

**AMERICAN UNIVERSITY OF BEIRUT**

**HARIRI SCHOOL OF NURSING**



**Strategic Planning Report**

**August 2011**

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## **Mission**

The mission of the Rafic Hariri School of Nursing is to promote and maintain the highest educational standards of excellence, integrity, and professionalism in nursing, following the American model of nursing education and practice. The School aims to provide learning opportunities that will enable students to develop into competent nurses who respect cultural diversity while coordinating and delivering high quality, compassionate nursing care in Lebanon and beyond, guided by ethical principles. The faculty believes education is an interactive process between faculty and students with both taking responsibility for active learning. The baccalaureate program, drawn primarily from the humanities, sciences, and caring disciplines, focuses on the use of nursing theory and research as a basis for practice. The master's program focuses on preparing nurses for advanced nursing practice roles, and is based on the use and generation of research based knowledge to guide practice. Nursing students at AUB learn to think critically, develop professional attitudes and leadership skills, and appreciate the value of life-long learning and freedom of speech.

## Major Achievements and Challenges

Since its strategic planning cycle of 2006, the Hariri School of Nursing (HSON) accomplished a number of milestones in a number of areas.

### **1. Achievements:**

The major achievement was the unconditional accreditation of the BSN and MSN programs by the Commission on Collegiate Nursing Education (CCNE) in October 2007. HSON became the first school of nursing outside the USA to be accredited by CCNE for a full term of 5 years. Other accomplishments are:

#### **In education:**

- The BSN curriculum was revised and implemented in fall 2010-2011 in line with accreditation requirements and benchmarked with international US institutions.
- A new accelerated BA/BS-BSN track was developed and will be launched conditional enrollment of a minimum of 10 students.
- Standardized clinical evaluation tools for undergraduate nursing courses were developed and are being used.
- Undergraduate clinical and theory nursing courses were combined and new evaluation methods developed.
- General education courses were designated based on AUB criteria. NURS 203, Biostatistics for Nurses, was designated as a general education course.
- NURS 406, Nursing Research, was designed as a writing intensive course and offered fall semester 2010-2011.
- The MSN adult care track curriculum was revised as per accreditation requirements; a pharmacology course was started and is offered by the Pharmacology Department, Faculty of Medicine. The Administration track was revised based on feedback from students and faculty and implemented fall 2009. The minor in Nursing Education was revised to include more nursing education content and will be implemented AY2011-2012.
- Two new MSN tracks were launched: Psychiatry & Mental Health Nursing (2006-2007) and Community & Public Health Nursing (2007-2008). A pediatric track was developed and will be launched conditional the enrollment of adequate number of students.
- MSN residency placements were negotiated with HSON US partners and other institutions elsewhere and are being offered to MSN students.
- A total of 76 students graduated from the MSN program so far.
- Instructor course evaluation (ICE) forms were revised in collaboration with the Office of Institutional Research and Assessment (OIRA) to include the evaluation of theory and clinical courses.
- A Summer Nursing Institute was launched summer 2007 in collaboration with Johns Hopkins University School of Nursing. A total of 8-10 one credit courses, given by HSON and international visiting faculty, are offered on an annual basis. These courses which are open to MSN & AUB students and to others from Lebanon and the region are attracting a large number of participants.

- A state of the art simulation laboratory was launched in 2008-2009 and is being utilized in undergraduate and graduate nursing courses, as well as by medical students. A coordinator was appointed.
- Faculty workshops/courses on the use of simulation in nursing education were organized and offered.
- A computer lab was opened January 2010 and an administrator appointed.

**In administration:**

- in 2008, AUB received a \$10-million pledge from HE Saad Hariri to name and endow the School of Nursing. Part of the gift was used to renovate and equip the new building and part will be used to endow a fund to support the directorship of the school, a faculty chair, and student scholarships.
- The building was inaugurated in February 2009 and became operational in April 2009.
- A new faculty lounge dedicated to the late Mrs. Leila Iliyah and an auditorium dedicated to Mr. Hisham Jaroudi were inaugurated summer 2010.
- HSON marketing activities and recruitment campaigns were intensified, including visits to high schools, development of brochures and annual reports which are mailed to hospitals, schools of nursing and alumni locally and abroad.
- A Student Services and career placement office was established and officer appointed.
- HSON website was revised and an electronic newsletter launched.
- HSON was invited and became a member of the American Association of Colleges of Nursing (AACN) in 2007, making it the first school of nursing outside the USA to achieve this status. HSON director attends AACN Deans meetings in the US.
- A Comprehensive evaluation plan is being implemented, with student satisfaction and exit surveys, alumni and employer surveys developed and regularly administered.
- Key performance indicators of the HSON strategic plan are monitored through regular meetings of the HSON Strategy Team, with data available since 2003.
- An honor society for nursing was established and an introductory meeting held June 2010. Work is in progress to launch a chapter for Sigma Theta Tau International at AUB.
- The School held a conference titled: Developing the Nursing Workforce in Lebanon: Challenges and opportunities June 20, 2008.
- The School hosted the First International Nursing and Healthcare Informatics Training Course in the Eastern Mediterranean Region co-organized with EMMIT (Euro Mediterranean Association for Medical Informatics), May 6-12, 2010.
- Memoranda of understanding were signed with Johns Hopkins University, University of Michigan, Villanova University, & University of Maryland for faculty and student exchange and research collaboration.
- A proposal to achieve an Independent Faculty Status for HSON was written and submitted to AUB administration in 2010.
- A new organizational structure for HSON was developed.
- HSON Director was appointed ex-officio member to the Board of Deans Spring 2010.

**Faculty matters:**

- Active recruitment of faculty continues, with significant increase in PhD prepared faculty.

- HSON hosted three Fulbright scholars for varying periods of time and hosts 2-3 visiting faculty annually.
- HSON Director and one faculty member received adjunct appointments at Johns Hopkins University (JHU) School of Nursing.
- Two faculty members were promoted to the rank of Associate Professor June 2007, based on the new promotion criteria; one on the clinical track and the other on the academic track.
- Two faculty members completed their PhDs in 2006 and 2008; three will finish in 2011.
- Two joint appointments with Nursing Services, AUBMC were initiated Fall 2010-2011.
- Three joint appointments with the Faculty of Medicine/AUBMC will start Summer 2011.
- Twelve adjunct and academic associate positions were created in recognition of service to HSON and offered to colleagues from AUB, Lebanon, and the USA.
- Research productivity of the faculty and scholarly publications continue to grow.

#### **REP/Gulf activities:**

- HSON helped launch the ADN and BSN programs of Mohammad Al Manaa College of Health Sciences (MACHS) in Al Khobar, Kingdom of Saudi Arabia.
- HSON helped the JabalAmel Women Association develop a nursing program in Kfarhatta, South Lebanon.
- A number of short courses were offered by HSON faculty to health professionals locally and internationally.
- A number of proposals for consultancy work by HSON were prepared and submitted.

#### **National contribution:**

- Faculty members continue to contribute to the Order of Nurses including revision of the law that governs nursing, setting competencies at the various levels, and being involved in planning of scientific activities.
- HSON implemented one project for UNFPA: Studying the linkages in HIV/AIDS and reproductive health services in Lebanon.
- Assessment of learning needs of midwives and maternity nurses in governmental hospitals was undertaken in cooperation with the Italian Cooperation and Ministry of Health and completed in January 2011.
- The HSON provided the NGO Ibtisama with training of clown doctors.

## **2. Challenges**

The main challenges for HSON include:

- Recruitment and retention of undergraduate (BSN and RN-BSN) students is below target set in 2006.
- Satisfaction of students (undergraduate and graduate) with the advising process. HSON satisfaction score is still below target though it remains higher than that of AUB.
- Recruitment and retention of faculty members; the number of PhD prepared faculty members is below target.
- Achieving independent Faculty status remains a major strategic goal for HSON and a major challenge.

- Structuring and organization of the collaboration with Nursing Services at AUBMC, especially in terms of continuing education offerings and joint appointments (the target of 5 joint appointments has not been achieved).
- Extramural funding for projects and research remains a challenge.

## External Trends and Influences

The following are key external influences that we believe are bearing on HSON's strategic planning. The list is not complete as we may not be able to account for all external factors impacting HSON strategic planning processes.

**Demographics:** A variety of majors competing with nursing are available for the predominantly youthful (age below 25 years) generation of the region.

**Social:** The societal perspective of nursing as a profession is still not favorable. This is true of some societies in Lebanon and the region.

**Economic:** More job vacancies in nursing in the region and world-wide will be available due to expanding healthcare centers, high nurses' turnover, as well as nurse migration and rapid nurse mobility internationally.

**Political:** Instability in the region may impact student enrollment and faculty appointments.

**Technological:** Despite technology integration into higher education (delivery platforms and curriculum and assessment methods) not all nursing courses yield themselves to such approaches due to the nature of the courses and student characteristics.

### **Educational:**

- There is a proliferation of private and considerably less expensive competing schools of nursing in Lebanon with flexible admission criteria compared to AUB.
- There is an international, regional, and local increase in interest in collaborative education, research, and practice among nursing, medicine, public health, and other disciplines for interdisciplinary graduate programs.
- The Arab region has become very attractive for US universities to establish partnerships (including nursing) with sister universities in the region

**Professional:** Regional and international demand for nurses at all levels in practice and education with special regard to the autonomous role of the nurse in a variety of settings, e.g. nurse-led clinics, nurse consultants, etc.

**Legal/Regulatory:** The Order of Nurses in Lebanon is trying to control and organize the profession by advocating professional practice based on set standards developed by nursing leaders in the country. However, in light of the new law allowing Palestinian nurses to practice, it is expected to have more Palestinian applicants to the HSON.

## SWOT Analysis Matrix

SWOT represents: Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T).

<b>S</b>	Internal Analysis	<p><b>Academic Programs</b>  AUB SON, established in 1905 as the first SON in the Middle East, has a long standing history in academic nursing education with national, regional, and international reputation.  HSON is the first and only school of nursing outside the USA to be accredited by the Commission on Collegiate Nursing Education (CCNE).  HSON is the first school of nursing to become a member of the American Association of Colleges of Nursing (AACN) outside USA; HSON Director attends AACN Deans meetings.  Good physical and academic teaching facilities (HSON building, classrooms, an auditorium, computer lab, and state of the art simulation lab).  Variety of academic programs offering opportunities for career ladder (RN-BSN, BSN, BA/BS-BSN, MSN with four tracks, PhD collaborative program under discussion), research based and benchmarked against leading programs in the USA.  The programs adhere to CCNE, AACN, International Council of Nurses (ICN), &amp; Lebanese standards for nursing education. Their quality is evidenced by graduates holding key positions in Lebanon, the region and internationally.  HSON is the only school that offers a minor in nursing education at graduate level.  Availability of post basic certificate programs in nursing.</p> <p><b>Leadership</b>  Leadership has vision and is supportive of faculty development, research, and new academic programs.  Leadership reinforces faculty excellence and is supportive of junior faculty working on their PhDs.</p> <p><b>Students/Graduates</b>  Availability of a Students Service and Career Planning Office to enhance student recruitment, admission, retention and support.  Intensive and varied marketing strategies (high school visits, meeting for high school counselors, newsletters, face book, and website).  Availability of scholarships and graduate assistantships (GAs).  Database for tracking students' performance and alumni career.  Success rate of undergraduate students in the Colloquium is 100%.</p>
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	<p><b>Faculty</b>  Qualified faculty members (60% are PhD prepared).  Scholarly achievement of faculty members is on the increase.  Faculty supportive of students' academic progress and performance, with close follow up. The overall student to faculty ratio is 9.7 to 1. The ratio in clinical courses is 5 to 1.</p> <p><b>Resource Center</b>  Contribution to nursing development at national level.  High regional profile as evidenced by increasing number of consultancy and teaching requests from the region.  Membership in the Association of Arab Nursing Faculties.  Shared resources with AUB (Saab Medical Library, Academic Computing Center, etc)</p> <p><b>Affiliations</b>  Joint appointments with FM and AUBMC Nursing Services to support teaching, research, and service endeavors.  Collaboration with partner universities in the USA.  Affiliation and collaboration among the Faculties of Medicine, Health Sciences, and Nursing to prepare the health care professionals for the 21<sup>st</sup> century gives HSON an opportunity to develop innovative programs in education, research, and practice at AUB.  Close collaboration with the Order of Nurses in Lebanon and the Ministry of Health.</p>
W	<p><b>Faculty</b>  Faculty shortage.  Small faculty size to cover theory and clinical courses.  Lack of a stable pool of clinical preceptors.  High teaching workload, including teaching new courses.  Faculty spread too thin across many activities and administrative responsibilities.  Lack of uniformity in the evaluation of students by faculty.  No protected time for research and scholarship (HSON faculty is on 11 months contracts compared to 9 months in other Faculties at AUB).  No clear process for mentoring new faculty by senior faculty.</p>

		<p>Low faculty salaries</p> <p><b>Students</b>  Low student enrollment due to high tuition fees when compared to other universities in Lebanon.  Applicants not accepted in other majors enroll in nursing due to lower HSON admission composite scores.  Poor English proficiency.  Some weak graduate students require disproportionate amount of help.</p> <p><b>Leadership</b>  Lack of transparent succession plan.</p>
O		<p>Innovative curriculum delivery models in nursing education are in great demand in the Middle East.  International trend to expand graduate nursing education in innovative and cutting-edge ways (e.g. MSN/MBA, PhD).  Continuing Nursing Education is and will remain in great demand in the region.  Opportunities for extramural funding are available and will be enhanced through the projected Center for Nursing Research led by the Hariri Endowed Chair.  Regional and international collaboration provide opportunities for HSON to offer Summer Nursing Institute, to offer residency programs for MSN students, and to launch a collaborative PhD program.  Possibility of reinstating the bursary program.  Strong demand for faculty consultation in Lebanon and the region.  High demand for nurses locally and regionally.  Availability of workshops and webinars for faculty to improve their teaching and research.</p>
T	External Analysis	<p>The current cultural image of nursing nationally and regionally and the lack of knowledge on career possibilities affect student recruitment.  Increase in number of schools of nursing in Lebanon competing for same applicant pool (offering BSN and MSN programs) and using attractive marketing strategies.  Lower tuition fees at other SON in Lebanon compared to AUB.  Lack of career counseling about nursing in feeder schools.  Presence of more financial aid opportunities for students in other universities.  Political unrest and turmoil in Lebanon as well as the international shortage of nursing faculty hamper faculty and international student recruitment to AUB.</p>

		<p>New universities in Lebanon and the region are offering attractive faculty packages for current HSON faculty.</p> <p>Job opportunities overseas are depleting the talented MSN graduate pool away from serving HSON.</p> <p>Lack of research grants for nursing.</p> <p>Challenge in recruiting faculty.</p>
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## **Vision**

The Rafic Hariri School of Nursing aspires to become the leading school of nursing in Lebanon and beyond recognized for excellence in education, research, and service.

The school is committed to offering cutting-edge culturally-relevant and internationally recognized graduate and undergraduate education, fostering life-long learning and scholarship, developing the leaders in nursing and health care, and attracting a qualified and diverse student body.

## **Goals and Objectives**

### **Goal 1: To achieve status of free standing faculty**

Objective 1.1: Increase the number of PhD prepared and research active faculty

Objective 1.2: Increase BSN and MSN student enrollment

### **Goal 2: To position HSON as a regional leader in nursing education, research, and community service**

Objective 2.1: Foster excellence in research

Objective 2.2: Foster excellence in teaching

Objective 2.3: Foster excellence in practice

Objective 2.4: Foster excellence in community service

### **Goal 3: To cultivate professional values of excellence, respect, tolerance, and Integrity**

### **Goal 4: To achieve planned growth in high quality students and PhD prepared faculty**

Objective 4.1: Publicize HSON Achievements

Objective 4.2: Recruit diversified high quality students

Objective 4.3: Recruit PhD prepared faculty

### **Goal 5: To maintain accreditation status**

### **Goal 6: To continue fostering faculty and staff development**

Objective 6.1: Foster faculty development

Objective 6.2: Foster staff development

### **Goal 7: To achieve Fiscal Balance**

Objective 7.1: Increase BSN and MSN student enrollment

Objective 7.2: Increase HSON revenues

## Strategic Initiatives

### **Goal 1: To achieve status of free standing faculty**

Objective 1.1: Increase the number of PhD prepared and research active faculty  
Initiatives:

HSON11 01: Intensify recruitment of PhD prepared and research active faculty

HSON11 02: Appoint endowed chair for research

HSON11 03: Provide support for faculty development at PhD level

Objective 1.2: Increase BSN and MSN student enrollment

Initiatives:

HSON11 04: Intensify student recruitment strategies in Lebanon and internationally

HSON11 05: Launch (interdisciplinary) degree programs

11 05a Reactivate the MSN/MBA program with OSB.

11 05b Initiate the MSN/MPH program with FHS.

11 05c launch an (interdisciplinary) PhD program

11 05d Launch a new BA/BS-BSN degree program

1105eDevelop interdisciplinary courses in collaboration with FM and FHS.

### **Goal 2: To position HSON as a regional leader in nursing education, research, and community service**

Objective 2.1: Foster excellence in research

Initiatives:

HSON11 01: Intensify recruitment of PhD prepared and research active faculty

HSON11 06: Create opportunities to engage students in research

HSON11 07: Allocate protected time for research

HSON11 05c: Launch an (interdisciplinary) PhD program

HSON11 08: Launch a Centre of Excellence in Nursing Research

Objective 2.2: Foster excellence in teaching

Initiatives:

HSON11 09: Apply innovative, state of the art teaching methodologies

Objective 2.3: Foster excellence in practice

Initiatives:

HSON11 10: Establish partnerships with AUBMC and other clinical facilities

Objective 2.4: Foster excellence in community service

Initiatives:

HSON11 11: Increase Interdisciplinary research with community organizations

HSON11 12: Continue providing service to the community at the national and regional levels.

**Goal 3: To cultivate professional values of excellence, respect, tolerance, and Integrity**

Initiatives:

HSON11 13: Conduct concept mapping of professional and ethical content of the curriculum

HSON11 14: Organize regular workshops on ethics for all Levels of students.

**Goal 4: To achieve planned growth in high quality students and PhD prepared faculty**

Objective 4.1: Publicize HSON Achievements

Initiatives:

HSON11 15: Appoint a marketing consultant

Objective 4.2: Recruit diversified high quality students

Initiatives:

HSON11 04: Intensify student recruitment strategies in Lebanon and internationally

Objective 4.3: Recruit PhD prepared faculty

Initiatives:

HSON11 01: Intensify recruitment of PhD prepared and research active faculty

**Goal 5: To maintain accreditation status**

Initiatives:

HSON11 16: Continue quality improvement activities aligned with accreditation requirements

**Goal 6: To continue fostering faculty and staff development**

Objective 6.1: Foster faculty development

Initiatives:

HSON11 03: Provide support for faculty development (at PhD level)

HSON11 17: Support faculty exchange with partner universities.

Objective 6.2: Foster staff development

Initiatives:

HSON11 18: Continue to encourage staff to utilize the educational support programs offered by ACC and the Center for Civic Engagement.

HSON11 19: Establish career ladder for staff

**Goal 7: To achieve Fiscal Balance**

Objective 7.1: Increase BSN and MSN student enrollment

Initiatives:

HSON11 04: Intensify student recruitment strategies in Lebanon & internationally

HSON11 20: Increase endowment funds for scholarships

Objective 7.2: Increase HSON revenues

Initiatives:

HSON11 05: Launch new (interdisciplinary) degree programs

HSON11 21: Offer post basic certificates

HSON11 22: Continue to offer Summer Nursing Institute, workshops, courses, & consultancies.

**Cross Tabulation**

Objectives Initiatives	Goal 1		Goal 2				Goal 3	Goal 4			Goal 5	Goal 6		Goal 7	
	1.1	1.2	2.1	2.2	2.3	2.4	3	4.1	4.2	4.3	5	6.1	6.2	7.1	7.2
HSO11 01	◆		◆							◆					
HSO11 02	◆														
HSO11 03	◆											◆			
HSO11 04		◆						◆						◆	
HSO11 05		◆													◆
HSO11 05a		◆													
HSO11 05b		◆													
HSO11 05c		◆	◆												
HSO11 05d		◆													
HSO11 05e		◆													
HSO11 06			◆												
HSO11 07			◆												
HSO11 08			◆												
HSO11 9				◆											
HSO11 10					◆										
HSO11 11						◆									
HSO11 12						◆									
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HSO11 18													◆		
HSO11 19													◆		
HSO11 20														◆	
HSO11 21															◆
HSO11 22															◆

Strategic Planning Unit:

Hariri School of Nursing

Initiative Serial # (ISN):

HSON 1101

**Description of initiative:**  
Intensify recruitment of PhD prepared and research active faculty

#	Key Implementation Steps	Collaborating Work Unit	Code <sup>(1)</sup>	Values Incremental to Base Year (2010-2011)				
				2011-12 <sup>(2)</sup>	2012-13	2013-14	2014-15	2015-16
01	Expand current recruitment strategies to include distribution of flyers at major conferences							
02a	Recruit and appoint new faculty		F	0	2	3	4	5
02b	Recruit and appoint new faculty		OE		\$160,000	\$240,000	\$320,000	\$400,000
03								
04								
05								
06								
07								
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11								

**Notes/Comments/Explanations:**  
HSON will continue to intensify its faculty recruitment efforts which included placing adverts in professional journals, on websites/newsletters of major organizations and in the Chronicle of Higher Education in addition to mailing lists and intensive personal contacts. HSON will expand these efforts to include the distribution of flyers at major conferences regionally and internationally. The target is to have 20 full time faculty members by 2015-2016.

Strategic Planning Unit: Hariri School of Nursing

Initiative Serial # (ISN): HSON1102

<b>Description of initiative:</b> Appoint endowed chair for research								
#	Key Implementation Steps	Collaborating Work Unit	Code <sup>(1)</sup>	Values Incremental to Base Year (2010-2011)				
				2011-12 <sup>(2)</sup>	2012-13	2013-14	2014-15	2015-16
01	Recruit & appoint endowed chair for Nursing Research		F	0	1	1	1	1
02	Recruit & appoint endowed chair for Nursing Research (Salary & Benefits)		OE	\$0	\$113,000	\$113,000	\$113,000	\$113,000
03	Raise a new endowment for chair of Nursing (\$2 Million US)	University Advancement		\$2,000,000	\$0	\$0	\$0	\$0
04	Revenue from endowment (\$2 Million US) calculated at 4.75%		OF	\$0	\$95,000	\$95,000	\$95,000	\$95,000
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12								
<b>Notes/Comments/Explanations:</b> The recruitment for the Hariri Endowed Chair is ongoing; the chair will head the new to be established Centre for Nursing Research. Raising a new endowment for chair of nursing will facilitate the launching of the (interdisciplinary) PhD program.								

Strategic Planning Unit: Hariri School of Nursing

Initiative Serial # (ISN): HSO1103

**Description of initiative:**  
Provide support for faculty development at PhD level

#	Key Implementation Steps	Collaborating Work Unit	Code <sup>(1)</sup>	Values Incremental to Base Year (2010-2011)				
				2011-12 <sup>(2)</sup>	2012-13	2013-14	2014-15	2015-16
01	Junior faculty pursue their PhD degree		OE		\$40,000.	\$40,000.	\$40,000.	\$40,000.
02								
03								
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**Notes/Comments/Explanations:**

HSO1103 will continue to develop its cadre of PhD prepared faculty by supporting the PhD studies of two promising candidates. Four faculty members have been supported thus far by HSO1103; two completed their PhDs in 2006 & 2008 and two will finish in 2011.

Strategic Planning Unit: Hariri School of Nursing

Initiative Serial # (ISN): HSO1104

**Description of initiative:**  
Intensify student recruitment strategies in Lebanon and internationally

#	Key Implementation Steps	Collaborating Work Unit	Code <sup>(1)</sup>	Values Incremental to Base Year (2010-2011)				
				2011-12 <sup>(2)</sup>	2012-13	2013-14	2014-15	2015-16
01a	Expand current student recruitment staff for regional and international recruitment		S	1	1	1	1	1
01b	Expand current student recruitment staff for regional and international recruitment		OE	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
02a	Increase UG student enrollment		U		6	12	18	18
02b	Increase UG student enrollment		OF		\$90,000	\$180,000	\$270,000	\$270,000
03a	Increase MSN student enrollment		G		5	7	10	15
03b	Increase MSN student enrollment		OF		\$31,500	\$43,960	\$63,000	\$94,500
04								
05								
06								
07								
08								

**Notes/Comments/Explanations:**

HSO1104 has witnessed a steady increase in student enrollment at the BSN and MSN levels which is due to the intensive recruitment & marketing strategies developed over the last few years. HSO1104 needs to put more emphasis on regional and international recruitment justifying the expansion the office of student affairs with one staff member.  
Student enrollment at the BSN and MSN levels is expected to increase by 5%.

Strategic Planning Unit: Hariri School of Nursing

Initiative Serial # (ISN): HSON1105a

**Description of initiative:**

Launch new (interdisciplinary) degree programs; MSN/MBA

#	Key Implementation Steps	Collaborating Work Unit	Code <sup>(1)</sup>	Values Incremental to Base Year (2010-2011)				
				2011-12 <sup>(2)</sup>	2012-13	2013-14	2014-15	2015-16
01	Appoint coordinator to launch MSN/MBA dual degree	OSB	F	0	1	1	1	1
02	Appoint coordinator to launch MSN/MBA dual degree		OE	\$0	\$50,000	\$50,000	\$50,000	\$50,000
03	Additional MSN/MBA students		G		10	15	20	20
04	Additional MSN/MBA students		OF		\$77,700	\$116,550	\$155,400	\$155,400
05								
06								
07								
08								
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11								
12								

**Notes/Comments/Explanations:**

HSON needs to revisit the MSN/MBA proposal jointly developed with OSB few years ago for possible launching. The MSN/MBA degree aims to prepare the nurse executives for health care and is greatly needed for Lebanon and the region. A coordinator needs to be appointed for this purpose.

Strategic Planning Unit: Hariri School of Nursing

Initiative Serial # (ISN): HSON1105b

**Description of initiative:**  
 Launch new (interdisciplinary) degree programs; MSN/MPH

#	Key Implementation Steps	Collaborating Work Unit	Code <sup>(1)</sup>	Values Incremental to Base Year (2010-2011)				
				2011-12 <sup>(2)</sup>	2012-13	2013-14	2014-15	2015-16
01	Appoint coordinator to launch MSN/MPH dual degree	FHS	F					
02a	Additional MSN/MPH students		G	0	10	12	15	15
02b	Additional MSN/MPH students		OF		\$75,500	\$90,600	\$113,250	\$113,250
03								
04								
05								
06								
07								
08								
09								
10								
11								

**Notes/Comments/Explanations:**

Similarly, work can be initiated for a possible MSN/MPH dual degree to prepare the community and public health nurse experts for Lebanon and the region. Around 10 students are expected to enroll. The program will be coordinated by an HSON faculty.

Strategic Planning Unit: Hariri School of Nursing

Initiative Serial # (ISN): HSO1105c

**Description of initiative:**  
 Launch new (interdisciplinary) degree programs; PhD program

#	Key Implementation Steps	Collaborating Work Unit	Code <sup>(1)</sup>	Values Incremental to Base Year (2010-2011)				
				2011-12 <sup>(2)</sup>	2012-13	2013-14	2014-15	2015-16
01	Develop and launch an interdisciplinary PhD program	FHS/FM	G		3	5	7	7
02	Develop and launch an interdisciplinary PhD program		F					
03	Additional students (stipend)		OE		15,000	25,000	35,000	35,000
04								
05								
06								
07								
08								
09								
10								
11								

**Notes/Comments/Explanations:**  
 The planning of an interdisciplinary PhD degree in close collaboration with FHS and FM can be initiated. The HSON Endowed Chair (1102) will coordinate this effort for HSON.

Strategic Planning Unit: Hariri School of Nursing

Initiative Serial # (ISN): HSO1105d

**Description of initiative:**  
 Launch new (interdisciplinary) degree programs; BA/BS-BSN

#	Key Implementation Steps	Collaborating Work Unit	Code <sup>(1)</sup>	Values Incremental to Base Year (2010-2011)				
				2011-12 <sup>(2)</sup>	2012-13	2013-14	2014-15	2015-16
01	Launch BA/BS-BSN program							
02a	Additional students		U	10	12	15	15	15
02b	Additional BA/BS-BSN students (tuition)		OF	\$80,000	\$96,000	\$120,000	\$120,000	\$120,000
03								
04								
05								
06								
07								
08								
09								
10								

**Notes/Comments/Explanations:**  
 The launching of a second degree in nursing will be conditional the enrollment of a minimum number of 10 students.

Strategic Planning Unit: Hariri School of Nursing

Initiative Serial # (ISN): HSOON 11 08

Description of initiative: Launch a Centre of Excellence in Nursing Research								
#	Key Implementation Steps	Collaborating Work Unit	Code <sup>(1)</sup>	Values Incremental to Base Year (2010-2011)				
				2011-12 <sup>(2)</sup>	2012-13	2013-14	2014-15	2015-16
01	<i>Establish regional partnerships for research collaboration</i>							
02	Travel expenses for research collaborators		OE		20,000	20,000	20,000	20,000
03								
04								
05								
06								
07								
08								
09								
10								
11								
12								
Notes/Comments/Explanations:								

Strategic Planning Unit: Hariri School of Nursing

Initiative Serial # (ISN): HSO 11 09

Description of initiative: Apply innovative, state of the art teaching methodologies								
#	Key Implementation Steps	Collaborating Work Unit	Code <sup>(1)</sup>	Values Incremental to Base Year (2010-2011)				
				2011-12 <sup>(2)</sup>	2012-13	2013-14	2014-15	2015-16
01	Utilize video conferencing with international guest lecturers		F					
02	Install videoconferencing facilities	Plant engineering - AUBMC	CE		50,000			
03	Promote faculty exchange by inviting faculty members from partner universities to give courses		F		0.5	0.5	0.5	0.5
04	Travel and housing expenses of invited international faculty		OE		\$10,000	\$10,000	\$10,000	\$10,000
05	Honorarium for International faculty		OE		\$10,000	\$10,000	\$10,000	\$10,000
06								
07								
08								
09								
10								
11								
12								
<b>Notes/Comments/Explanations:</b>								
Faculty from partner universities will be invited to give 1-2 credit courses to graduate students.								

Strategic Planning Unit: Hariri School of Nursing

Initiative Serial # (ISN): HSO 11 10

Description of initiative: Establish partnerships with AUBMC and other clinical facilities								
#	Key Implementation Steps	Collaborating Work Unit	Code <sup>(1)</sup>	Values Incremental to Base Year (2010-2011)				
				2011-12 <sup>(2)</sup>	2012-13	2013-14	2014-15	2015-16
01	<i>Increase number of joint appointments with AUBMC</i>							
02	Increase number of joint appointments	AUBMC	F	1.5	2	2	2	2
03	Supplement for joint appointments			\$7,500	\$10,000	\$10,000	\$10,000	\$10,000
04								
05								
06								
07								
08								
09								
10								
11								
12								
<b>Notes/Comments/Explanations:</b> HSON will continue to put emphasis on increasing the number of joint appointments with AUBMC to meet the clinical educational needs of the BSN & MSN academic programs. The target number of joint appointments for 2015-2016 is 7. A supplement is budgeted per appointment.								

Strategic Planning Unit: Hariri School of Nursing

Initiative Serial # (ISN): HSO 11 14

<b>Description of initiative:</b> Organize regular workshops on ethics for all Levels of students.								
#	Key Implementation Steps	Collaborating Work Unit	Code <sup>(1)</sup>	Values Incremental to Base Year (2010-2011)				
				2011-12 <sup>(2)</sup>	2012-13	2013-14	2014-15	2015-16
01	Appoint a part-time faculty member to offer workshops on ethics		F		0.2	0.2	0.2	0.2
02	Honorarium of invited guest faculty		OF	\$5000	\$5000	\$5000	\$5000	\$5000
03								
04								
05								
06								
07								
08								
09								
10								
11								
12								
<b>Notes/Comments/Explanations:</b>								

Strategic Planning Unit: Hariri School of Nursing

Initiative Serial # (ISN): HSON 11 15

Description of initiative: Appoint a marketing consultant.								
#	Key Implementation Steps	Collaborating Work Unit	Code <sup>(1)</sup>	Values Incremental to Base Year (2010-2011)				
				2011-12 <sup>(2)</sup>	2012-13	2013-14	2014-15	2015-16
01	Appoint a part-time marketing consultant		OE	\$0	\$5,000	\$5,000	\$5,000	\$5,000
02								
03								
04								
05								
06								
07								
08								
09								
10								
11								
12								
<b>Notes/Comments/Explanations:</b> The expertise of a marketing and social media consultant is needed to publicize HSON achievements and for student recruitment efforts.								

American University of Beirut

Estimates of Students, Faculty and Staff

Strategic Planning Unit: Hariri School of Nursing

TOTAL	2011-12	2012-13	2013-14	2014-15	2015-16
Undergraduate FTE Students	145	151	157	163	163
MA/MS FTE Students (considered full-time students based on 14 credits/ year)	63	65	67	70	75
MD FTE Students					
PhD FTE Students					
FTE Faculty members	21 (14FT+6 PT)	23 (17FT+6PT)	24 (18FT+6PT)	25(19FT+6PT)	26(20FT+6PT)
FTE Staff	7	8	8	8	8
FTE consultants/ outsourced labor	0	1	1	1	1

For CEC Only					
CEC student/ course count	10	12	15	17	20
CEC instructor/ course count	1	1.2	1.5	1.5	1.5

This table is for total (not incremental) people numbers  
 Figures should tie-up with budget for 2011-12

## Strategic Planning KPIs

<b><u>Goal 1: To achieve status of free standing faculty</u></b>	<b>KPIs</b>
Objective 1.1: Increase the number of PhD prepared and research active faculty	Number of Faculty with PhD Appointed endowed chair for nursing research Number of faculty members sponsored for PhD study
Objective 1.2: Increase BSN and MSN student enrollment	Number of BSN & MSN Student Enrollment
<b><u>Goal 2: To position HSON as a regional leader in nursing education, research, and community service</u></b>	
Objective 2.1: Foster excellence in research	Number of Faculty with PhD Number of projects submitted for funding Number of Funded Projects Number of Scholarly Publications in Peer-Reviewed Journals Number of Scholarly Presentations at Scientific Conferences Number of MSN thesis/research projects Centre of Nursing Research Launch of a PhD program
Objective 2.2: Foster excellence in teaching:	ICEs Peer evaluations Teaching portfolio's Course summary evaluation forms BSN & MSN Student Surveys (Exit, Satisfaction), & Alumni and Employer Surveys Number of courses offered using non-traditional methods of teaching (blended, block...)
Objective 2.3: Foster excellence in practice	MOU/ partnership agreement with clinical facilities Number of Faculty with Joint Appointments

Objective 2.4: Foster excellence in community service	Number of community projects
<b><u>Goal 3: To cultivate professional values of excellence, respect, tolerance, and Integrity</u></b>	Annual workshops on ethics Number of Cheating and Plagiarism Episodes among Students Number of Episodes of Unprofessional Behavior among Students in the Clinical Areas
<b><u>Goal 4: To achieve planned growth in high quality students and PhD prepared faculty</u></b>	
Objective 4.1: Publicize HSON Achievements	
Objective 4.2: Recruit diversified high quality students	Student Enrollment Number of International BSN & MSN Students Enrolled
Objective 4.3: Recruit PhD prepared faculty	Number of Faculty with PhD
<b><u>Goal 5: To maintain accreditation status</u></b>	Continuous monitoring of CCNE standards using HSON Comprehensive Evaluation Plan (CEP) HSON accredited in 2012 for 10 years
<b><u>Goal 6: To continue fostering faculty and staff development</u></b>	
Objective 6.1: Foster faculty development	Number of faculty members supported for PhD study Number of visiting/exchange faculty
Objective 6.2: Foster staff development	Career ladder for staff Number of staff promoted Number of workshops attended by the staff
<b><u>Goal 7: To achieve Fiscal Balance</u></b>	
Objective 7.1: Increase BSN and MSN student enrollment	Number of BSN & MSN Student Enrollment Number of HSON Endowments for scholarships

Objective 7.2: Increase HSON revenues	Student Enrollment Number of new certificate programs Number of Funded REP Projects Number of non AUB students attending courses, workshops and summer nursing institute
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## **Mechanisms and Activities to Secure Faculty/Staff Engagement in the Planning Process**

The Hariri School of Nursing Strategic Planning Committee is composed of Dr. Huda Huijer (Chair), Dr. Samar Nouredine (SP Coordinator & MSN Program Coordinator), Dr. Laila Farhood (Psychiatry Mental Health Track Coordinator), Dr. Nuhad Dumit (Continuing Education Coordinator), Mrs. Mary Arevian (BSN Program Coordinator), Mrs. May Khoury (RN-BSN Coordinator and Chair Curriculum Committee), Mr. Ghassan Afram (Executive Officer), & Ms. Knar Sagherian (Recorder). The committee met for the first time on January 31, 2011 to attend a SP workshop offered by the Office of Strategy Management at AUB which focused on mechanisms and activities aimed to help facilitate the strategic planning process. The committee was convinced from the start that the contribution of each member to the report is essential. Work was as a result divided among committee members based on the Guide for Developing Academic and Administrative Strategic Plans Version 2.59 and specific deadlines were set for achieving each one of the topic areas. The committee met on a bi-weekly basis the first two months and continued on a monthly basis and by e-mail until June 2011. A smaller subcommittee consisting of the chair, coordinator, and executive officer continued to meet on a regular basis until the completion of the report in July 2011. The documents produced by the subcommittee were shared with SP committee for feedback.

All HSON faculty and staff were involved in the SWOT analysis. Their anonymous input was tabulated by the recorder and SP coordinator and disseminated for review and feedback in March 2011. A faculty retreat was held on Friday April 8 during which all completed SP documents including mission, vision, major accomplishments and setbacks, external trends and influences, and SWOT were discussed and recommendations made for possible revisions.

A meeting was also held with HSON stakeholders namely students, alumni, and the AUBMC Nursing Services on April 4, 2011. The stakeholders received ahead of time all completed documents including mission, vision, major accomplishments and setbacks, external trends and influences, and SWOT analysis. Unfortunately only few representatives from the AUBMC Nursing Services administration were able to attend in addition to few graduate students. The discussions were enlightening and helpful for developing HSON strategic goals and initiatives.

The chair of the committee assisted by coordinator and executive officer and recorder compiled all documents and finalized the first draft of the report in July 2011. The draft report was shared with full faculty for review and feedback.

The discussion of the different issues was collegial, thought provoking, and insightful.

All faculty members were involved in the strategic planning process as follows:

- They were informed of the strategic planning committee work and their input was solicited accordingly.
- The SWOT analysis form was completed by all faculty members and some staff who were instructed to anonymously return completed forms to the coordinator of the SP committee. The forms were a rich source of information for the strategic planning process.
- Informal meetings between committee members and faculty were used to solicit feedback on specific strategic planning topics.

- The draft version of the final report was sent by e-mail to all faculty members soliciting feedback.
- A faculty meeting was consequently planned to discuss all elements of the report and to get the report approved before final submission.

## **Schedule of Strategic Planning Reviews**

The HSON Strategic Planning Reviews will take place once per year. The exact date will be determined at a later date and will be aligned with AUB SP reviews.

The purposes of the reviews are as follows:

- a. To assess the KPIs and strategic initiatives
- b. To re-examine KPIs and strategic initiatives in view of performance
- c. To develop new strategic initiatives as needed
- d. To examine strategic goals and initiatives in light of national and international developments

The five year review will re-examine the performance of HSON on all these measures and develop new plans and measures accordingly.

In order to facilitate the implementation and review process, HSON will appoint a Strategic Planning Committee assisted by the executive officer. The committee will report on their findings on a regular basis.