, and values that take on a spiritual dimension. This concept is integral to this concept because attitudes and values send a message of support, empathy, genuineness, and commitment to another.

Excellence is the quality of being superior or very good at what one does and applying that quality in all actions to generate optimal and recognizable outcomes. Excellence is represented by implementing quality improvement initiatives, purposeful management of resources, promotion of lifelong learning, and fostering care delivery models that raise the level of nursing practice.

Integrity is the commitment, even in the face of adversity, to five fundamental values: honesty, trust, fairness, respect, and responsibility. Integrity demonstrates trustworthiness by being honest, dependable, and reliable, along with applying ethical standards of the profession.

Service is the process of selfless giving to others that provides benefit to individuals, families, groups, communities, and society. Central to this concept is a reflection on the experience, which allows one to discover which practices can influence particular outcomes.

HIGHLIGHTS OF PLANNING HISTORY

<p style="text-align: center;">2021</p>	<p>The 2021-2024 Strategic Plan continued to be developed in a time where we still faced pandemic challenges. This Plan begins to identify and describe our focus for Lakeview College of Nursing as we move forward with college operations and nursing education through and post-COVID pandemic. The Plan provides strategies to support each goal, focusing on resources and actions to accomplish our mission and vision.</p> <p>This plan was created using several shared input methods. {SWOT to the Board of Directors, College Organization, Faculty Organization, Staff Organization, Alumni Organization, Students, Stakeholders, Community Members, and Guidance Counselors; a 60-SWOT Exercise for the Faculty Organization; survey results from Skyfactor and Noel Levitz, higher education national trends, College Assessment Report and our Strategic Enrollment Management Plan.}</p>
<p style="text-align: center;">2020</p>	<p>As Lakeview College of Nursing began strategic planning in early 2020, we quickly found ourselves planning for a completely remote working and learning environment with the COVID-19 pandemic restrictions. The halls of the College became silent, and interacting screen-to-screen became our new norm.</p> <p>In the scramble to move online during the pandemic, Lakeview already had systems in place to deliver at least some portions of the courses electronically. Faculty transitioned all classes to remote learning utilizing synchronous learning for theory and virtual simulations for clinical. Faculty and staff teleworked during the months of isolation (March-August), and the ever-changing guidelines created challenges.</p> <p>Lakeview applied for and received funding through the Payroll Protection Program to ascertain employees were still employed with benefits. CARES ACT Higher Education Emergency Relief funds were tremendous assistance in many ways. The College used the funds for emergency grants to students, additional nursing skills lab equipment, campus safety and operations, training for online instruction, and upgrades to the HVAC system, are a few to name.</p> <p>Facilities planning and re-opening for the fall semester became challenging with social distancing, mask-wearing, clinical arrangements, and extra building sanitation. Faculty and students were still juggling synchronous learning with quarantine and positive cases. However, this gave opportunities to reflect on how unique and dedicated our administration, faculty, staff, and students really are.</p>
<p style="text-align: center;">2020-2014</p>	<p>During these years, Lakeview College of Nursing experienced a declining first-time NCLEX-RN pass rate. The College immediately shifted priorities to institutional planning to improve the NCLEX-RN pass rate. Remediation strategies required by the Illinois Department of Financial and Professional Regulation (IDFPR) were put in place, which included:</p> <ul style="list-style-type: none"> ▪ Curriculum and Resources - Full review of the curriculum and learning resources ▪ Faculty – Increase Professional Development, Reduce Student-Faculty Ratios, Qualified Faculty ▪ Students – Review of admission criteria, reading comprehension, remediation plans, tutoring services, assessment exams, reduce admitted students by 50% ▪ Administrative – Program evaluation plan, Academic Leadership to provide curricular review and revisions, resources, faculty professional development, and student support services. <p>Given the importance of raising the first-time NCLEX-RN pass rate, primary efforts were to get off probation with the State of Illinois. Knowing future enrollment would be affected, the Administrative Team developed a Strategic Enrollment Management Plan (SEM).</p>

ILLINOIS BOARD OF HIGHER EDUCATION STRATEGIC PLAN

In January of 2021, the Illinois Board of Higher Education (IBHE) established a planning advisory committee to develop the new IBHE Strategic Plan. Through surveys and focus groups, meetings and interviews, readings, and listening, the goals for higher education are refined and clarified. It was clear from their discussions that "the plan aims to create an equitable, accessible and innovative higher education ecosystem across Illinois that ensures students and communities thrive." The IBHE Working Higher Education three goals are below. The entire plan can be viewed at <https://ibhestrategicplan.ibhe.org/#>.

1. Equity - Close the equity gaps for students who have historically been left behind.
2. Sustainability - Build a stronger financial future for individuals and institutions.
3. Growth - Increase talent and innovation to drive economic growth.

ACCREDITING BODIES STRATEGIC PLAN AND STANDARDS OF CRITERIA

The Higher Learning Commission (HLC) revealed their revised Strategic Plan in 2021 - EVOLVE, which is based on the six strategies - Equity, Vision, Outcomes, Leadership, Value, and Engagement. The HLC Strategic Plan can be viewed at <https://www.hlcommission.org/About-HLC/strategic-plan.html>. The HLC Criteria for Accreditation are the standards of quality by which HLC determines whether an institution merits accreditation or reaffirmation of accreditation. The five criteria standards are Mission, Integrity: Ethical and Responsible Conduct, Teaching and Learning: Quality, Resources, and Support, Teaching and Learning: Evaluation and Improvement and Institutional Effectiveness, Resources and Planning.

HLC - Next reporting and/or visit: The most recent visit was in March of 2018. The Institutional Action Council continued accreditation of Lakeview College of Nursing with the next Reaffirmation of Accreditation in 2027-2028. In conjunction with the action, Lakeview was required to submit an interim monitoring report on diversity, faculty, and assessment of student learning in mid-2020. The Higher Learning Commission accepted the interim monitoring report. The College will host a mid-way comprehensive visit on February 28-March 3, 2022.

The Commission on Collegiate Nursing Education (CCNE) has four standards to ensure nursing program quality and effectiveness - Mission and Governance, Institutional Commitment and Resources, Curriculum and Teaching-Learning Practices, and Assessment and Achievement of Program Outcomes.

CCNE - Next report and/or visit: The nursing program hosted a virtual accreditation visit October 4-5, 2020; the CCNE Board of Commissioners determined that the program met all four accreditation standards with no compliance concerns to the key elements. A continuous improvement progress report (CIPR) must be submitted at the midpoint of the accreditation term, June 1, 2026.

GOAL 1: PROVIDE A QUALITY NURSING EDUCATION PROGRAM

STRATEGIES

1.1	Maintain institutional accreditation and approvals.
1.2	Implement program changes that align with the transformation of nursing education.
1.3	Execute and evaluate the College Assessment Plan (CAP) to ensure course learning outcomes align with program learning outcomes.
1.4	Evaluate and build a solid clinical selection that supports the course learning outcomes and aligns with the program learning outcomes.
1.5	Foster articulation partnerships with educational institutions to create pathways into the nursing program.
1.6	Adapt the current orientation program and develop a stronger focus including a strong focus on the nursing program's ethics, success, and values.
1.7	Maximize current service-learning activities and develop additional activities through community outreach needs.
1.8	Assess the internal and external communities of the College to determine the need for health awareness activities.
1.9	Create innovations in technology that support nursing education, provide full utilization of the simulation laboratory and build opportunities for innovation in teaching and learning pedagogies.
1.10	Provide resources and training for faculty to diversify teaching and learning styles.



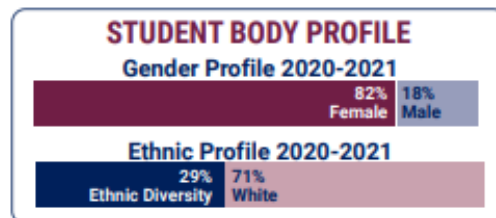
GOAL 2: PROVIDE A SYSTEM OF ACADEMIC SUPPORT TO INCREASE RETENTION, SUCCESS AND SATISFACTION

STRATEGIES	
2.1	Enhance student support.
2.2	Identify at-risk students early in the program. Implement a system to improve outcomes for at-risk students.
2.3	Expansion of partnerships between students, faculty, and alumni to enrich the educational experience.
2.4	Utilization of cutting-edge educational technologies.
2.5	Expand mental health services.
2.6	Increase student reporting mechanisms to ensure satisfactory academic progress is clearly communicated.
2.7	Assess gaps in student outcomes.
2.8	Continue to provide methods for students to participate in shared governance.
2.9	Increase six-month post-graduate employment survey participation.



GOAL 3: PROVIDE A DIVERSE AND INCLUSIVE CAMPUS.

STRATEGIES	
3.1	Promote an inclusive College Community.
3.2	Increase diversity-focused learning opportunities for faculty, staff, and students.
3.3	Recruit and retain faculty and staff who are a representation of the diverse backgrounds our college community serves.
3.4	Recruit and retain students from diverse backgrounds.
3.5	Implement a co-curricular minority nurse group.
3.6	Employ cultural competence skills within the College Community.
3.7	Expand culturally competent skills and techniques within the classroom and clinical.
3.8	Develop diverse, focused service-learning activities for students through community outreach.
3.9	Encourage faculty and staff to seek professional development opportunities to support and improve classroom effectiveness and work responsibilities.



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GOAL 4: DEVELOP A PLAN FOR FINANCIAL SUSTAINABILITY

STRATEGIES	
4.1	Grow enrollment and continue to analyze the Strategic Enrollment Management (SEM) plan.
4.2	Establish partnerships with other educational institutions and/or businesses.
4.3	Implement an outreach process to secure philanthropic grant support.
4.4	Continue with annual zero-based budgeting for all-non salary expenditures.
4.5	Integrate budgeting and assessment into the strategic plan to support financial sustainability.
4.6	Monitor the College's composite fiscal scores.
4.7	Implement a compliance master plan.
4.8	Develop and update a master facilities plan to align with budgeting.
4.9	Promote alumni engagement efforts to support the Alumni Scholarship Funds and strategic plans.
4.10	Operate within a process of cost management during project management and grant proposals.
4.11	Assess the fiscal, physical, and learning resources to ensure sustainability and are sufficient to meet student learning and program outcomes.



COSTS & FINANCIAL AID
 Required BSN Program Cost: \$35,295*
 * Based on rate of tuition for 2021-2022 Academic Year for 60 cr. hrs. of nursing coursework.

See lakeviewcol.edu for estimates on other expenses such as books, uniforms, equipment.

FAFSA School Code: #010501

Financial Aid Recipients
89%
 of all LCN Students
 2020-2021
 Academic Year

SCHOLARSHIPS

\$20,000
 Transfer Merit Scholarships*

\$20,000
 Transfer Need-Based Scholarships*

\$4,000
 High School Senior Scholarships*

Numerous LCN Scholarships!*
 * Specific Criteria Must Be Met.



GOAL 5: ELEVATE NURSING AS A PROFESSION

STRATEGIES

5.1	Conduct nursing research.
5.2	Establish College-sponsored nursing clinic(s).
5.3	Encourage nursing faculty to be involved in local, state, and national associations.
5.4	Advance the formal mentoring program for new nurse educators.
5.5	Encourage faculty and students to help create change in policies that would better the profession and health care as a whole.
5.6	Encourage faculty involvement in scholarly activities.
5.7	Continue to recognize excellence in nursing of our faculty, alumni, students, and community.
5.8	Begin to explore the idea of offering an online LPN-BSN, RN-BSN, and master's degree in the nursing program.
5.9	Maintain an influential Advisory Council.



GOAL 6: ELEVATE EMPLOYEE ENGAGEMENT AND COMMUNICATION

STRATEGIES

6.1	Develop a communication plan to strengthen internal and external communication.
6.2	Increase College event participation.
6.3	Provide a robust and encouraging work environment.
6.4	Empower our staff, faculty, and students to share in the governance of the College.
6.5	Promote a system where employees can acknowledge and recognize their peers.
6.6	Create a platform or system that enables employees and students to share their thoughts and ask questions.
6.7	Focus on aligning day-to-day tasks with the mission and communicating that to others.





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Board of Directors -approved 11/19/2021