



2022

Annual Report



NIGHTINGALE
COLLEGE

2022

Mikhail Shneyder

President and CEO

Dr. Jeffrey Olsen

Provost
& VP Learner Experience

Thomas Reams

CFO & EVP

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COAO & EVP

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NIGHTINGALE
COLLEGE

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Message from the President and CEO

The success of Nightingale College didn't happen overnight. Our constant desire to challenge the status quo and discover new ways to bring nursing education to our learners through innovation and revolution continues to push us closer to our vision of Better Health & Better Humanity for a Better World.

With our modern approach to technology in nursing education and our dedication to redefining and improving healthcare, we continue to address the desperate need for nurses in underserved and underrepresented communities by enrolling and training new generations of competent, confident, and compassionate nurses who, in turn, will improve the health and quality of life of individuals, families, and communities and contribute to the reshaping of the healthcare system across our nation.

Investing in the continuous development of our faculty not only helps each individual grow personally and professionally, but sequentially, it provides our learners with the best opportunity to flourish along each one of their journeys to becoming a registered nurse.

Through our mission, vision, and pathway, Nightingale College follows in the footsteps of Florence Nightingale, lighting the path to help others and make the world a better place through nursing education.

Flame Forward!

Mikhail Shneyder



Mission, Vision, and Pathway

At Nightingale College, we live and breathe our mission, vision, and pathway every single day. While many organizations have a mission on a sign in their offices, the College's mission, vision, and pathway are utilized in making every critical College decision based on alignment with these foundational aspects of our culture. In 2022, we made a modification, substituting 'Pathway' for 'Values' to indicate the idea that we must continually move through these concepts to gain professional and personal growth; and we substituted 'choose' for 'what?' to indicate the deliberate choices we make to improve ourselves, our communities, and ultimately the world.

Mission

With the primary focus on higher learning in health care professions, Nightingale College contributes to elevating education, health, and employment systems through facilitation of academic achievement, personal growth, and professional development of its learners, alumni, and collaborators, while serving diverse communities.

Vision

Better Health & Better Humanity for a Better World

Pathway

All learners, faculty and staff are expected to align with the College's **EVOLVITUDE™** statement:

CHOOSE

deliberate evolvment, grounded in love, trust, forgiveness, courage, kindness, humility, gratitude, and lightheartedness.

STRIVE

for self-governing, self-actualizing, and self-transcending.

ACT

with growth mindset, transparency, and responsibility, while building community.



Accreditation Relations

Regional Accreditors

In continuing efforts to further fulfill the mission of the College of facilitating academic achievement and professional development of its learners and alumni, the College hosted an interim candidacy site visit with Northwest Commission on Colleges and Universities (NWCCU) in late October 2022.

The visit was successful and resulted in the evaluation team commending the College for efforts made to address previously provided recommendations. The anticipated outcome of the visit will be disclosed to the College near the end of February 2023.



NWCCU

Northwest Commission on Colleges and Universities

Accreditation Relations

Programmatic Accreditors

The Commission on Collegiate Nursing Education (CCNE) is the programmatic accreditor for the Bachelor of Science in Nursing (BSN), Registered Nurse-to-Bachelor of Science in Nursing (NR-to-BSN), Master of Science in Nursing Education (MSNEd) and Master of Science in Nursing Family Nurse Practitioner (FNP).

The BSN program had the programmatic accreditation renewed on May 7, 2022, effective October 4, 2021, for the maximum ten (10) year cycle. The MSN program timely submitted the necessary additional follow-up documentation requested by CCNE in November 2022.

NLN CNEA

The National League for Nursing Commission for Nursing Education Accreditation (NLN CNEA) is the programmatic accreditor for the Practical Nursing (PN) program and Licensed Practical Nurse to Associate of Science in Nursing (LPN-ASN) program. The College holds pre-accreditation status for the LPN-ASN from NLN CNEA and submitted a self-evaluation report with a scheduled site visit to be conducted in February, with anticipated results near the end of October 2023.

The College has applied for the NLN Center of Excellence Award. Results are pending.



Meet Some Board Members



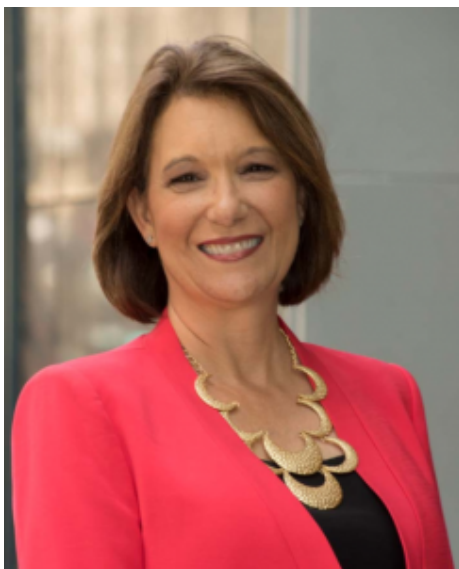
Charles Cook

Chair of the Board

Charles Cook enjoyed a 40-year career in higher education and continues involvement through active service on several college boards. Most of these years were spent in regional accreditation including nearly 25 years as Director of New England's Higher Education Commission.

Dr. Cook served or serves as a trustee of eight college/university boards both not-for-profit and for profit; this service included the role of board chair. He has served on a variety of education-related boards both in the United States and abroad.

He trained as a legal historian and holds a PhD from the University of Maryland. He has taught at several institutions. He holds four honorary degrees.



Dr. Christina Dempsey

Dr. Christina (Christy) Dempsey is the CEO of Christina Dempsey Enterprises, LLC and the former Chief Nursing Officer for Press Ganey Associates.

Dempsey is a registered nurse with over three decades of healthcare experience regularly speaking and publishing nationally and internationally on nursing, perioperative and emergency services, patient flow, medical practice operations, supply chain and physician/hospital collaboration. Dempsey has served as adjunct faculty for the Missouri State University School of Nursing and holds a doctoral degree in nursing practice from Quinnipiac University, master's degrees in business and nursing from Missouri State University, and certifications in perioperative nursing and executive nursing practice.

She is a Fellow in the American Academy of Nursing and serves as President of the Missouri Organization of Nurse leaders, the Nightingale College Board of Managers, the board of Magnit, LLC (a global workforce management company) and previously on the Boards of the American Organization for Nursing Leadership (AONL) and AONL Foundation Board. In addition, she serves on the editorial boards for the Journal of Nursing Administration and Journal of Patient Experience.

In 2018 and again in 2020, Dempsey was named one of the top 50 Safety Experts in the US by Becker's Hospital Review. She currently co-chairs the ANA Nursing Administration Scope and Standards revision workgroup redefining nursing leadership. Her book, *The Antidote to Suffering: How Compassionate Connected Care Can Improve Safety, Quality, and Experience*, was released in 2017 and continues to be a resource for clinician practice, patient experience, and caregiver education.

Meet Some Board Members



Gideon Esuzor

Chair of Governance Committee

LCDR Gideon N. Esuzor is the Mental Health Memorandum of Agreement Program Manager for the Commissioned Corps Program Office, Human Capital Division, Defense Health Headquarters, Falls Church, Virginia.

LCDR Esuzor supports the DHA's mission of providing medical care for the DoD's 9.4 million eligible beneficiaries through the \$33.46 billion defense health program by overseeing strategic efforts and mission priority placement of public health officer with expertise within the Department of Defense in accordance and alignment with the Assistant Secretary of Health and Commissioned Corps Headquarters priority focus areas.

In doing so, LCDR Esuzor leads implementation efforts for the placement of Commissioned Corps mental health and traumatic brain injury healthcare officers across the Military Health System in accordance with Congressionally directed transition plan requirements. These mental health clinicians include, Psychiatrists, Psychologists, Psychiatric Nurse Practitioners, Social Workers, Occupational Therapists, Physical Therapists, and Speech/ Language Pathologists.

Prior to joining the Defense Health Agency, LCDR Esuzor served as a drug investigator in the Food and Drug Administration for approximately four years, conducting inspections and investigations of drug producing firms in the South Eastern region of the United States. LCDR Esuzor served six years in the United States Air Force Reserve as an aeromedical evacuation flight nurse and aeromedical staging clinical nurse. He deployed to Afghanistan in 2014 and flew 24 combat missions, providing timely transport and clinical care to more than 135 members of the U.S. and coalition forces. In 2017, he led a 17-member team comprising of nurses and medical technicians to support 134 medical evacuation missions, providing care for 971 patients during a six-month deployment to Qatar.



Michael Dakduk

Chair of Executive Committee

Michael is the former executive vice president and director of government relations for Career Education Colleges and Universities (CECU). In this role, he represented over 600 postsecondary institutions before Congress and government stakeholders. Previously, he served as the head of a national nonprofit supporting military veterans and advocated for improvements to military-related education benefits.

Michael completed his undergraduate studies at the University of Nevada, Las Vegas, and his graduate studies at Johns Hopkins University.

Meet Some Board Members



Mary Bittner

Chair of Institution Effectiveness (IE) Committee

As a nurse leader with more than 34 years of healthcare operations leadership experience, Dr. Mary Bittner is passionate about effective patient care. As a Chief Nursing Executive and proven interdisciplinary leader, she has managed both inpatient and outpatient healthcare services inclusive of urban and rural settings.

Dr. Bittner retired from Nurse Executive Leadership in May of 2014 to work with Caravan Health, a national consulting company for predominately rural healthcare providers seeking to participate in the Accountable Care Organization model. Inspired by the mission to be part of a solution for affecting change in healthcare while helping communities transition to a value-based enterprise, Dr. Bittner assumed the position of VP for Clinical Development. In this role, she led the building and implementation of a Community Care Coordination program which to date has been successfully implemented in many communities throughout the U.S. Dr. Bittner believes that effective Coordination of Care is a key element toward effective Population Health Management and paramount toward a successful healthcare improvement journey.

Dr. Bittner received her Doctor of Nursing Practice, Healthcare Executive Leadership degree from the University of San Francisco in 2012. She also holds a Certification in Nursing Practice (CENP) and in Health Care Finance for Nurse Executives through HFMA. She has worked as Adjunct Faculty for the University of San Francisco since 2013, teaching in both the Executive Leadership and Population Health Leadership DNP programs.

Continually engaged as a healthcare professional, Dr. Bittner is an active member in ACNL (the Association of California Nurse Leaders), AONL (American Organization for Nurse Leaders), HFMA (the Healthcare Financial Management Association), ALSN (Association for Leadership Science in Nursing) and STTI (Sigma Theta Tau International Honor Society of Nursing).

Dr. Bittner has served on the Board of Trustees for Nightingale College for the past 8 years. She chairs the Institutional Effectiveness Committee and serves as a member of the Audit Committee. Dr. Bittner has previously served on multiple boards including local community organizations, hospital foundations and professional nursing organizations.

Meet Some Board Members



Mary-Anne Ponti

Chair of Finance Committee

Mary-Anne is a registered nurse with more than forty years of experience in healthcare. Mary-Anne held several leadership positions including Chief Operating Officer, Chief Nurse Executive, and System Chief Nursing Officer. She served as a consultant providing healthcare leadership and management expertise, leadership development, succession planning and business development. Mary-Anne's accomplishments include several successful turnarounds, the integration of a regional community hospital into a large healthcare system and the achievement of the American Nurses Credentialing Center Magnet recognition - following a four-year nurses strike.

Mary-Anne earned her Bachelor of Science Degree in Nursing, Master of Science in Nursing, Master of Business Administration, and a Doctor of Business Administration. Mary-Anne has served on several boards, committees, task forces at a state and national level, and served as a Malcom Baldrige Quality Award Examiner.



2022 Accomplishments

2022 was a banner year for Nightingale College, with accomplishments across a wide range of the College. Starting from the belief that our collaborators are the College's greatest source for change, we continually strive to help our learners advance in their educational goals by delivering innovative models and curricula that challenge the status quo in nursing education.

Technology:

- AR/VR Pilot continued with remarkable results
- Launched Verity admissions CRM
- Built a data warehouse in Tableau
- Acquired new accounting software systems
- Improved ADA processes for clarity and simplicity
- Updated and refined training processes in Canvas

Opportunity & Access:

- Launched seven new SOFE regions
- Reached more than 3,000 learners
- Reached enrollment in 47 states
- Launched PN, LPN-to-ASN, and MSN FNP programs

Learners:

- Launched the Learner Success Series
- OMS Partnership to build curricula for AR/VR training
- Designed and sent new learner kits
- Launched foundational free courses to help applicants achieve admission
- Bolstered Learner Support Services
- First graduate in Alaska

Elevating and Revising the Core 7 & Act Values:

- 6% cost of living raise in January
- New minimum wage of \$18/per hour



Learner Demographic Data

With nearly 100% growth in our learner population from the end of 2021 to the end of 2022, The College has focused even more deeply on bringing nursing education to underserved and underrepresented communities in the United States. New SOFE (supervised on-ground field experiences) locations include Fairbanks, Alaska – continuing our growth in the furthest north state – as well as Fargo, North Dakota; Fort Myers, Florida; Milwaukee, Wisconsin; Minneapolis, Minnesota; Oklahoma City, Oklahoma; Reno, Nevada; and Toledo, Ohio.

While [BSN programs](#) across the country have an average age of early to mid 20s, Nightingale College's media age is just over 32 (see chart below). We believe our programs provide a level of flexibility not readily available in traditional nursing schools, and this is one of the ways we are impacting both the nursing shortage and the lack of diversity within the profession.

New 2022 Supervised On-ground Field Experience Regions

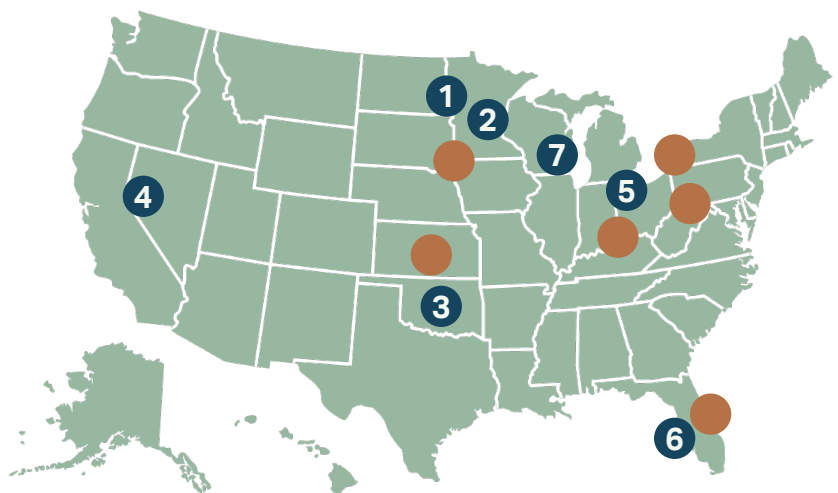
1. Fargo, North Dakota;
2. Minneapolis, Minnesota
3. Oklahoma City, Oklahoma
4. Reno, Nevada
5. Toledo, Ohio
6. Fort Myers, Florida
7. Milwaukee, Wisconsin



Added in
2021

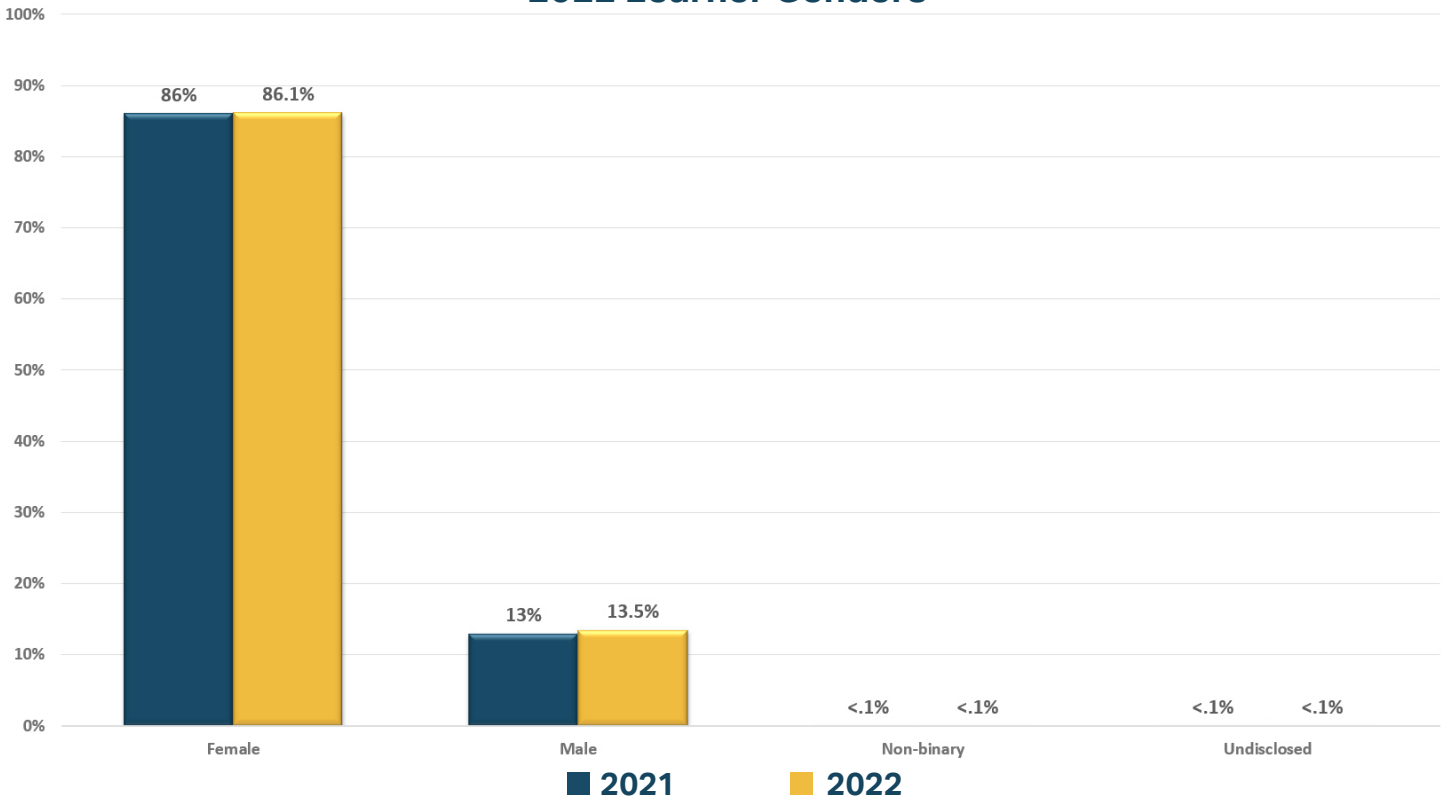


Added in
2022

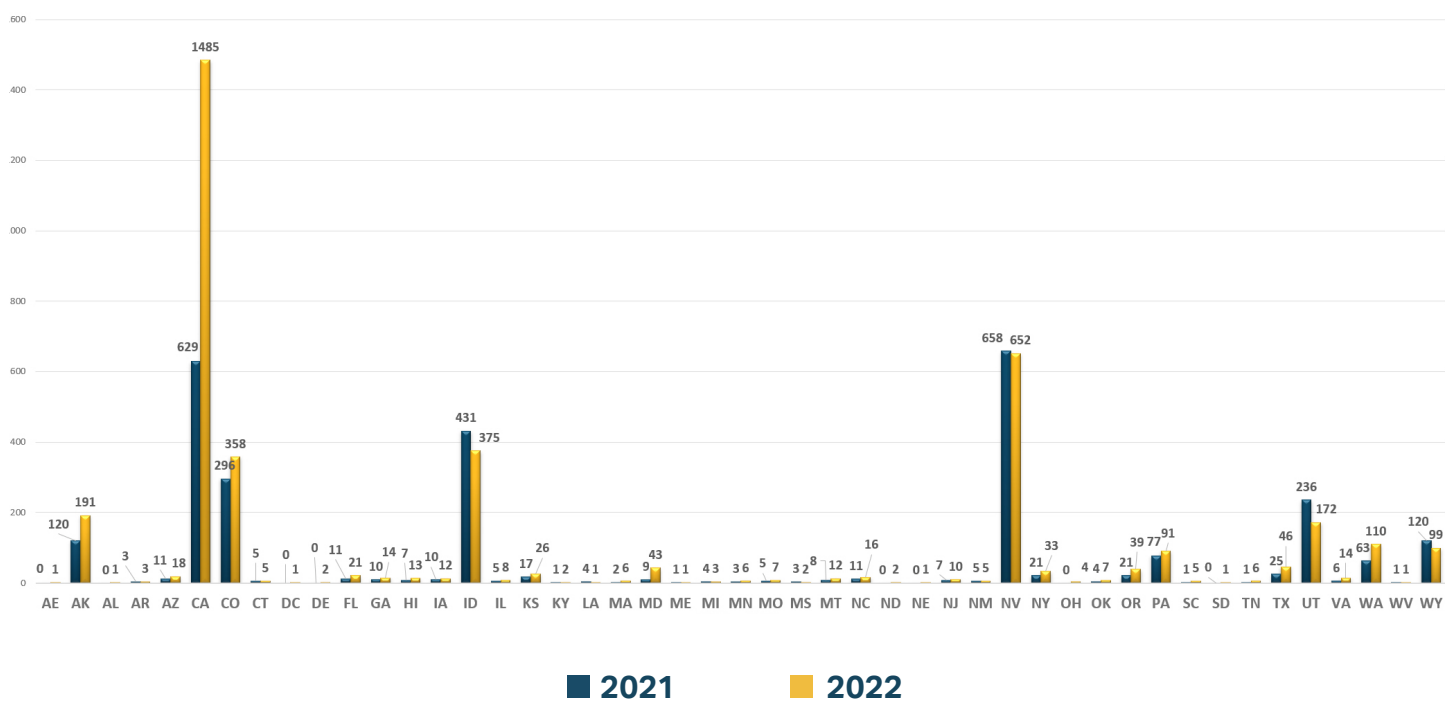


Synthesizing 2022's Learner Demographics Data

2022 Learner Genders

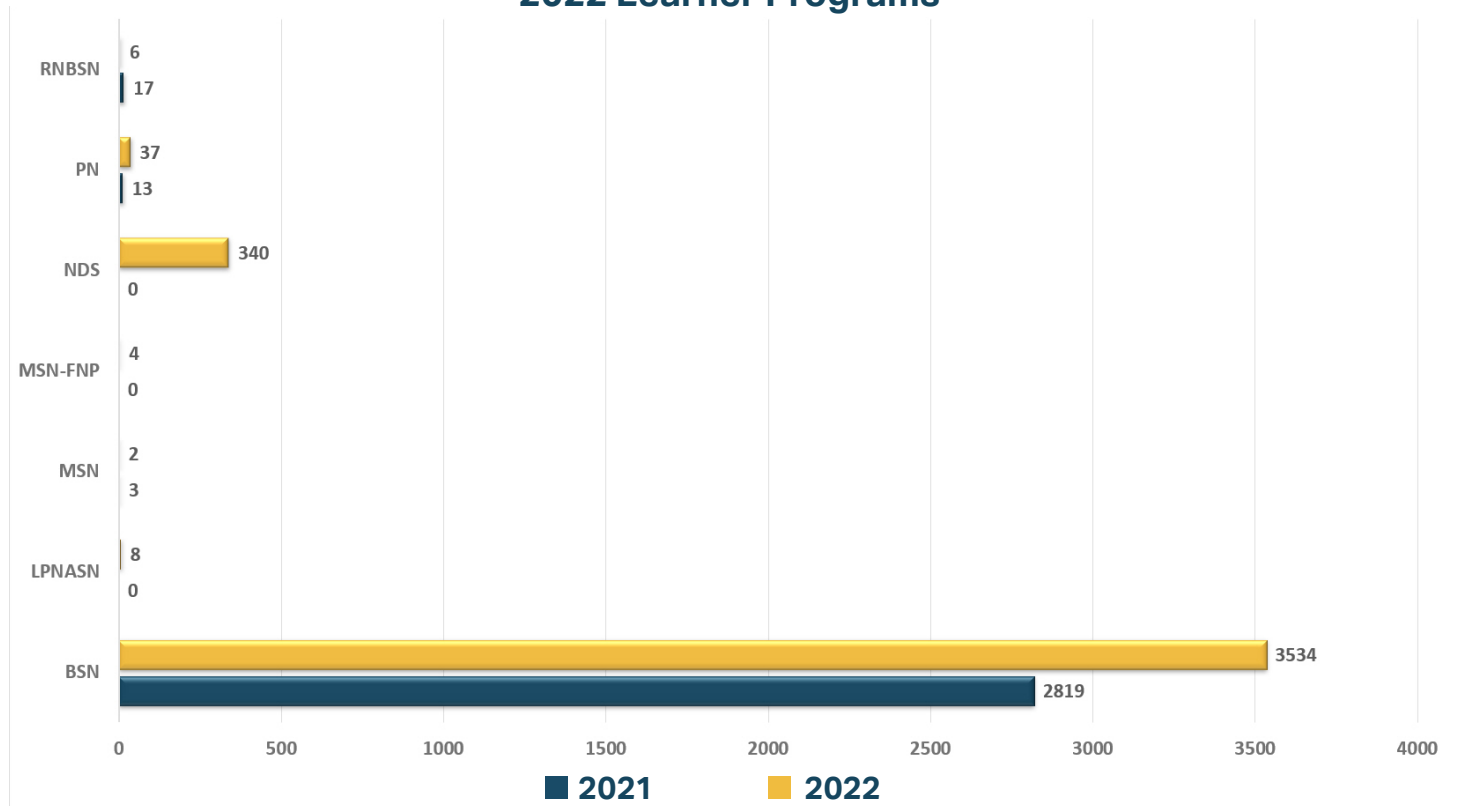


2022 Learner Locations

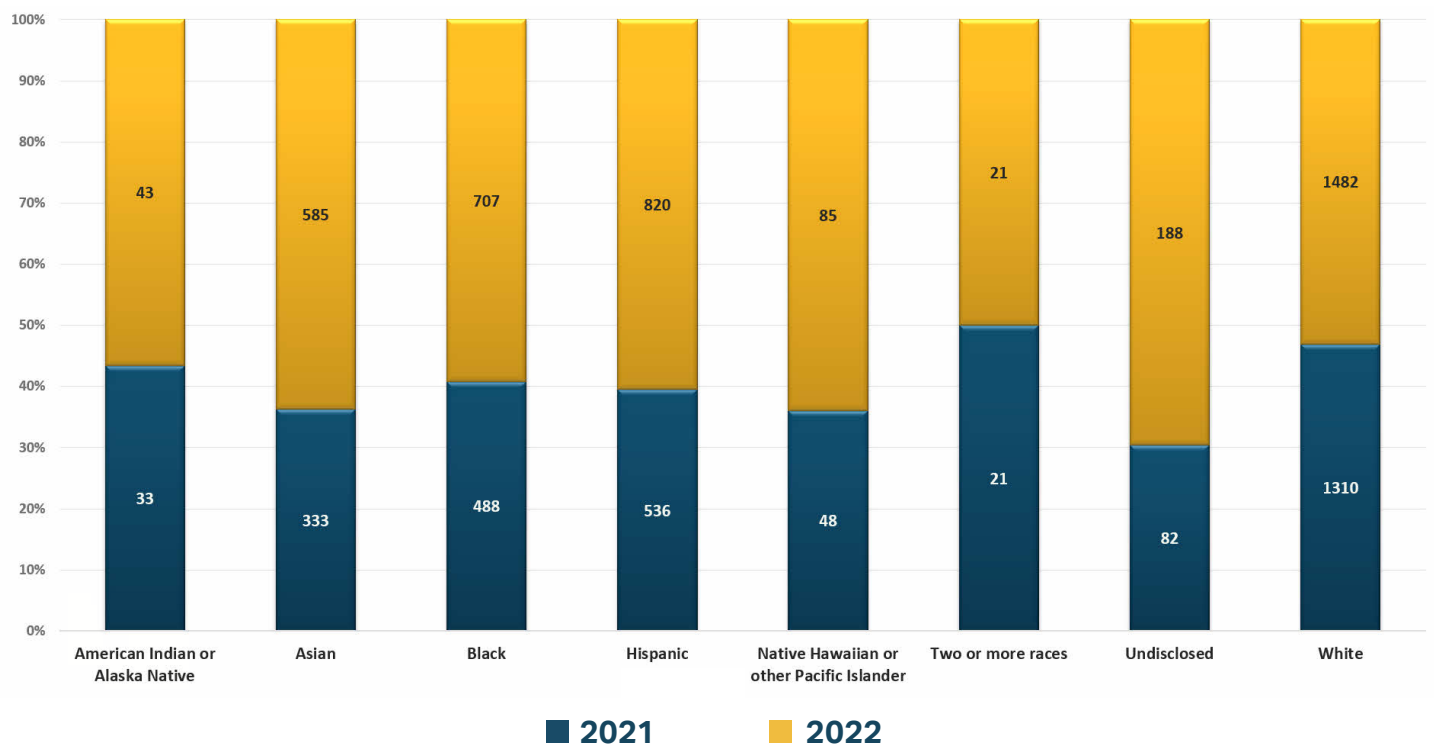


Synthesizing 2022's Learner Demographics Data

2022 Learner Programs

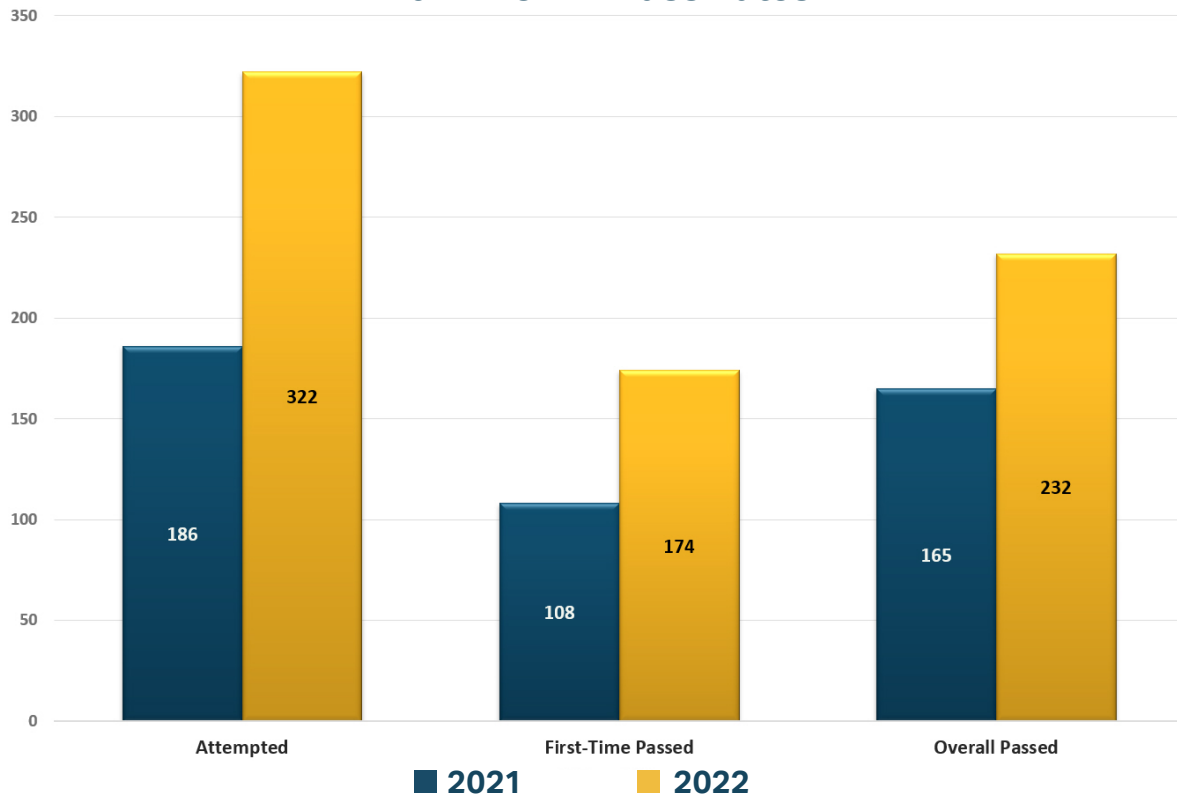


2022 Learner Races

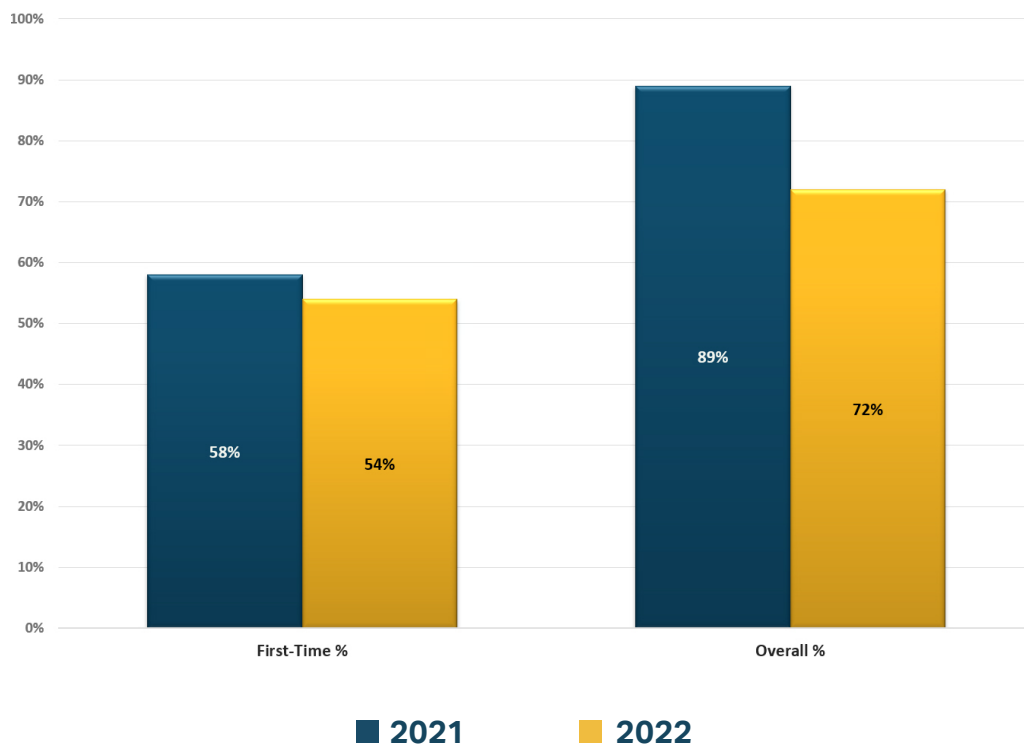


Synthesizing 2022's Learner Demographics Data

2022 NCLEX Pass Rates

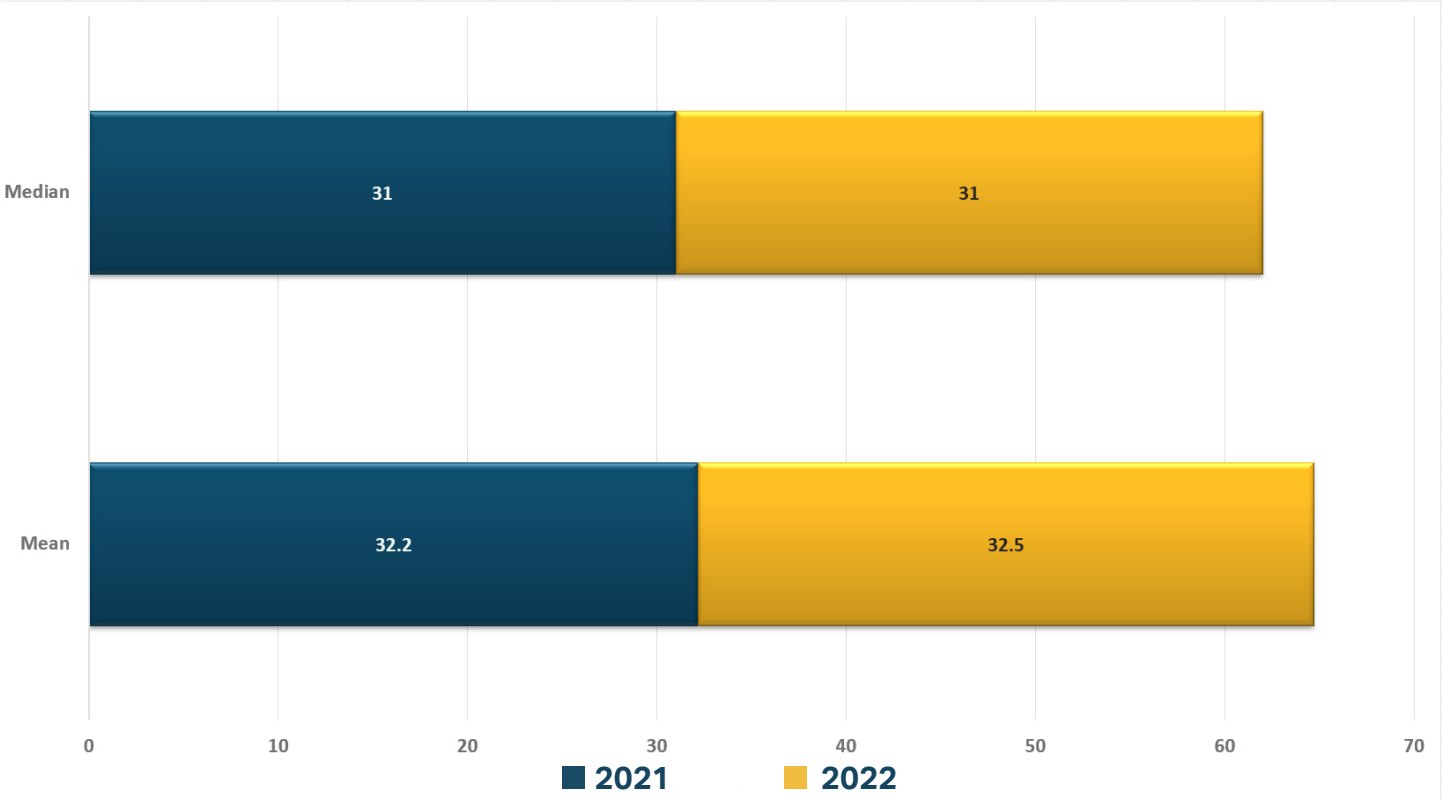


2022 NCLEX Pass Rates



Synthesizing 2022's Learner Demographics Data

2022 Learner Ages





Special Achievements in 2022

Flame Forward! 2022

In August, the College held its annual Flame Forward! Conference, designed to invigorate, motivate, and connect our more than 500 current collaborators. The Conference featured two nationally recognized keynote speakers, Dr. Jessica Kriegel, a noted culture expert, and Jennifer Moss, an award-winning journalist and workplace expert.

The three-day event comprised presentations by members of the College's executive leadership, team-building sessions, several award presentations, a functional team day, and a Gala on the final evening. It was wonderful for all of us to be together!



Special Achievements in 2022

Organizational Shift

During Flame Forward!, President and CEO Mikhail Shneyder unveiled a new organization structure which includes three divisions, including two new groups within the organization – Nightingale Innovations and Nightingale Solutions, to be instituted in early 2023. Additionally, Shneyder will step down as president of Nightingale College, and remain as chief executive officer for the overall organization. Dr. Jeffrey A. Olsen will assume the role of College president. To learn more about our organization evolution, [please click here](#).



Opportunity and Access:

- 8 new SOFE regions since 2021 Annual Report
- Reached 3,000+ learners
- Reached enrollment of learners in 42 states
- Strengthening Accreditation Relations
 - CCNE site visit
 - NWCCU site visit in October
- First graduate in Alaska
- Received continuing education accreditation in May
- CCNE 10 year accreditation
- MSN ED received CCNE accreditation
- Launched PN Program, LNP to ASN Program, MSN FNP Program
- CNEA March 14-16 virtual site visit for practical nursing diploma



Robust Wraparound Learner Support Services

Nightingale College wrapped up 2022 with more than 3,000 enrolled learners, a number showing the continuous demand for the College's programs. A critical aspect of the College's growth is its Learner Support Services, providing unique, broad-reaching resources and support designed to help learners navigate barriers in their lives that might preclude them from reaching their academic goals.

The Learner Support Services team works one-on-one with learners for:

- Academic success plans
- Navigating the College and its internal functions
- Study skills and academic resources
- Referrals for tutoring and APA resources
- Time management and study schedules
- Learner status and enrollment changes
- Program plans and schedules
- Traversing life barriers (work, family, etc.)



Robust Wraparound Learner Support Services

Learner Support Services also helps learners find needed resources outside of the College, including:

- **Learner success resources** for time management, study skills, course load, test anxiety, ADHD
- **Housing:** rental agencies, housing resources in their locations
- **Commuter services:** local transportation options
- **Childcare services:** childcare centers, daycare
- **Money management:** personal finance, budgeting needs
- **Veteran's support services:** military and veteran resources
- **Accessibility services:** disability needs, equal opportunity
- **Counseling services:** human development, mental health services, women's shelters, rehab centers
- **LGBTQ+ resources:** local and national support organizations
- **Higher Ed Employee Assistance Program**
(Nightingale College's EAP for collaborators and learners)



NCLEX-RN Coaching:

Another Way We Help our Learners and Graduates

Nightingale College offers a greater depth of learner and graduate support than other nursing colleges, including tutoring and study sessions for NCLEX-RN testing. In 2022, 930 learners were reached either directly through 1:1 interaction via Teams with a specialized NCLEX coach or via scheduled study sessions, or indirectly via recorded webinars. The College's study sessions began in 2022 and are held three times each week during the semester from weeks w through 15.

Additionally, approximately 25 Nightingale College graduates reached out for and received support in preparing for their NCLEX test.





Looking Forward to the Future

In August 2022, we announced the formation of two new divisions, as well as a new organizational structure designed to support the new divisions and the College. The new structure will include three divisions: the College, Nightingale Innovations, and Nightingale Solutions. Additionally, we have chosen to create an umbrella organization that encompasses the three inter-related divisions, “Nightingale Education Group,” launching on March 1, 2023.

As part of Nightingale College’s evolution, we realized we can contribute even more to nursing education by creating divisions that serve and support our partners, our learners, and other nursing education organizations.

Nightingale College will continue to facilitate higher learning along the professional nursing continuum focused on cognitive, practice and everyday ethical comportment apprenticeships, while serving diverse communities to close educational equity gaps. The College will be led in to the future by Dr. Jeffrey Olsen, who steps into the role of president on March 1, 2023.

Led by Dr. Juliet Kolde, Nightingale Innovations will focus on creating learning resources to advance professional competencies along the continuum of healthcare workforce development. This includes the development and licensing of innovative curricula models and virtual simulations for healthcare professions.

Nightingale Solutions will direct its attention to creating access to appropriately skilled nurses needed to address the nursing shortage by working with existing and new partners, as well as providing workforce development services to healthcare employers. In September, Dr. Stephanie Ahmed joined the organization to lead and manage the Solutions group.