

STRATEGIC PLANNING REPORT



PREFACE

President Waterbury in his letter of January 19, 2005 requested that the Director of the School of Nursing forms a team that will help in developing the School's strategic plans. The team will have the task of:

- Developing a vision for the School of Nursing and setting corresponding objectives;
- Identifying and quantifying the initiatives that will lead to achieving the set objectives; and
- Articulating the School's plans according to a "common planning outline".

The president further stipulates in his letter the following:

- The director should chair the team;
- Members of the team should have a good knowledge about the School's operation and can devote the time necessary to contribute effectively to its planning efforts; and
- That the number of members in the team is small (5-10 persons max).

Accordingly The School of Nursing Strategic Planning Committee was formed and work commenced April 2005.

This document reports on the efforts of the team in developing the School of Nursing Strategic Plans according to a "common planning outline". Additional documents are included in the appendices for further clarification of some of the issues presented.

As chair of the SONSP Committee, it has been a pleasure for me to work with all the committee members on this report. The discussions and deliberations on the future of the School of Nursing were at all times insightful and thought provoking. They are a good reflection of the dedication of the faculty to the mission of the School as a leader in Nursing Education in Lebanon and the region.

Dr. Huda Huijer
Director School of Nursing
Chair, SONSP Committee

AUB MISSION

The American University of Beirut (AUB) is an institution of higher learning founded to provide excellence in education, to participate in the advancement of knowledge through research, and to serve the peoples of the Middle East and beyond. Chartered in New York State in 1863, the university bases its educational philosophy, standards, and practices on the American liberal arts model of higher education. The university believes deeply in and encourages freedom of thought and expression and seeks to foster tolerance and respect for diversity and dialogue. Graduates will be individuals committed to creative and critical thinking, life-long learning, personal integrity and civic responsibility, and leadership.

AUB SCHOOL OF NURSING MISSION

The Mission of the 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 the region, 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 ACCOMPLISHMENTS DURING THE LAST THREE YEARS

Education

- The RN-BSN curriculum was revised and reactivated fall 2003-2004.
- BSN curriculum was revised and approved within the SON in 2003.
- MSN program was launched fall 2003-2004 with two tracks; adult care & nursing administration
- Application for registration of revised BSN & new MSN programs at State Department of Education in NY was approved respectively in 2003 and 2004.
- Application for accreditation of BSN and MSN programs by CCNE was approved September 2004. Self-study in preparation of accreditation is ongoing.

Administration

- Revision of SON organizational structure to include coordinators of BSN, RN-BSN, MSN, CE, & Research.
- SON By-laws were revised & approved; committees were clustered for efficiency.
- Criteria for Appointment, Promotion & Merit were developed and approved 2004-2005. Two tracks, academic & clinical, are currently being used. .
- New brochures for SON and all programs were developed and are used for recruitment and fundraising purposes.
- SON website was launched in 2004.
- Faculty appraisal forms developed and are being used annually.
- New site for SON building designated by AUB in 2003. Partial funding was received from ASHA. Building is expected to be completed early 2007.
- Library books and journals were consolidated in SML library.
- SON budgeting control system introduced.
- Summer fees were instituted 2003-2004 resulting in additional income for SON.
- SON Fundraising strategy in Lebanon and internationally started in 2005.
- SON marketing strategy, congruent with the Centennial, started 2004-2005.
- SON became associate member of the Association of Arab Nursing Faculties in 2004.
- Administrative staff of SON expanded with executive officer in 2004.

Faculty Issues

- Active recruitment for PhD prepared faculty; four visiting professors in 2003-2005.
- Two faculty members are working on their PhDs in USA and three are in the process of starting in Europe.
- SON participates in the European Academy for Nursing Science (EANS) through intensive PhD summer program.
- Three programs of research are currently active and received funding; intra and extramural
- Number of scholarly activities on the increase
- Workshops offered by visiting professors from USA 2003-2005.

Centennial Celebrations

- Centennial international scientific conference, public lectures, workshops, and commemoration ceremony took place in 2005.
- Centennial publications and production of a SON Film

REP/Gulf Activities

- SON is helping develop the ALMANA College of Health Sciences in Al-Khobar Saudi Arabia
- Memorandum of Understanding (MOU) signed with Dubai Health Care City (DHCC).

National Contribution

- Faculty members contributed to the establishment of the Order of Nurses in Lebanon (January 2003) and are currently active members.
- Project with Ministry of Education and UNFDP

International Collaboration

- Statement of intent with Johns Hopkins University SON signed 2005.

EXTERNAL TRENDS AND INFLUENCES

- 1.** The regional and international demand for nurses at BSN, MSN, and PhD levels is very high and is expected to continue in the future.
- 2.** There is an international trend of delivering innovative nursing program at undergraduate level, e.g. second degree, bridging degree, accelerated degree.
- 3.** There is an international trend to expand graduate nursing education in innovative and cutting-edge ways, e.g. MSN/MBA, BSN to PhD.
- 4.** There is an international trend to maximize the use of technology for teaching methods and program delivery, both within university settings and for distance learning.
- 5.** 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.
- 6.** There is a proliferation of private and considerably less expensive competing schools of nursing in Lebanon.
- 7.** The establishment of the Order of Nurses in Lebanon is providing a platform for increasing the professionalism and image of nursing in Lebanon (developing scope of practice, professional standards, and accreditation process for nursing programs, licensure, and certification of Advanced Practice Nurses, and for informing other professionals, the public, and legislators of the professionalism of nursing).
- 8.** The Arab region has become very attractive for US universities to establish partnerships (including nursing) with sister universities in the region.
- 9.** An international trend toward the autonomous role of the nurse in a variety of settings, e.g. nurse-led clinics, nurse consultants, clinical leaders, etc.

SCHOOL OF NURSING SWOT ANALYSIS

Strengths

Academic program:

1. School of Nursing has a long standing history in academic nursing education with national, regional, and international reputation.
2. Academic programs, BSN, RN-BSN, & MSN, are sound, research based, and rigorous; they are benchmarked against leading programs in the USA.
3. All academic programs are registered in the Department of Education, State of New York, and follow the American Model of nursing education.
4. SON has been accepted by the Commission on Collegiate Nursing Education and will undergo accreditation in 2006.

Faculty:

5. Nursing faculty is dedicated and open to new developments and change. Excellent clinical teaching with direct supervision.
6. In addition to the academic track, a clinical track with emphasis on clinical scholarship was recently introduced to strengthen the link between academia and practice.

Leadership:

7. Leadership has vision and is supportive of faculty development, research, and new academic programs.

Regional resource center:

8. National prominence as evidenced by contribution to nursing development at the policy making, professional, and educational levels.
9. High regional profile as evidenced by increasing number of requests from the region to establish off-shore programs.
10. AUB provides excellent academic resources and clinical training facilities and is perceived as a reference center and market leader in the Middle East.
11. Partnerships initiated with Schools of Nursing in the USA to facilitate student and faculty exchange and collaborative research.
12. Regional prominence through membership in the Association of Arab Nursing Faculties.

Weaknesses/Problems

SON status non-autonomous:

1. The SON does not have an autonomous status and lags behind when compared to sister institutions in the USA, Lebanon and the region; the majority enjoys an autonomous status and has a dean.

Limited physical resources:

2. The SON current location is too small and scattered to accommodate for the growth in students, faculty, and new academic programs. This hampers recruitment of students & faculty.
3. The SON physical resources are not optimal; lack of simulation labs and interactive classroom facilities.

Tuition:

4. High tuition fees when compared to sister institutions in Lebanon, together with absence of bursaries, inadequate scholarships and Financial Aid leads to low enrollment.

Faculty preparation and productivity:

5. Insufficient numbers of qualified faculty resulting in high teaching workload and limited research productivity.

Curriculum delivery:

6. The curriculum is inflexible, highly demanding and lacks clinical internship.

Textbook acquisition:

7. Bookstore very bureaucratic, extremely inefficient, and relatively costly.

Collaboration not maximized:

8. Collaboration between SON and AUBMC Nursing Services can be better maximized

Opportunities

1. The demand for nurses at BSN and MSN levels is very high and this demand is expected to continue in the future.
2. Good potential for attracting an internationally diverse student body.
3. Strong potential to become Centre of Excellence in nursing education, nursing science, and clinical practice in Lebanon & the Middle East.
4. Strong potential for developing new and innovative nursing programs to meet the growing needs for graduate nursing education in Lebanon and the region.
5. The emphasis in health care on collaborative education, research, and practice gives SON an opportunity to develop partnerships with nursing services, medicine, and public health.
6. The creation of joint appointments with nursing service will help bridge the gap between nursing education and practice.
7. There is a tremendous demand for continuing education for nurses at all levels in Lebanon and the region.

Threats**Student and faculty recruitment: competition, regional turmoil, nursing image**

1. Proliferation of schools of nursing in Lebanon and the region.
2. AUB SON is helping to establish nursing schools in the region which may affect BSN student enrollment.
3. Tuition fees are high and unaffordable for local students.
4. A large array of majors is currently competing for female high school students, e.g. Business, engineering, computer science.
5. The turmoil in the Middle East as well as the high demand for nursing faculty internationally deters the recruitment of PhD-prepared faculty to AUB.
6. The turmoil in the country deters international students from enrolling.
7. The current image of nursing nationally and regionally and the lack of knowledge on career possibilities affect student recruitment

SON STRATEGIES

1. To achieve an autonomous status and become a Faculty. **S1, S8, S9, S11, S12, O3, O4, W1**
2. To become fully accredited by CCNE in 2006. **S2, S3, S4, O2, O3, T5**
3. To establish strong partnerships with Medicine, Health Sciences, and Nursing Services. **O5, O6**
4. To continue our consultancy role in the region. **S9, S10, S12, O7**
5. To develop a SON research strategy with emphasis on programs of research. **S7, S11, O3, W2, W5, T5**
6. To increase potential for extramural funding. **S10, S11, O3, O5, W5**
7. To develop a PhD program within 5-10 years. **S7, O3, O4, O5, W5, T5**
8. To develop a common strategy for effective collaboration with AUBMC NS. **O6, W8**
9. To introduce innovations in curricular offerings such as new MSN tracks, accelerated and bridging programs, clinical internships, electives, and on-line courses. **S2, W6, O1, O2, O4, T1, T2**
10. To review regularly nursing curricula and bring them in line with national and international developments in health care. **S1, S2, O4, T1, T5**
11. To recruit highly qualified national and international students. **S1, S2, S3, S4, S11, O2, T3, T4, T6, T7**
12. To develop effective partnerships with US and European institutions. **S2, S3, S4, S11, T5**
13. To recruit PhD prepared and research-active faculty. **S5, S6, W5, T5**
14. To raise funds among others for student scholarships and endowments. **O1, O7, W3 W4, T7**

SWOT Matrix

INTERNAL FACTORS	<p>Strengths (S)</p> <p>Academic program:</p> <ol style="list-style-type: none"> 1. School of Nursing has a long standing history in academic nursing education with national, regional, and international reputation. 2. Academic programs, BSN, RN-BSN, & MSN, are sound, research based, and rigorous; they are benchmarked against leading programs in the USA. 3. All academic programs are registered in the Department of Education, State of New York, and follow the American Model of nursing education. 4. SON has been accepted by Commission on Collegiate Nursing Education and will undergo accreditation in 2006. <p>Faculty:</p> <ol style="list-style-type: none"> 5. Nursing faculty is dedicated and open to new developments and change. Excellent clinical teaching with direct supervision. 6. In addition to the academic track, a clinical track with emphasis on clinical scholarship was recently introduced to strengthen the link between academia and practice. <p>Leadership:</p> <ol style="list-style-type: none"> 7. Leadership has vision and is supportive of faculty development, research, and new academic programs. <p>Regional resource center:</p> <ol style="list-style-type: none"> 8. National prominence as evidenced by contribution to nursing development at the policy making, professional, and educational levels. 9. High regional profile as evidenced by increasing number of requests from the region to establish off-shore programs. 	<p>Weaknesses (W)</p> <p>SON status non-autonomous:</p> <ol style="list-style-type: none"> 1. The SON does not have an autonomous status and lags behind when compared to sister institutions in the USA, Lebanon and the region; the majority enjoys an autonomous status and has a dean. <p>Limited physical resources:</p> <ol style="list-style-type: none"> 2. The SON current location is too small and scattered to accommodate for the growth in students, faculty, and new academic programs. This hampers recruitment of students & faculty. 3. The SON physical resources are not optimal; lack of simulation labs and interactive classroom facilities. <p>Tuition:</p> <ol style="list-style-type: none"> 4. High tuition fees when compared to sister institutions in Lebanon, together with absence of bursaries, inadequate scholarships and Financial Aid leads to low enrollment. <p>Faculty preparation and productivity:</p> <ol style="list-style-type: none"> 5. Insufficient numbers of qualified faculty resulting in high teaching workload and limited research productivity. <p>Curriculum delivery:</p> <ol style="list-style-type: none"> 6. The curriculum is inflexible, highly demanding and lacks clinical internship. <p>Textbook acquisition:</p> <ol style="list-style-type: none"> 7. Bookstore very bureaucratic, extremely inefficient, and relatively costly.
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<p><i>EXTERNAL</i> FACTORS</p>	<p>10. AUB provides excellent academic resources and clinical training facilities and is perceived as a reference center and market leader in the Middle East.</p> <p>11. Partnerships initiated with Schools of Nursing in the USA to facilitate student and faculty exchange and collaborative research.</p> <p>12. Regional prominence through membership in the Association of Arab Nursing Faculties.</p>	<p>Collaboration not maximized:</p> <p>8. Collaboration between SON and AUBMC Nursing Services can be better maximized.</p>
<p>Opportunities (O)</p> <ol style="list-style-type: none"> 1. The demand for nurses at BSN and MSN levels is very high and this demand is expected to continue in the future. 2. Good potential for attracting an internationally diverse student body. 3. Strong potential to become Centre of Excellence in nursing education, nursing science, and clinical practice in Lebanon & the Middle East. 4. Strong potential for developing new and innovative nursing programs to meet the growing needs for graduate nursing education in Lebanon and the region. 5. The emphasis in health care on collaborative education, research, and practice gives SON an opportunity to develop partnerships with nursing services, medicine, and public health. 6. The creation of joint appointments with nursing service will help bridge the gap between nursing education and practice. 7. There is a tremendous demand for continuing education for nurses at all 	<p>SO Strategies</p> <ol style="list-style-type: none"> 1. To achieve an autonomous status and become a Faculty. S1, S8, S9, S11, S12, O3, O4, W1 2. To become fully accredited by CCNE in 2006. S2, S3, S4, O2, O3, T5 3. To establish strong partnerships with Medicine, Health Sciences, and Nursing Services. O5, O6 4. To continue our consultancy role in the region. S9, S10, S12, O7 	<p>WO Strategies</p> <ol style="list-style-type: none"> 1. To develop a SON research strategy with emphasis on programs of research. S7, S11, O3, W2, W5, T5 2. To increase potential for extramural funding. S10, S11, O3, O5, W5 3. To develop a PhD program within 5-10 years. S7, O3, O4, O5, W5, T5 4. To develop a common strategy for effective collaboration with AUBMC NS. O6, W8

levels in Lebanon and the region.		
<p>Threats (T) Student and faculty recruitment: competition, regional turmoil, nursing image</p> <ol style="list-style-type: none"> 1. Proliferation of schools of nursing in Lebanon and the region. 2. AUB SON is helping to establish nursing schools in the region which may affect BSN student enrollment. 3. Tuition fees are high and unaffordable for local students. 4. A large array of majors is currently competing for female high schools students, eg. Business, engineering, computer science. 5. The turmoil in the Middle East as well as the high demand for nursing faculty internationally deters the recruitment of PhD-prepared faculty to AUB. 6. The turmoil in the country deters international students from enrolling. 7. The current image of nursing nationally and regionally and the lack of knowledge on career possibilities affect recruitment. 	<p>ST Strategies</p> <ol style="list-style-type: none"> 1. To introduce innovations in curricular offerings such as new MSN tracks, accelerated and bridging programs, clinical internships, electives, and on-line courses. S2, W6, O1, O2, O4, T1, T2 2. To review regularly nursing curricula and bring them in line with national and international developments in health care. S1, S2, O4, T1, T5 3. To recruit highly qualified national and international students. S1, S2, S3, S4, S11, O2, T3, T4, T6, T7 4. To develop effective partnerships with US and European institutions. S2, S3, S4, S11, T5 	<p>WT Strategies</p> <ol style="list-style-type: none"> 1. To recruit PhD prepared and research-active faculty. S5, S6, W5, T5 2. To raise funds among others for student scholarships and endowments. O1, O7, W3 W4, T7

SCHOOL OF NURSING VISION STATEMENT

The School of Nursing aspires to become the leading school of nursing in Lebanon and the region; nationally and internationally 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 competent and culturally-diverse student body

STUDENT LEARNING GOALS, OUTCOMES, AND ASSESSMENT

BSN LEARNING GOALS, OUTCOMES, & ASSESSMENT

A. What knowledge, skills, and competencies students are expected to learn

BSN Student Outcomes: Program

1. Integrate knowledge from the arts, humanities, fundamental and basic medical sciences, and nursing theory in professional practice.
2. Demonstrate competency in clinical skills and critical thinking.
3. Utilize current research knowledge related to health promotion and maintenance, illness prevention and restoration of health of individuals, families and groups with diverse cultural backgrounds.
4. Demonstrate leadership skills in the care management of clients in different health settings based on current health care policy.
5. Collaborate with other health providers to promote the well being of individuals.
6. Demonstrate responsibility, accountability, and continued professional development.
7. Participate in professional and community organizations for the promotion of the nursing profession in Lebanon and the region.
8. Demonstrate effective use of personal, interpersonal and group communication skills in practice.
9. Espouse principles of professional ethics and personal integrity in nursing practice.

BSN Student Outcomes: Level I

Upon completion of the sophomore year the student will be able to: (# Program Outcomes)

- a) Demonstrate beginning skills in effective communication. (1,8)
- b) Identify healthcare needs of clients based on assessment of physical, psychological and social parameters. (1,2)
- c) Identify developmental milestones in relation to the health-illness continuum. (1,2)
- d) Provide basic nursing care based on the nursing process. (2,8)
- e) Demonstrate skills in searching the nursing literature. (3)
- f) Identify ethical principles that govern the nursing profession. (6,9)

BSN Student Outcomes: Level II

Upon completion of the junior year the student will be able to:

- a) Utilize the nursing process in planning the care of the clients along the health- illness continuum. (1,2)
- b) Provide comprehensive/holistic care to individual clients across the life span. (2)
- c) Integrate theoretical knowledge from the social and basic sciences with that of nursing as a basis for practice. (1)
- d) Appreciate the use of research in nursing practice (assessment and intervention) (3)
- e) Demonstrate therapeutic communication skills with clients. (8)
- f) Demonstrate ability to work in groups. (5,8)
- g) Identify ethical principles that govern nursing practice. (6,9)
- h) Demonstrate responsibility and accountability for personal and professional growth. (6)

BSN Student Outcomes Level III

Upon completion of the senior year the student will be able to:

- a) Utilize appropriate theories and research findings from nursing and related fields in nursing practice. (1,2,3)
- b) Evaluate systematically the outcomes of care in a variety of settings based on the nursing process. (2,4)
- c) Apply knowledge of group dynamics while working with groups of clients, healthcare professionals and co-workers. (1,5,8)
- d) Demonstrate leadership skills in planning, managing, and evaluating care of clients. (4)
- e) Demonstrate responsibility and accountability to individuals, families, society at large, and personal professional growth and development. (6,7)
- f) Determine ethical, social, and political issues affecting the healthcare system in Lebanon. (5,6,7,9)

B. How students learn:

The undergraduate nursing courses include theory and practicum courses. The theory courses utilize the following teaching methods: lectures with PowerPoint, classroom discussions, student presentations and seminars, group work/projects, short assignments and term papers. Short assignments include literature searches, reflective writings, summaries of clinical reviews and research articles, and statistical analyses home works.

The practicum teaching strategies include class labs and clinical experiences. In class labs, students are provided with simulated practice experiences of nursing skills. In the clinical practica, students are taught patient care in real clinical settings under the supervision of clinical faculty or preceptors. Teaching experiences are provided in various settings such as adult care, pediatrics, maternity, critical care, community and psychiatry/mental health units. Students plan and implement care activities based on the nursing process, guided by the school's conceptual framework. Students also are exposed to clinical experiences in homes and outpatient settings. Essential components of clinical practice that are emphasized include effective communication, client teaching, collaboration of care with other health care providers, and team work.

C. What measurements exist that testify that students are meeting learning expectations?

Assessment measures used in the theory courses include examinations, evaluation of presentations, group work, short assignments and term papers based on preset criteria. Criteria include mastery of knowledge, critical thinking, writing and oral presentation skills, ability to work with others, and ability to search and critique the literature.

Assessment measures used in the practicum courses include competency based evaluations of clinical skills, nursing care plans, case studies, client and staff teaching, auditing documentations, monitoring procedures, and problem solving exercises that include decision making and critical thinking. Competencies evaluated include dexterity, communication skills, organization and time management skills, effective teams, self and other evaluation, as well as ethical and professional conduct.

MSN LEARNING GOALS, OUTCOMES, & ASSESSMENT

A. What knowledge, skills, and competencies students are expected to learn?

MSN Students Outcomes: Program

1. Integrate theory and research in nursing and related disciplines as basis for advanced nursing practice and role development.
2. Initiate, participate in, utilize and disseminate nursing research.
3. Deliver advanced practice nursing based on critical thinking, advanced knowledge and skills in specialized area of nursing.
4. Demonstrate advanced decision-making across health care settings, using multidisciplinary approach.
5. Analyze the impact of socio-cultural, ethical, legal, and health care policy issues on nursing practice and health care delivery.
6. Assume leadership roles in education and management to promote health care.

B. How students learn:

The graduate nursing courses include theory, clinical, and practicum courses. Teaching methods used in the Master's program are focused on eliciting critical thinking and conceptualization as a foundation for evidence-based clinical and administrative practice. The teaching methods in theory courses include:

- Lecture with PowerPoint, discussions, case study exercises, gaming, video conferences, student presentations (individual and group), video conferences, student teaching sessions, proposal writing, advanced literature searches and statistical data analysis, concept analyses, research critiques.

The teaching methods in clinical and practicum courses include:

- Hands-on advanced clinical experiences for patient care with a preceptor, experience in developing own clinical objectives in line with course objectives, patient care involving assessing client needs and developing care plans and clinical pathways in collaboration with other health care professionals, following clients through the health care system, developing and testing evidence-based protocols and client assessment tools, giving staff education sessions.
- Practicum residency experiences include assessment and analysis of organizational functions, applying program didactic knowledge in professional roles, assuming the role of participant and leader in projects, and using evidence as the basis for evaluating administrative and clinical practice.

C. What measurements exist that testify that students are meeting learning expectations?

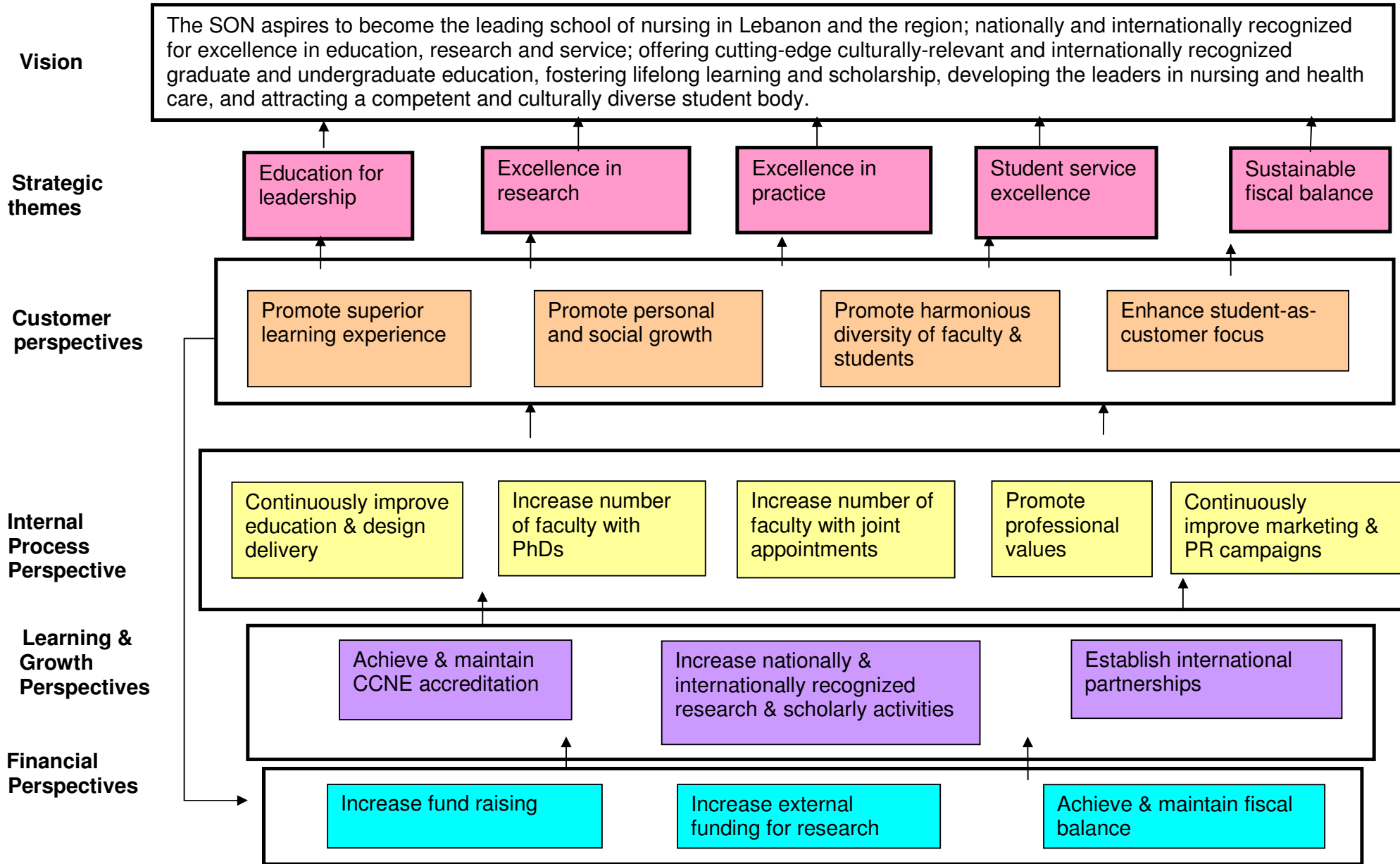
Assessment measures used in the theory courses include:

- Class and take home examinations, evaluation of student projects, presentations, group work participation based on specified criteria, short assignments and term papers.
- Outcomes evaluated include mastery of knowledge, critical thinking, synthesis of previous and current material, and professionalism in written and oral presentations, ability to critique and use the literature to support evidence-based administrative and clinical practice.

Assessment measures used in the clinical and practicum courses include:

- On site examination for the advanced assessment course, written and comprehensive health assessment reports, evaluation of clinical experiences by preceptors, and client write ups that include evidence-based care plans, and reports of multidisciplinary clinical protocols.
- Evaluations of the ability to: assess and analyze organizational functions, demonstrate synthesis of didactic knowledge and apply it in professional roles, assume roles of participant and leader in projects, demonstrate increasing initiative, independence, and professionalism in the specified professional role, and use evidence as the basis for evaluating administrative and clinical practice.

AMERICAN UNIVERSITY of BEIRUT
School of Nursing Strategic Map



School of Nursing Balanced Scorecard

		Measure reference	Strategic KPI	Measure Leader/ Score Keeper	Performance Owner	00-01	01-02	02-03	03-04	04-05	05-06	04-05	05-06	06-07	07-08	Long term	
Customer	Promote Superior Learning Experience	C1a	College Outcome Survey	OIRA	SON												
		C1b	SON Graduate Exit Survey	SON	SON												
		C1c	SON Alumni Survey	SON	SON												
	Promote personal and social Growth	C2a	College Outcome Survey	OIRA	SON												
		C2b	SON Alumni Survey	SON	SON												
	Promote Harmonious Diversity of Students	C3a	% International Students Enrolled	SON	SON	7%	10%	11%	1%	10%		0%	5%	5%	5%	10%	
	Enhance Student-as-Customer Focus	C4a	Student Satisfaction Survey	SON	SON												
C4b		Student Enrollment	SON	SON	101	118	141	173	180	184	178	190	199	210	250		
Internal Processes	Continuously Improve Education & Design Delivery	IP1a	Achieving & Maintaining CCNE Accreditation	CCNE	SON												
		IP1b	ICE	OIRA	SON			4.0	3.9	4.2		4.0	4.0	4.2	4.2	4.5	
	Increase Number of Faculty with PhD	IP2a	Number of Faculty with PhD	SON	SON	2	3	3	3	5	5	6	6	6	7	10	
	Increase Number of Faculty with Joint Appointments	IP3a	Number of Faculty with Joint Appointments	SON/AUB/AUBMC	SON	0	0	0	0	0	0	0	0	1	2	5	
Learning & Growth	Promote Professional Values	IP4a	Number of Cheating and Plagiarism Episodes among Students	SON	SON									0	0	0	
		IP4b	Number of Episodes of Unprofessional Behavior among Students in the Clinical Areas	SON	SON										0	0	0
	Continuously Improve marketing	IP5a	# MSN Student Application and	SON/OA	SON				29	35	36	30	30	30	30	30	

Learning & Growth	and PR Campaigns	IP5a	Enrollment						16	11	17	15	15	15	15	20	
		IP5b*	#BSN and RN-BSN Student Application and Enrollment	SON/OA	SON	213	244	192	254	236	200	200	200	200	200	200	200
		IP5b	Enrollment			40	44	62	54	37	32	35	35	40	45	50	
	Achieve and maintain CCNE Accreditation	LG1a	Accreditation Status Granted by CCNE & maintained	CCNE	SON									x	x	x	
	Increase nationally & Internationally Recognized Research and Scholarly Activities	LG2a	Number of Funded Projects	SON	SON	1	0	2	2	4	5	4	5	5	6	6	
		LG2b	Number of Scholarly Presentations at Scientific Conferences	SON	SON	9	11	12	17	13		13	14	15	15	15	
		LG2c	Number of Scholarly Publications in Peer-Reviewed Journals	SON	SON	1	2	3	10	13		13	15	16	18	18	
Establish International Partnerships	LG3a	Memoranda of Understanding with International partners	SON/Others	SON					1	1	1	1	2	2	2		
Financial	Increase Fundraising	F1a	Number of Sponsors/Endowments for SON	SON/OD	SON									2	2	2	
	Increase External Funding for Research	F1b	Number of Externally Funded Research & Development Projects	SON/OCG	SON					3	3	3	3	3	4	4	
	Achieve and Maintain Fiscal balance	F1c	% increase in Revenues through Student Enrollment	SON/OA	SON					0.5 %		0.5 %	0.5 %	5 %	5%	10%	

* Please see comments on student enrollment in IP5b report card, Appendix II.

Summary of Strategic Initiatives

AUB SON Balanced Score Card Initiatives		
Strategic Objectives	Strategic Initiatives	
Customer Perspective		Criticality rating
Promote superior learning experience	a. By June 2007, OIRA College Outcome Survey will be implemented	10
Promote personal and social growth	b. By June 2007, the Graduate Exit Survey will be implemented	10
Promote harmonious diversity of students	c. By June 2007, the SON Alumni Survey will be implemented	10
Enhance student-as-customer focus	d. By June 2006, the Student service office will be operational	10
Internal Process Perspective		
Continuously improve education design and delivery	a. By fall 2006, align all SON academic and nonacademic processes with CCNE criteria, employing a comprehensive SON evaluation process	10
Increase number of faculty with PhDs	b. By fall 2006, re-examine strategy for faculty recruitment and joint appointments to meet projected targets	9
Increase number of faculty with joint appointments	c. By fall 2006, develop a comprehensive marketing and PR strategy for SON	10
Promote professional values	d. By spring 2007, develop strategy (tracking mechanism) to promote professional values and ethics, and academic integrity.	10
Continuously improve marketing and PR campaigns		
Learning and Growth Perspective		
Achieve & maintain CCNE accreditation	a. By August 2006, the SON will submit a self study report per CCNE criteria and thereafter submit yearly interim reports based on CCNE recommendations	10
Increase nationally & internationally recognized research and scholarly activities	b. By summer of 2006, the SON will submit at least two collaborative research proposals with national/international investigators for funding	8
Establish international partnerships	c. By 2007, the number of scholarly activities is increased by 25%	10
	d. By summer 2008, the SON will have signed 2 memoranda of understanding with international universities.	10
Financial Perspective		
Increase fundraising	a. By the end of 2006, the SON will have developed a fundraising strategy	10
Increase external funding for research	b. By the end of 2006, the SON will have developed a marketing and student recruitment strategy in collaboration with the Office of Admissions to meet projected student enrollment plans as specified in Appendix I	10
Achieve and maintain fiscal balance		

Initiative Template: Customer Perspective

Initiative Statement No. (ISN) -----SON0501-----		Criticality Rating: Least Critical		Most Critical		Total cost of initiative: \$-----			
		1 2 3 4 5 6 7 8 9 10							
Initiative Statement: By June 2007, OIRA College Outcome Survey will be implemented									
#	Key Implementation Step	Implementing Work Unit	Act. (1)	Starting Date (2)	Exp. (3)	Incremental to Current Year Funding Levels			
						FTE	Year 1	Year 2	Year 3
.01	Initiate strategy with OIRA to improve nursing graduate participation in College Outcome Survey	OIRA/SON	S/O	June 2006	O				
.02	Encourage nursing students to participate in survey	Faculty and administration	S/O	2006	O				
.03	Implement College Outcome survey	OIRA	S/O	2007	O				
Notes/Comments/Explanations: SON needs to negotiate with OIRA the inclusion of a large number of nursing students									

(1) **Type of Activity:** ‘S’ for Short-Term (< 3 years); ‘L’ for Long-Term (≥3 years); ‘O’ for On-going activity

(2) **Starting date of the step:** YY/MM

(3) **Type of Expenditure:** ‘C’ for Capital Expenditures; ‘O’ for Operating Costs

Initiative Statement No. (ISN) -----SON0502-----		Criticality Rating: Least Critical					Most Critical					Total cost of initiative: \$-----			
		1 2 3 4 5					6 7 8 9 10								
Initiative Statement: By June 2007, the Graduate Exit Survey will be implemented															
#	Key Implementation Step	Implementing Work Unit	Act. (1)	Starting Date (2)	Exp. (3)	Incremental to Current Year Funding Levels									
						FTE	Year 1	Year 2	Year 3						
.01	Develop draft Graduate Exit Survey Instrument	Faculty committee	S	2006/10	O										
.02	Pilot test Graduate Exit Survey instrument	Faculty committee	S	2006/10	O										
.03	Refine Graduate Exit Survey	Administration	S	2007/2	O										
.04	Conduct annual Graduate Exit Survey	Administration	S/O	2007/7	O										
Notes/Comments/Explanations: Graduate Exit Surveys will be conducted annually by the SON Office of Student Affairs															

(1) **Type of Activity:** 'S' for Short-Term (< 3 years); 'L' for Long-Term (≥3 years); 'O' for On-going activity

(2) **Starting date of the step:** YY/MM

(3) **Type of Expenditure:** 'C' for Capital Expenditures; 'O' for Operating Costs

Initiative Statement No. (ISN) -----SON0503-----		Criticality Rating: Least Critical				Most Critical				Total cost of initiative: \$-----			
		1	2	3	4	5	6	7	8	9	10		
Initiative Statement: By June 2007, the SON Alumni Survey will be implemented													
#	Key Implementation Step	Implementing Work Unit	Act. (1)	Starting Date (2)	Exp. (3)	Incremental to Current Year Funding Levels							
						FTE	Year 1	Year 2	Year 3				
.01	Develop a draft SON Alumni Graduate survey instrument	Faculty committee	S	2006/10	O								
.02	Pilot test SON Alumni survey instrument	Faculty committee	S	2006/10	O								
.03	Refine SON Alumni Graduate survey	Administration	S	2007/2	O								
.04	Conduct regular Alumni surveys	SON/ accreditation committee/ student affairs officer	S	2007/7	O								
Notes/Comments/Explanations: Alumni Graduate Surveys will be conducted on a regular basis by the SON Office of Student Affairs													

(1) **Type of Activity:** 'S' for Short-Term (< 3 years); 'L' for Long-Term (≥3 years); 'O' for On-going activity

(2) **Starting date of the step:** YY/MM

(3) **Type of Expenditure:** 'C' for Capital Expenditures; 'O' for Operating Costs

Initiative Statement No. (ISN) -----SON0504-----		Criticality Rating: Least Critical		Most Critical		Total cost of initiative: \$ 36000			
		1 2 3 4 5 6 7 8 9 10							
Initiative Statement: By June 2006, the Student service officer will be operational									
#	Key Implementation Step	Implementing Work Unit	Act. (1)	Starting Date (2)	Exp. (3)	Incremental to Current Year Funding Levels			
						FTE	Year 1	Year 2	Year 3
.01	Recruit 'student services, recruitment, and career placement officer'	SON	S	2006/6	O	1	12000	12000	12000
.02									
.03									
.04									
Notes/Comments/Explanations:									

(1) **Type of Activity:** 'S' for Short-Term (< 3 years); 'L' for Long-Term (≥3 years); 'O' for On-going activity

(2) **Starting date of the step:** YY/MM

(3) **Type of Expenditure:** 'C' for Capital Expenditures; 'O' for Operating costs

Initiative Template: Internal Process Perspectives

Initiative Statement No. (ISN) -----SON0505-----		Criticality Rating: Least Critical				Most Critical				Total cost of initiative: \$-----			
		1 2 3 4 5				6 7 8 9 10							
Initiative Statement: By fall 2006, align all SON academic and nonacademic processes with CCNE criteria, employing a comprehensive SON evaluation process													
#	Key Implementation Step	Implementing Work Unit	Act. (1)	Starting Date (2)	Exp. (3)	Incremental to Current Year Funding Levels							
						FT E	Year 1	Year 2	Year 3				
.01	Complete draft SON evaluation plan	CCNE coordinator, SON Director	S	2006/02									
.02	Create/refine SON evaluation plan survey tools for specific categories: teaching/learning processes; performance appraisal; satisfaction	CCNE coordinator, faculty	S	2006/08									
.03	Implement evaluation plan after SON faculty approval	SON	S/O	2006/03									
.04	Refine Course Summary Evaluation Form	CCNE coordinator, SON	S	2006/02									
.05	Pilot survey tools	CCNE coordinator, SON	S	2006/08									
.06	Complete CCNE Standards I, II, III, IV	CCNE coordinator, Director, CCNE committee	S	2006/06									
.07	Compile Standards I, II, III, IV appendices and exhibits	CCNE coordinator	S	2006/06									
.08	Plan faculty, students, and COI education sessions re CCNE Standards and SON self-study	CCNE committee	S	2006/08									
.09	Use Comprehensive SON Evaluation Plan to drive process improvement	SON	O	2006/11									
Notes/Comments/Explanations:													

(1) **Type of Activity:** 'S' for Short-Term (< 3 years); 'L' for Long-Term (≥3 years); 'O' for On-going activity

(2) **Starting date of the step:** YY/MM

(3) **Type of Expenditure:** 'C' for Capital Expenditures; 'O' for Operating Costs

Initiative Statement No. (ISN) -----SON0506-----		Criticality Rating: Least Critical				Most Critical				Total cost of initiative: \$ --300,000-----			
		1 2 3 4 5				6 7 8 9 10							
Initiative Statement: By fall 2006, re-examine strategy for faculty recruitment and joint appointments to meet projected targets													
#	Key Implementation Step	Implementing Work Unit	Act. (1)	Starting Date (2)	Exp. (3)	Incremental to Current Year Funding Levels							
						FTE	Year 1	Year 2	Year 3				
.01	Benchmark strategies of local and international institutions	SON	S	2006									
.02	Revise role of search committee to include active faculty recruitment	SON	S	2006									
.03	Devise a strategy to attract faculty for both academic and clinical positions	SON	S	2006									
.04	Devise a strategy to provide incentives for joint appointments	SON	S	2006									
.05	Recruit and appoint 1-2 professorial rank faculty per year until 2009	SON	S/O	2006/2007		3*	50,000	100,000	150,000				
Notes/Comments/Explanations: The SON is currently recruiting for PhD prepared faculty. The new revised strategy will need to include faculty recruitment to both academic and clinical tracks using innovative means for international faculty recruitment * A minimum of 3 FTEs is used as an estimate for future costs													

(1) **Type of Activity:** 'S' for Short-Term (< 3 years); 'L' for Long-Term (≥3 years); 'O' for On-going activity

(2) **Starting date of the step:** YY/MM

(3) **Type of Expenditure:** 'C' for Capital Expenditures; 'O' for Operating Costs

Initiative Statement No. (ISN) -----SON0507-----		Criticality Rating: Least Critical Most Critical 1 2 3 4 5 6 7 8 9 10							Total cost of initiative: \$ 15,000	
Initiative Statement: By fall 2006, develop a comprehensive marketing and PR strategy for SON.										
#	Key Implementation Step	Implementing Work Unit	Act. (1)	Starting Date (2)	Exp. (3)	Incremental to Current Year Funding Levels				
						FTE	Year 1	Year 2	Year 3	
.01	Design and conduct a need assessment survey	SON	S	Spring/Summer 2006						
.02	Initiate media campaigns to inform prospective customers about SON program and activities.	SON	S	Summer 2006		50% marketing officer	5000	5000	5000	
.03	Enhance communication and coordination of SON activities	SON	S	2006						
.04	Conduct outreach activities in the community and the SPN	SON	S	2006						
Notes/Comments/Explanations: The SON needs to intensify its marketing efforts to attract more students and to inform potential sponsors of the value of nursing education. This work needs to be done by a professional specialized in this domain of work.										

(1) **Type of Activity:** 'S' for Short-Term (< 3 years); 'L' for Long-Term (≥3 years); 'O' for On-going activity

(2) **Starting date of the step:** YY/MM

(3) **Type of Expenditure:** 'C' for Capital Expenditures; 'O' for Operating Costs

Initiative Statement No. (ISN) -----SON0508-----		Criticality Rating: Least Critical Most Critical 1 2 3 4 5 6 7 8 9 10								Total cost of initiative: \$ -----	
Initiative Statement: By spring 2007, develop a strategy (tracking mechanisms) to promote professional values and ethics, and academic integrity.											
#	Key Implementation Step	Implementing Work Unit	Act. (1)	Starting Date (2)	Exp. (3)	Incremental to Current Year Funding Levels					
						FTE	Year 1	Year 2	Year 3		
.01	Assess current practices and determine what needs to be changed	SON	S	2007/01							
.02	Review and align AUB and SON policies pertaining to professional values and ethics	SON	S	2007/02							
.03	Update (faculty and Students) on policies regarding professional values and ethics	SON	S	2007/04							
.04	Include above criteria in syllabi	SON	S	2007/06							
.05	Implement a comprehensive evaluation system/to monitor students and faculty activity regarding ethics/values	SON	S	2007/06							
Notes/Comments/Explanations: A committee/taskforce will be appointed assisted by the Executive Officer to monitor this annually											

(1) **Type of Activity:** 'S' for Short-Term (< 3 years); 'L' for Long-Term (≥3 years); 'O' for On-going activity

(2) **Starting date of the step:** YY/MM

(3) **Type of Expenditure:** 'C' for Capital Expenditures; 'O' for Operating Costs

Initiative Template: Learning and Growth Perspective

Initiative Statement No. (ISN) -----SON0509-----		Criticality Rating: Least Critical Most Critical		Total cost of initiative: \$-25,000-----					
		1 2 3 4 5 6 7 8 9 10							
Initiative Statement: By August 2006, the SON will submit a self study report per CCNE criteria and thereafter submit yearly interim reports based on CCNE recommendations									
#	Key Implementation Step	Implementing Work Unit	Act. (1)	Starting Date (2)	Exp. (3)	Incremental to Current Year Funding Levels			
						FTE	Year 1	Year 2	Year 3
.01	Data collection (documents needed for the report)	Committee chair and research assistant	S		O				
.02	Inform the faculty of the committee work and progress and give them specific tasks	Committee chair	S	2005/10	O				
.03	Submit and pilot forms on course summary evaluation forms to CCNE chair	Faculty members, SON	S	2006/01	O				
.04	Continue to write the self study report	Committee members	S	2006/01	O				
.05	Submit self study report to CCNE	Director, SON	S	2006/09	O				
.06	Do workshops for faculty in preparation for site visit	CCNE committee	S	2006/08	O				
.07	Do workshops for students in preparation for site visit	CCNE committee	S	2006/10	O				
.08	Site visit	CCNE US review group	S	2006/11	O		25,000		
.09	If accreditation granted, implement CCNE recommendations and submit yearly interim report	School of Nursing	S	2006/12	O				
.10	Appoint a coordinator and taskforce on accreditation to follow up on CCNE recommendations	Director, SON	S	2006/12	O				
Notes/Comments/Explanations: The coordinator and taskforce on accreditation will have the responsibility to submit interim reports and follow up on recommendations									

(1) **Type of Activity:** 'S' for Short-Term (< 3 years); 'L' for Long-Term (≥3 years); 'O' for On-going activity

(2) **Starting date of the step:** YY/MM

(3) **Type of Expenditure:** 'C' for Capital Expenditures; 'O' for Operating Costs

Initiative Statement No. (ISN) -----SON0511-----		Criticality Rating: Least Critical		Most Critical		Total cost of initiative: \$-----			
		1 2 3 4 5 6		7 8 9 10					
Initiative Statement: By 2007, the number of scholarly activities is increased by 25%									
#	Key Implementation Step	Implementing Work Unit	Act. (1)	Starting Date (2)	Ex p. (3)	Incremental to Current Year Funding Levels			
						FTE	Year 1	Year 2	Year 3
.01	Encourage students to publish thesis and project papers	SON	S	2006/2007					
.02	Encourage additional faculty members to participate in the 3 ongoing programs of research currently coordinated by SON faculty members	Director, SON Research committee	S	2006/2007					
.03	Develop a formal strategy for mentoring and supporting faculty in proposal and article writing for publications	Director, SON Research committee	S	2006/2007					
Notes/Comments/Explanations:									

(1) **Type of Activity:** 'S' for Short-Term (< 3 years); 'L' for Long-Term (≥3 years); 'O' for On-going activity

(2) **Starting date of the step:** YY/MM

(3) **Type of Expenditure:** 'C' for Capital Expenditures; 'O' for Operating Costs

Initiative Statement No. (ISN) -----SON0512-----		Criticality Rating: Least Critical		Most Critical		Total cost of initiative: \$-----			
		1 2 3 4 5 6 7 8 9 10							
Initiative Statement: By summer 2008, the SON will have signed 2 memoranda of understanding with international universities.									
#	Key Implementation Step	Implementing Work Unit	Act. (1)	Starting Date (2)	Exp. (3)	Incremental to Current Year Funding Levels			
						FTE	Year 1	Year 2	Year 3
.01	Initiate communication with the Deans of international SON universities	Director, AUB SON	S	2006/04	O				
.02	Draft a document including common interests and needs between AUB and other universities	Director, AUB SON and Deans universities	S	2006/05	O				
.03	Arrange meetings/visits in Lebanon/the US/Europe/ to discuss common interests	Director, AUB SON and Deans universities	S	2006/05	O				
.04	Draft memorandum of understanding	Director, AUB SON and Deans universities	S	2006/06	O				
.05	Put a plan of action	Director, AUB SON and Deans universities	S	2006/07	O				
Notes/Comments/Explanations: A statement of intent was signed with Johns Hopkins University, School of Nursing in 2005									

(1) **Type of Activity:** 'S' for Short-Term (< 3 years); 'L' for Long-Term (≥3 years); 'O' for On-going activity
(2) **Starting date of the step:** YY/MM
(3) **Type of Expenditure:** 'C' for Capital Expenditures; 'O' for Operating Costs

Initiative Template: Financial perspective

Initiative Statement No. (ISN) -----SON0513-----		Criticality Rating: Least Critical		Most Critical		Total cost of initiative: \$-----			
		10	1 2 3 4 5 6 7 8 9 10						
Initiative Statement: By end of 2006, the SON will have developed a fundraising strategy									
#	Key Implementation Step	Implementing Work Unit	Act. (1)	Starting Date (2)	Exp. (3)	Incremental to Current Year Funding Levels			
						FTE	Year 1	Year 2	Year 3
.01	Coordinate with Office of Development	SON/OD	S	2005/11	O	0	\$0	\$0	\$0
.02	Develop portfolio's for potential sponsors	SON/OD	S	2006/3	O	0	\$0	\$0	\$0
.03	Send letters to SON alumni annually	SON/OD	S/L		O	0			
.04	Approach 2-3 possible sponsors with affinity to nursing per year	SON/OD	S	2006	O	0			
.05	Create naming opportunities for new SON building	SON/OD	S/L	2006	O	0			
Notes/Comments/Explanations: This activity will be coordinated with Office of Development.									

(1) **Type of Activity:** 'S' for Short-Term (< 3 years); 'L' for Long-Term (≥3 years); 'O' for On-going activity

(2) **Starting date of the step:** YY/MM

(3) **Type of Expenditure:** 'C' for Capital Expenditures; 'O' for Operating Costs

Initiative Statement No. (ISN) -----SON0514-----		Criticality Rating: Least Critical Most Critical		Total cost of initiative:					
		10	1 2 3 4 5 6 7 8 9 10	\$ 36000					
Initiative Statement: By the end of 2006, the SON will have developed a marketing and student recruitment strategy in collaboration with the Office of Admissions to meet projected student enrollment plans as specified in Appendix I									
#	Key Implementation Step	Implementing Work Unit	Act. (1)	Starting Date (2)	Exp. (3)	Incremental to Current Year Funding Levels			
						FTE	Year 1	Year 2	Year 3
.01	Coordinate with Office of Admissions	SON/OA	S	2005/11	O	0	\$0	\$0	\$0
.02	Send letters and posters to all high schools	SON	O	2006	O	0	\$0	\$0	\$0
.03	Send letters to nurses registered in Order	SON	O	2006	O	0			
.04	Visit high schools upon request	SON/OA	O	2006	O	0			
.05	Send letters to hospitals, nurses, and MoH in the Gulf	SON	O	2006/10	O	0			
.06	Appoint a student services, recruitment, & career placement officer	SON	S	2006/6	O	1	See SON0504	See SON0504	See SON0504
.07	Assess results annually	SON	O	2006					
Notes/Comments/Explanations:									

(1) **Type of Activity:** ‘S’ for Short-Term (< 3 years); ‘L’ for Long-Term (≥3 years); ‘O’ for On-going activity

(2) **Starting date of the step:** YY/MM

(3) **Type of Expenditure:** ‘C’ for Capital Expenditures; ‘O’ for Operating Costs

Strategic Goals of the School of Nursing

Achieving Status of Free-Standing Faculty

The Mission of the School of Nursing as presented in its Mission Statement 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 character of the AUB graduate is recognizable because of the instilled values of professionalism, ethical and moral responsibilities, and excellence in life-long learning, scholarship, and leadership. These values are primarily acquired through the continued efforts of the School of Nursing ever since its founding in 1905.

The School of Nursing, as stated in its vision statement, “aspires to become the leading school of nursing in Lebanon and the region; nationally and internationally recognized for excellence in education, research, and service...”

The School has celebrated in 2005 its centennial, which makes it the oldest School in Lebanon and the region and one of the oldest in the world. We believe AUB School of Nursing is ready now to move into a new phase in its development and be elevated to the status of a free-standing Faculty which is commensurate with developments of similar schools in the Middle East and internationally. It is important to mention that the School of Nursing at AUB is one of the very few schools in the Middle East that has not achieved such an independent status yet. USJ in Lebanon has achieved such a status and has currently a Dean of Nursing. The majority of Schools of Nursing belonging to the Scientific Association of Arab Nursing Faculties enjoys an independent status and has a Dean of Nursing. AUBSON being the oldest and most renowned of all is lagging behind in this respect.

The strategic initiatives for this report have addressed where the School of Nursing is heading without making reference to this particular strategic goal of the SON, namely to achieve an independent status. The accomplishments and strategic initiatives mentioned in this report sum up in our view the readiness of the SON to achieve an independent status in the near future.

Questions that need to be addressed in order that a given academic unit is elevated to the status of a free-standing Faculty are as follows:

1. Is this a field in which the university has, or can expect to acquire, nationally/internationally competitive expertise?
2. Is this a field to which the university can make a unique contribution?
3. Is this a field that is complementary to other clear university strengths?
4. What are the unit's prospects for long-term financial viability?
5. Has the unit been able to develop viable academic programs benchmarked against comparable US institutions?
6. Has the unit been able to achieve national and international recognition through certification and accreditation?
7. Does the unit have the potential to continue attracting PhD-prepared and research-active faculty?
8. Does the unit have criteria for appointment, reappointment and promotion and are they being implemented?
9. Does the unit's scientific output show sustainable growth?
10. Does the unit have a viable strategy to continue attracting qualified students?

11. How is the unit positioned with respect to comparable SON in Lebanon and the region?

Brief Comments on above Questions

1. *Is this a field in which the university has, or can expect to acquire, nationally/internationally competitive expertise?*

The School of Nursing at AUB is the oldest and most renowned in Lebanon and the Middle East. Established in 1905, it prides itself on its long history of accomplishments in education and health care serving Lebanon and the region. It continues to set the trend nationally and regionally in nursing education, research, and practice. In Lebanon, the SON continues to be the reference point to other university nursing programs and to the Ministry of Health and Lebanese Order of Nurses. Regionally, the SON continues to receive requests from countries to help establish Colleges of Nursing and to provide consultations on issues pertaining to developing the nursing workforce. Internationally, the SON has established a partnership with JHU School of Nursing which will facilitate student and faculty exchange and research collaboration. The SON centennial nursing conference held June 30-July 2, 2005 hosted 8 deans of US SON as keynote speakers and attracted around 400 participants from different countries of the world.

2. *Is this a field to which the university can make a unique contribution?*

The SON at the American University of Beirut contributes significantly to developments in nursing education, research, and practice which help develop the knowledge and practice base of nursing in Lebanon and the region. It is the only program offered in Lebanon and the region that fully follows the American model of university nursing education and the only one registered and soon to be accredited by US registration and accrediting bodies.

3. *Is this a field that is complementary to other clear university strengths?*

The SON complements well the Faculties of Medicine and Health Sciences and works very closely with AUBMC Nursing Services. The uniqueness of AUB lies in offering excellence in medicine, nursing, and public health.

4. *What are the unit's prospects for long-term financial viability?*

The SON has a good chance for staying financially viable for the following reasons:

- It has had a balanced/surplus budget since 2003
- Student recruitment strategy is put in place and implemented. Student enrollment has been in line with projections.
- Fundraising strategy is being developed and will remain a priority for the future.

5. *Has the unit been able to develop viable academic programs benchmarked against comparable US institutions?*

The SON prides itself on its current academic programs which are benchmarked against comparable academic programs in the US. Plans are underway to expand on the MSN offerings, offer a joint MSN/MBA degree, and introduce an accelerated BSN second degree. All new programs have already attracted adequate numbers of students.

6. *Has the unit been able to achieve national and international recognition through certification and accreditation?*

The BSN and MSN programs are registered by the State Department of Education in New York. The SON has been accepted by CCNE, Commission on Collegiate Nursing Education in the US, for accreditation. The site visit is scheduled for November 2006.

7. *Does the unit have the potential to continue attracting PhD-prepared and research-active faculty?*

The SON has attracted two PhD-prepared faculty in 2004. Negotiations are underway with a number of applicants for AY 2005-2006. Supporting the current sitting faculty to get their PhDs is a priority. One faculty is expected to finish in 2006, one in 2007, and three are just starting. The SON has had a number of part-time visiting professors the last two years and will continue to do so in the future. Building the faculty will remain a priority in the future.

One-third of the current faculty holds a PhD degree. 50% of the faculty is expected to hold a PhD degree within the coming 2-3 years.
8. *Does the unit have criteria for appointment, reappointment and promotion and are they being implemented?*

The SON has developed criteria for appointment, reappointment, and promotion benchmarked against leading institutions in the USA. Two faculty tracks are currently available and are in use in the SON; academic and clinical.
9. *Does the unit's scientific output show sustainable growth?*

There is a substantial increase in the unit's scientific output and this growth is expected to continue. More emphasis is being placed on mentoring and supporting *faculty* in grant proposal writing and publication. The recruitment of a coordinator for research is ongoing and will be an asset to the process.
10. *Does the unit have a viable strategy to continue attracting qualified students?*

In addition to the new recruitment strategy which was put in place AY 2004-2005, emphasis will be placed now on developing portfolio's for potential sponsors. The aim is to attract more sponsors/potential employers from Lebanon and the Gulf countries for scholarships and for contractual bursaries.

Currently the SON has 184 students; 136 BSN, 11 RN-BSN, and 37 MSN.

Within the coming 3 years a 25% increase is expected.
11. *How is the unit positioned with respect to comparable SON in Lebanon and the region?*

AUB SON is the oldest in Lebanon and the region. In Lebanon, 7 other universities offer a BSN degree in nursing. USJ has a free-standing Faculty of Nursing with a Dean. In Egypt, 11 universities have Faculties of Nursing with deans. In Jordan, 7 universities have Faculties of Nursing with deans.

Mechanisms and Activities to Secure Faculty Input in the Planning Process

The School of Nursing Strategic Planning Committee met for the first time in April 2005 to discuss mechanisms and activities which will 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 common plan outline, 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 until June when work was halted until July in order for committee members to have more time to plan for our centennial scientific conference and other celebrations. Work resumed in July and August and was halted in September due to vacations. The committee continued to work on the Strategic Planning Report the months of October and November with weekly meetings when possible. The chair of the committee assisted by co-chair and secretary compiled all documents produced by the committee and finalized the first draft of the report in January 2006.

The discussion during the different meetings was not always straightforward and clear. There was a general feeling among the committee members at the onset that the process was more laborious and detailed than initially assumed and especially when discussions centered on the balanced score card. The input from Mr. Andre Nahas, who attended our meetings on a number of occasions, did help in clarifying some of these issues. In general however, the discussion on the different issues was collegial, thought provoking, and insightful. It was clear also right from the start that each one of the completed topics will need to be revisited before the final version is drafted.

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

- a. All faculty members were informed during faculty meetings of the strategic planning committee work and their input was solicited accordingly.
- b. The SWOT analysis form was filled out by all faculty members who were instructed to anonymously complete and return forms to the chair of the committee. The forms were a rich source of information for the strategic planning process.
- c. Faculty members were also involved in developing the student learning goals, outcomes, and assessment. This was done through enlisting the assistance of program coordinators (BSN, RN-BSN, MSN) to involve faculty in their respective programs in the process.
- d. Informal meetings between committee members and faculty were used to solicit feedback on specific strategic planning topics.
- e. The draft version of the final report was sent by e-mail to all faculty members soliciting feedback.
- f. A faculty meeting was consequently planned to discuss all elements of the report and to get the report approved before final submission.

The work of the Strategic Planning Committee was also supplemented by information gained through the different SON and AUB committees, such as SON Curriculum and Academic Committee, Admissions & Recruitment Committee, and Graduate Studies Committee, as well as AUB Strategic Planning Committees and in particular Graduate Education and Research and Enrollment Management and the Unified Admissions Committee. Furthermore, OIRA provided the SON with copies of instruments currently used at AUB. Additionally, information was gained through representation of SONSP committee members on Faculty of Medicine Strategic Planning Committee and AUBMC Strategic Planning Committee.

Mechanisms and Activities to Foster Interdisciplinary, Cross-University, Cross-Unit and Cross Functional Programs

The School of Nursing currently works with a number of academic and non-academic units at AUB. The following is a summary of these initiatives:

- There is a close working relationship between the School of Nursing and the Faculty of Medicine in matters related to education, research, and service. The possibility of offering an interdisciplinary Masters program in Mental Health has been discussed and will be followed in the near future.
- The School enjoys as well a good working relationship with the Faculty of Health Sciences in matters related to education, research, and service. This interdisciplinary collaboration is expected to continue in the future.
- The School of Nursing has established a good working relationship with the School of Business, especially in matters related to the MSN Nursing Administration track. Plans are being discussed to offer an MSN/MBA in the near future. A committee has been formed with representatives from both Schools and will be looking at the feasibility of offering a combined Masters AY 2005-2006.
- The School of Nursing works very closely with AUBMC Nursing Services. A number of faculty members serve on AUBMC NS committees and conversely the director of NS serves on the SONSP committee. A joint SON/NS committee was formed which looks at all issues related to School/Service and the clinical rotations of students. Discussions are underway to establish joint appointments between School and Nursing Services, especially in areas related to Advanced Nursing Practice and Research.
- The SON works well with REP office and will continue to do so in the future. All SON external projects are processed through REP. Currently, the SON has one REP project in KSA and two others are being negotiated.
- The SON has worked and will continue to work very closely with the Office of Admissions to develop a more effective strategy for student recruitment at the national, regional, and international levels.
- AUB Office of Development has been instrumental in helping the School of Nursing with its Centennial fundraising efforts. This collaboration is expected to continue in the future as the SON develops a Fundraising Strategy. Discussions have taken place already regarding the possibility of developing portfolio's for potential sponsors. The aim is to attract more sponsors/potential employers from Lebanon and the Gulf countries for scholarships and for contractual bursaries.
- AUB Office of Publications has been very helpful to the SON in designing and producing a number of publications in celebration of our centennial. This working relationship is expected to continue as the SON plans to host scientific meetings every two years.
- The Office of Information and Public Relations has worked closely with the SON centennial activities. We expect this collaboration to continue in the future as the SON embarks on new challenges and PR activities.
- OIRA collaboration is expected to intensify in the future as the SON plans to involve more nursing students in OIRA surveys.
- The School of Nursing new building is expected to be ready in 2007. Close working relationship with FPDU is expected to intensify this coming year.

Schedule of Strategic Planning Reviews

The Strategic Planning Committee of the School of Nursing has deliberated on the course of action regarding the Schedule for regular strategic planning reviews and concluded that two reviews per year should be sufficient. The timing of the reviews will need to coincide with the actual starting date of the plan which is expected to be March 2006.

The timetable for the reviews will be in February and August of every year commencing August 2006 and continuing for 5 years.

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 the strategies, initiatives, and strategic goals in light of current national and international developments

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

In order to facilitate the implementation and review process, the SON will be appointing an Accreditation/Strategic Planning Committee assisted by the executive officer as BSC coordinator. The committee will report on their findings on a regular basis.

School of Nursing Strategic Planning Committee Members

Dr. Huda Abu-Saad Huijer, Director School of Nursing (Chair)

Dr. Laila Farhood, Coordinator MSN program

Dr. Samar Nouredine, Coordinator BSN program

Prof. Nuhad Dumit, Coordinator RN-BSN program

Dr. Jane Kelley, Chair Task Force on Accreditation

Prof. Mary Arevian

Prof. Nuhad Azoury

Dr. Joe Simaan, Faculty of Medicine

Ms. Gladys Mouro, Director Nursing Services, AUBMC

Ms Cheryl El-Sadr and Ms Sarah Abboud (alternating GAs)

Acknowledgements

Strategic Planning is a long and arduous process and absolutely indispensable for the effective running of any academic unit. Special thanks are as a result in place for all the committee members for their hard and tireless work, their input, and support in the writing of this report. Also many thanks for the faculty of the SON for taking the time to fill out forms when requested and for reviewing and commenting on the draft report when circulated. Everyone's input has contributed to the quality of the present report.

In particular special thanks go to our two students/secretaries Cheryl El-Sadr (April to June) and Sarah Abboud (July to February) who were very prompt and meticulous in taking minutes and in compiling documents.

Appendices

Appendix I

**PROJECTED TOTAL ENROLLMENT PER YEAR
SCHOOL OF NURSING**

	AY 2004-2005	AY 2005-2006	AY 2006-2007	AY 2007-2008	AY 2008-2009	AY 2009-2010	AY 2010-2011	AY 2011-2012
Degree	Enrollment	Enrollment	Enrollment	Enrollment	Enrollment	Enrollment	Enrollment	Enrollment
BSN	142	145	145	150	150	150	150	150
RN/BSN*	10	15	19	20	25	30	35	40
MSN*	26	30	35	40	45	50	50	50
Grand Total	178	190	199	210	220	230	235	245

PROJECTED ANNUAL ENROLLMENT SCHOOL OF NURSING

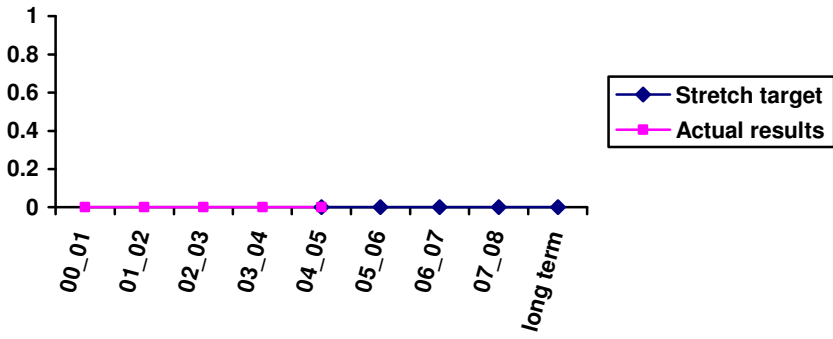
	AY 2004-2005	AY 2005-2006	AY 2006-2007	AY 2007-2008	AY 2008-2009	AY 2009-2010	AY 2010-2011	AY 2011-2012
Degree	Enrollment	Enrollment	Enrollment	Enrollment	Enrollment	Enrollment	Enrollment	Enrollment
BSN	30*	35	40	45	50	50	50	50
RN/BSN	2*	5	7	10	10	10	10	10
MSN	15*	15	15	15	15	15	15	15
Grand Total	47*	55	62	70	75	75	75	75

- Fall and Spring Admissions

Appendix II

Report Card: C1a

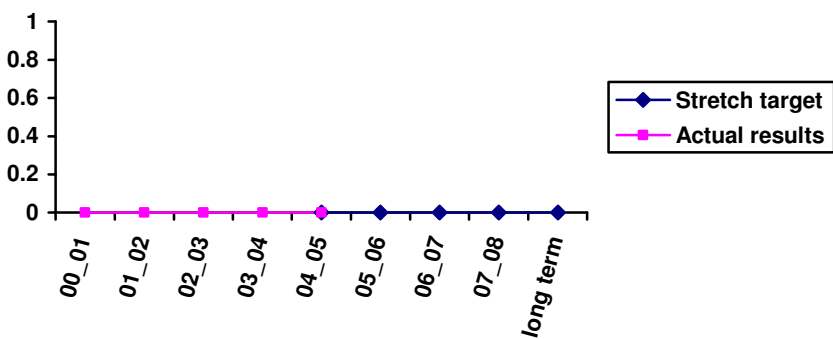
Perspective: Customer		Objective: Promote superior Learning experience	
Measure: College Outcome Survey			
Measure Leader: OIRA		Performance Owner: SON	
Comments on performance of measure: Measure has been used so far by a very small number of nursing students. No conclusions can be drawn based on current data.			
Reference: C1a		Comments on Initiatives supporting this measure:	
Calculation Method:		<p>Initiative: The measure needs to be filled on a regular basis by a large number of nursing students in the future in order to be able to draw any conclusions.</p> <p>Comments on Initiative: Discussions are underway with OIRA to determine best method for implementation.</p>	



	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					0.00	0.00	0.00	0.00	0.00
Actual Results	0.00	0.00	0.00	0.00	0.00				

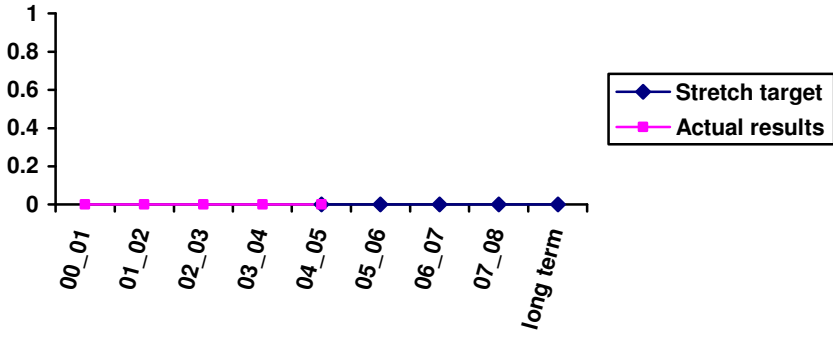
Report Card: C1b

Perspective: Customer	Objective: Promote superior Learning experience
Measure: SON Graduate Exit Survey	
Measure Leader: SON	Performance Owner: SON
Comments on performance of measure: This is a new instrument that has been developed and will be further tested to be used by graduating students in the near future.	
Reference: C1b	Comments on Initiatives supporting this measure:

<p>Calculation Method: No data is available yet</p>  <p>The graph displays two data series: 'Stretch target' (blue diamonds) and 'Actual results' (pink squares). The x-axis represents time periods from 00_01 to 07_08, plus a 'long term' category. The y-axis ranges from 0 to 1.0. All data points for both series are at 0.00.</p>	<p>Initiative:</p> <p>Comments on Initiative:</p>
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	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					0.00	0.00	0.00	0.00	0.00
Actual Results	0.00	0.00	0.00	0.00	0.00				

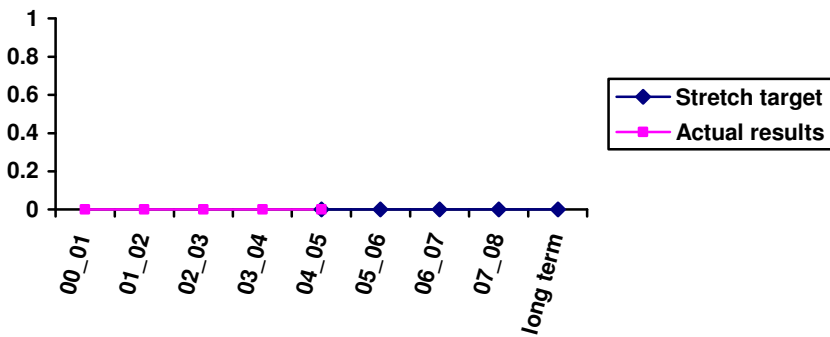
Report Card: C1c

Perspective: Customer	Objective: Promote superior Learning experience																														
Measure: SON Alumni Survey																															
Measure Leader: SON	Performance Owner: SON																														
Comments on performance of measure: This is a new measure that the SON will develop and implement in the near future																															
Reference: C1c	Comments on Initiatives supporting this measure:																														
Calculation Method:	Initiative:																														
 <p>The chart displays two data series: 'Stretch target' (blue diamonds) and 'Actual results' (pink squares). The x-axis represents time periods from 00_01 to 07_08, plus a 'long term' category. The y-axis represents a numerical value from 0 to 1.0. All data points for both series are at 0.00.</p> <table border="1" style="display: none;"> <thead> <tr> <th>Period</th> <th>Stretch target</th> <th>Actual results</th> </tr> </thead> <tbody> <tr><td>00_01</td><td>0.00</td><td>0.00</td></tr> <tr><td>01_02</td><td>0.00</td><td>0.00</td></tr> <tr><td>02_03</td><td>0.00</td><td>0.00</td></tr> <tr><td>03_04</td><td>0.00</td><td>0.00</td></tr> <tr><td>04_05</td><td>0.00</td><td>0.00</td></tr> <tr><td>05_06</td><td>0.00</td><td>0.00</td></tr> <tr><td>06_07</td><td>0.00</td><td>0.00</td></tr> <tr><td>07_08</td><td>0.00</td><td>0.00</td></tr> <tr><td>long term</td><td>0.00</td><td>0.00</td></tr> </tbody> </table>		Period	Stretch target	Actual results	00_01	0.00	0.00	01_02	0.00	0.00	02_03	0.00	0.00	03_04	0.00	0.00	04_05	0.00	0.00	05_06	0.00	0.00	06_07	0.00	0.00	07_08	0.00	0.00	long term	0.00	0.00
Period	Stretch target	Actual results																													
00_01	0.00	0.00																													
01_02	0.00	0.00																													
02_03	0.00	0.00																													
03_04	0.00	0.00																													
04_05	0.00	0.00																													
05_06	0.00	0.00																													
06_07	0.00	0.00																													
07_08	0.00	0.00																													
long term	0.00	0.00																													
	Comments on Initiative:																														

	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					0.00	0.00	0.00	0.00	0.00
Actual Results	0.00	0.00	0.00	0.00	0.00				

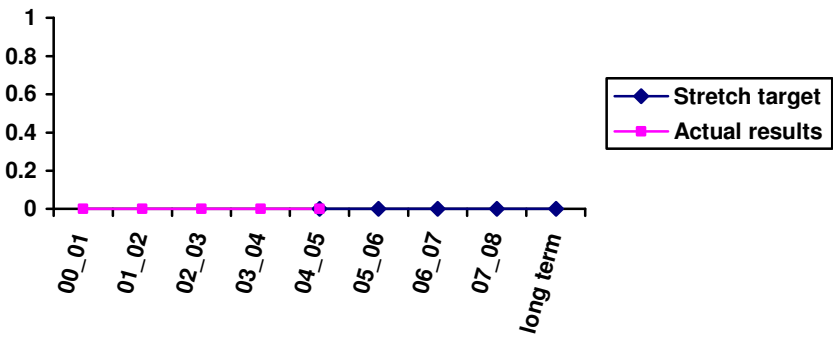
Report Card: C2a

Perspective: Customer	Objective: Promote Personal and Social Growth
Measure: College Outcome Survey	
Measure Leader: OIRA	Performance Owner: SON
Comments on performance of measure: The measure will be used with larger numbers of nursing students in the future.	
Reference: C2a	Comments on Initiatives supporting this measure:
Calculation Method: No data are available	<p>Initiative: To assess strategic objective of promoting personal and social growth</p> <p>Comments on Initiative: Discussions are underway with OIRA to determine best method for implementation.</p>



	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					0.00	0.00	0.00	0.00	0.00
Actual Results	0.00	0.00	0.00	0.00	0.00				

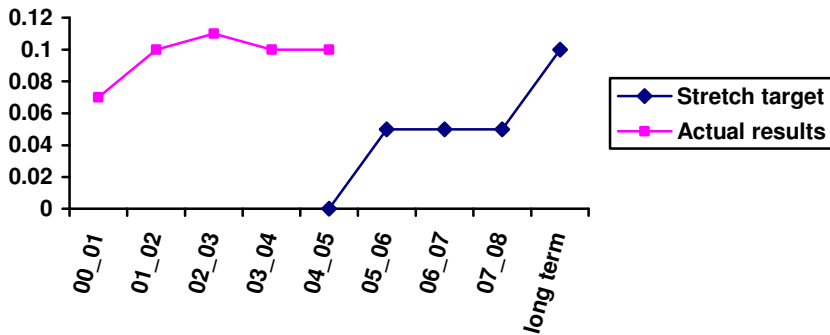
Report Card: C2b

Perspective: Customer	Objective: Promote Personal and Social Growth																														
Measure: SON Alumni Survey																															
Measure Leader: SON	Performance Owner: SON																														
Comments on performance of measure: This is a new measure that the SON will develop and implement in the near future																															
Reference: C2b	Comments on Initiatives supporting this measure:																														
Calculation Method:	Initiative:																														
 <p>The chart displays two data series: 'Stretch target' (blue diamonds) and 'Actual results' (pink squares). The x-axis represents time periods from 00_01 to 07_08, plus a 'long term' category. The y-axis represents a numerical value from 0 to 1. All data points for both series are at 0.00.</p> <table border="1" style="display: none;"> <thead> <tr> <th>Period</th> <th>Stretch target</th> <th>Actual results</th> </tr> </thead> <tbody> <tr><td>00_01</td><td>0.00</td><td>0.00</td></tr> <tr><td>01_02</td><td>0.00</td><td>0.00</td></tr> <tr><td>02_03</td><td>0.00</td><td>0.00</td></tr> <tr><td>03_04</td><td>0.00</td><td>0.00</td></tr> <tr><td>04_05</td><td>0.00</td><td>0.00</td></tr> <tr><td>05_06</td><td>0.00</td><td>0.00</td></tr> <tr><td>06_07</td><td>0.00</td><td>0.00</td></tr> <tr><td>07_08</td><td>0.00</td><td>0.00</td></tr> <tr><td>long term</td><td>0.00</td><td>0.00</td></tr> </tbody> </table>	Period	Stretch target	Actual results	00_01	0.00	0.00	01_02	0.00	0.00	02_03	0.00	0.00	03_04	0.00	0.00	04_05	0.00	0.00	05_06	0.00	0.00	06_07	0.00	0.00	07_08	0.00	0.00	long term	0.00	0.00	Comments on Initiative:
Period	Stretch target	Actual results																													
00_01	0.00	0.00																													
01_02	0.00	0.00																													
02_03	0.00	0.00																													
03_04	0.00	0.00																													
04_05	0.00	0.00																													
05_06	0.00	0.00																													
06_07	0.00	0.00																													
07_08	0.00	0.00																													
long term	0.00	0.00																													

	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					0.00	0.00	0.00	0.00	0.00
Actual Results	0.00	0.00	0.00	0.00	0.00				

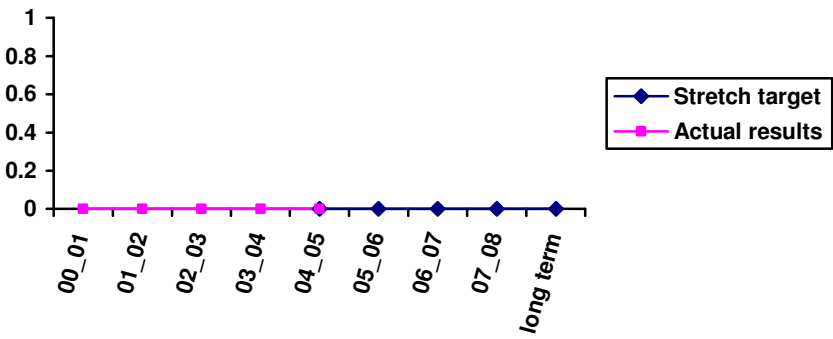
Report Card: C3a

Perspective: Customer	Objective: Promote Harmonious Diversity of Students
Measure: % International Students Enrolled	
Measure Leader: SON	Performance Owner: SON
Comments on performance of measure: International students are currently a minority at the School of Nursing (7-10%). The political situation in Lebanon has contributed to the low enrollment in the last number of years.	
Reference: C3a	Comments on Initiatives supporting this measure:
Calculation Method: Current situation; Legal nationality as reported by the registrar. Future; Calculation method will be changed based on AUB available data.	Initiative: The SON aims to develop a more comprehensive SON marketing strategy which aims to improve on student recruitment nationally, regionally, and internationally. Comments on Initiative: Efforts are underway to develop and implement such a strategy short term in close collaboration with the Office of Admission. .



	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					0.00	0.05	0.05	0.05	0.10
Actual Results	0.07	0.10	0.11	0.10	0.10				

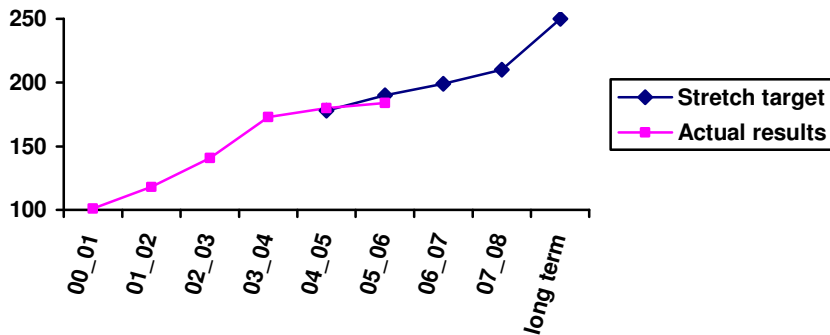
Report Card: C4a

Perspective: Customer	Objective: Enhance Student-as-Customer Focus																														
Measure: Student Satisfaction Survey																															
Measure Leader: SON	Performance Owner: SON																														
Comments on performance of measure: This is a new measure that the SON will develop and implement in the near future in close collaboration with OIRA.																															
Reference: C4a	Comments on Initiatives supporting this measure:																														
<p>Calculation Method:</p>  <p>The chart displays two data series: 'Stretch target' (blue diamonds) and 'Actual results' (pink squares). Both series are plotted at a value of 0.00 for all time periods from 00_01 to 07_08, and also for the 'long term' category. The y-axis ranges from 0 to 1.0 in increments of 0.2.</p> <table border="1" style="display: none;"> <thead> <tr> <th>Year</th> <th>Stretch target</th> <th>Actual results</th> </tr> </thead> <tbody> <tr><td>00_01</td><td>0.00</td><td>0.00</td></tr> <tr><td>01_02</td><td>0.00</td><td>0.00</td></tr> <tr><td>02_03</td><td>0.00</td><td>0.00</td></tr> <tr><td>03_04</td><td>0.00</td><td>0.00</td></tr> <tr><td>04_05</td><td>0.00</td><td>0.00</td></tr> <tr><td>05_06</td><td>0.00</td><td>0.00</td></tr> <tr><td>06_07</td><td>0.00</td><td>0.00</td></tr> <tr><td>07_08</td><td>0.00</td><td>0.00</td></tr> <tr><td>long term</td><td>0.00</td><td>0.00</td></tr> </tbody> </table>	Year	Stretch target	Actual results	00_01	0.00	0.00	01_02	0.00	0.00	02_03	0.00	0.00	03_04	0.00	0.00	04_05	0.00	0.00	05_06	0.00	0.00	06_07	0.00	0.00	07_08	0.00	0.00	long term	0.00	0.00	<p>Initiative:</p> <p>Comments on Initiative: This is a new measure that the SON will develop and implement in the near future in close collaboration with OIRA.</p>
Year	Stretch target	Actual results																													
00_01	0.00	0.00																													
01_02	0.00	0.00																													
02_03	0.00	0.00																													
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long term	0.00	0.00																													

	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					0.00	0.00	0.00	0.00	0.00
Actual Results	0.00	0.00	0.00	0.00	0.00				

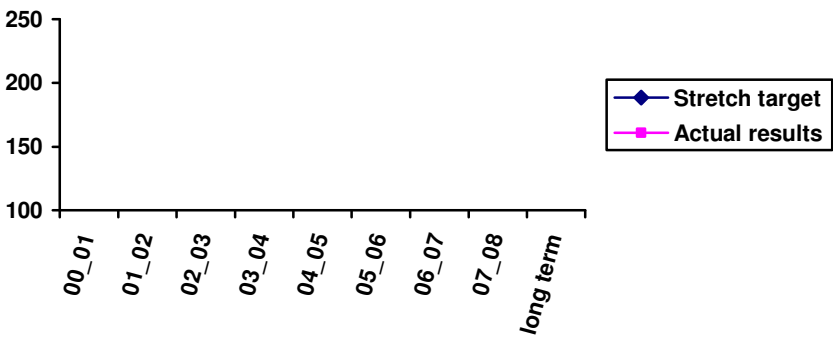
Report Card: C4b

Perspective: Customer	Objective: Enhance Student-as-Customer Focus
Measure: Student Enrollment	
Measure Leader: SON	Performance Owner: SON
<p>Comments on performance of measure: Student enrollment has been in general in line with projections. UG enrollment has suffered in AY 2003-2004 due to a number of significant changes: 1) sudden and unexpected cancellation of bursaries; 2) increase in tuition fees; 3) SON admission criteria raised to be more in line with AUB, and 4) institution of summer fees</p>	
Reference: C4b	Comments on Initiatives supporting this measure:
<p>Calculation Method:</p> <ul style="list-style-type: none"> • BSN, RN-BSN, MSN students enrolled. • Fall of every year • Part time and full-time equally counted 	<p>Initiative: The SON will be as a result 1) increasing its fundraising efforts to establish more scholarships and bursaries for nursing students; and 2) intensifying its marketing and student recruitment strategies in the near future.</p> <p>Comments on Initiative: Both initiatives will be coordinated with the Office of Development and Office of Admissions respectively. The appointment of a student services officer is essential for the process.</p>



	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					178	190	199	210	250
Actual Results	101	118	141	173	180	184			

Report Card: IP1a

Perspective: Internal Process	Objective: Continuously Improve Education & Design Delivery																														
Measure: Achieving and Maintaining CCNE Accreditation																															
Measure Leader: CCNE	Performance Owner: SON																														
Comments on performance of measure: The SON self-study will be completed June 2006 and will be submitted to CCNE September 2006. The site visit is planned for Nov/Dec 2006. If successful, the SON will be accredited in 2007.																															
Reference: IP1a	Comments on Initiatives supporting this measure:																														
Calculation Method: CCNE accreditation criteria  <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th>Stretch target</th> <th>Actual results</th> </tr> </thead> <tbody> <tr><td>00_01</td><td>0.00</td><td>0.00</td></tr> <tr><td>01_02</td><td>0.00</td><td>0.00</td></tr> <tr><td>02_03</td><td>0.00</td><td>0.00</td></tr> <tr><td>03_04</td><td>0.00</td><td>0.00</td></tr> <tr><td>04_05</td><td>0.00</td><td>0.00</td></tr> <tr><td>05_06</td><td>0.00</td><td>0.00</td></tr> <tr><td>06_07</td><td>0.00</td><td>0.00</td></tr> <tr><td>07_08</td><td>0.00</td><td>0.00</td></tr> <tr><td>long term</td><td>0.00</td><td>0.00</td></tr> </tbody> </table>	Year	Stretch target	Actual results	00_01	0.00	0.00	01_02	0.00	0.00	02_03	0.00	0.00	03_04	0.00	0.00	04_05	0.00	0.00	05_06	0.00	0.00	06_07	0.00	0.00	07_08	0.00	0.00	long term	0.00	0.00	Initiative: The Task Force on Accreditation has completed standards I & II of the self-study and is expected to finish standards III & IV by May 2006. Comments on Initiative: The alignment of all SON academic and non-academic criteria with CCNE criteria and the development of a comprehensive evaluation plan for the SON are currently underway.
Year	Stretch target	Actual results																													
00_01	0.00	0.00																													
01_02	0.00	0.00																													
02_03	0.00	0.00																													
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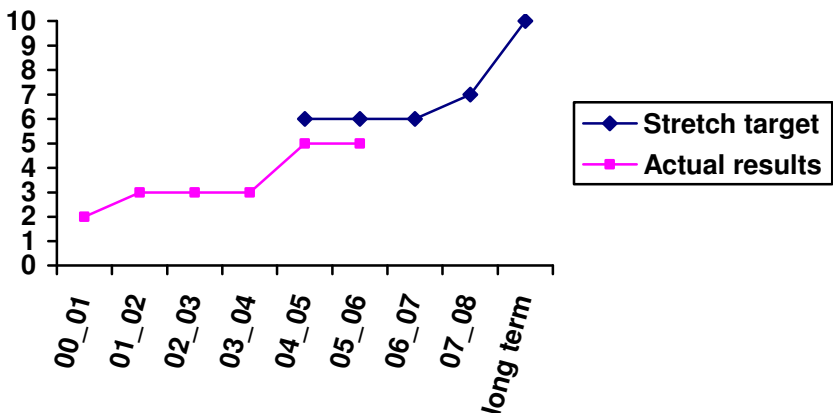
	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					0.00	0.00	0.00	0.00	0.00
Actual Results	0.00	0.00	0.00	0.00	0.00	0.00			

Report Card: IP1b

Perspective: Internal Process	Objective: Continuously Improve Education & Design Delivery																														
Measure: ICE																															
Measure Leader: OIRA	Performance Owner: SON																														
Comments on performance of measure: The measure has performed well over the years. SON faculty have scored between 3.9 and 4.2 on this measure which is above AUB average.																															
Reference: IP1b	Comments on Initiatives supporting this measure:																														
Calculation Method: OIRA	Initiative: Improvement in ICE is still possible through continuous faculty development initiatives.																														
<table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>ICE Performance Data</caption> <thead> <tr> <th>Year</th> <th>Actual Results</th> <th>Stretch Target</th> </tr> </thead> <tbody> <tr><td>00-01</td><td>0</td><td>0</td></tr> <tr><td>01-02</td><td>0</td><td>0</td></tr> <tr><td>02-03</td><td>4.00</td><td>4.00</td></tr> <tr><td>03-04</td><td>3.90</td><td>4.00</td></tr> <tr><td>04-05</td><td>4.20</td><td>4.00</td></tr> <tr><td>05-06</td><td>4.00</td><td>4.20</td></tr> <tr><td>06-07</td><td>4.00</td><td>4.20</td></tr> <tr><td>07-08</td><td>4.20</td><td>4.20</td></tr> <tr><td>long term</td><td>4.50</td><td>4.50</td></tr> </tbody> </table>	Year	Actual Results	Stretch Target	00-01	0	0	01-02	0	0	02-03	4.00	4.00	03-04	3.90	4.00	04-05	4.20	4.00	05-06	4.00	4.20	06-07	4.00	4.20	07-08	4.20	4.20	long term	4.50	4.50	Comments on Initiative: This initiative is in line with CCNE accreditation as well as SON faculty promotion criteria.
Year	Actual Results	Stretch Target																													
00-01	0	0																													
01-02	0	0																													
02-03	4.00	4.00																													
03-04	3.90	4.00																													
04-05	4.20	4.00																													
05-06	4.00	4.20																													
06-07	4.00	4.20																													
07-08	4.20	4.20																													
long term	4.50	4.50																													

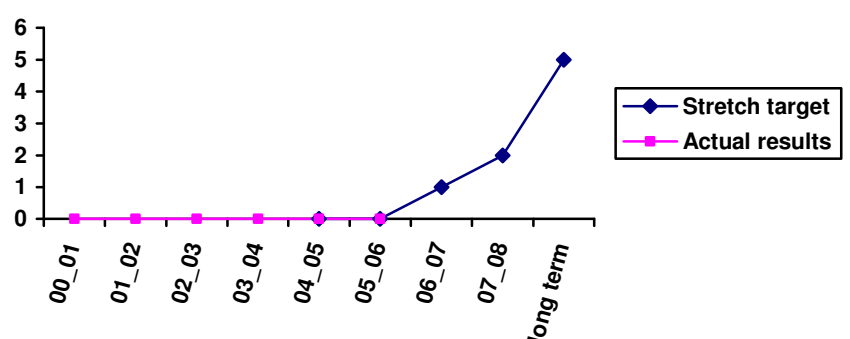
	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					4.00	4.00	4.20	4.20	4.50
Actual Results			4.00	3.90	4.20				

Report Card: IP2a

Perspective: Internal Process	Objective: Increase Number of Faculty with PhD																														
Measure: Number of Faculty with PhD																															
Measure Leader: SON	Performance Owner: SON																														
<p><u>Comments on performance of measure:</u> Despite the intensified efforts to recruit highly qualified faculty, the SON has been able to attract two PhD prepared faculty in the last two years. The international shortage of nursing faculty and the global competition are some of the main reasons for the low performance.</p>																															
Reference: IP2a	<u>Comments on Initiatives supporting this measure:</u>																														
<p><u>Calculation Method:</u> Number of PhD prepared faculty per academic year.</p>  <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <thead> <tr> <th>Year</th> <th>Actual results</th> <th>Stretch target</th> </tr> </thead> <tbody> <tr><td>00_01</td><td>2.00</td><td></td></tr> <tr><td>01_02</td><td>3.00</td><td></td></tr> <tr><td>02_03</td><td>3.00</td><td></td></tr> <tr><td>03_04</td><td>3.00</td><td></td></tr> <tr><td>04_05</td><td>5.00</td><td>6.00</td></tr> <tr><td>05_06</td><td>5.00</td><td>6.00</td></tr> <tr><td>06_07</td><td></td><td>6.00</td></tr> <tr><td>07_08</td><td></td><td>7.00</td></tr> <tr><td>long term</td><td></td><td>10.00</td></tr> </tbody> </table>	Year	Actual results	Stretch target	00_01	2.00		01_02	3.00		02_03	3.00		03_04	3.00		04_05	5.00	6.00	05_06	5.00	6.00	06_07		6.00	07_08		7.00	long term		10.00	<p><u>Initiative:</u> A new and more innovative strategy will be put in place to attract faculty for both academic and clinical tracks. Additionally more emphasis is placed on supporting sitting faculty in doing PhD work.</p> <p><u>Comments on Initiative:</u> This initiative will be monitored more closely on effectiveness. If inadequately successful other measures will be taken to meet target such as part-time appointments and visiting professorships.</p>
Year	Actual results	Stretch target																													
00_01	2.00																														
01_02	3.00																														
02_03	3.00																														
03_04	3.00																														
04_05	5.00	6.00																													
05_06	5.00	6.00																													
06_07		6.00																													
07_08		7.00																													
long term		10.00																													

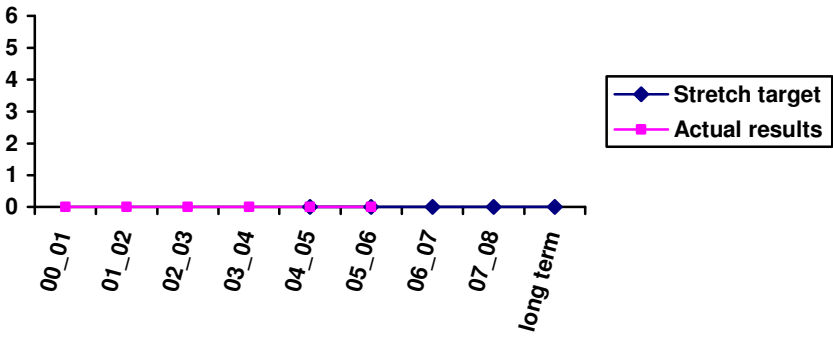
	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					6.00	6.00	6.00	7.00	10
Actual Results	2.00	3.00	3.00	3.00	5.00	5.00			

Report Card: IP3a

Perspective: Internal Process	Objective: Increase Number of Faculty With Joint Appointments																														
Measure: Number of Faculty With Joint Appointments																															
Measure Leader: SON/AUB/AUBMC	Performance Owner: SON																														
Comments on performance of measure: No joint appointments are currently available between SON and AUBMC NS. Discussions were initiated two years ago and halted; parties were not ready then.																															
Reference: IP3a	Comments on Initiatives supporting this measure:																														
Calculation Method: Number of joint appointments per academic year.  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Graph Data</caption> <thead> <tr> <th>Year</th> <th>Actual Results</th> <th>Stretch Target</th> </tr> </thead> <tbody> <tr><td>00_01</td><td>0</td><td>0</td></tr> <tr><td>01_02</td><td>0</td><td>0</td></tr> <tr><td>02_03</td><td>0</td><td>0</td></tr> <tr><td>03_04</td><td>0</td><td>0</td></tr> <tr><td>04_05</td><td>0</td><td>0</td></tr> <tr><td>05_06</td><td>0</td><td>0</td></tr> <tr><td>06_07</td><td>0</td><td>1</td></tr> <tr><td>07_08</td><td>0</td><td>2</td></tr> <tr><td>long term</td><td>0</td><td>5</td></tr> </tbody> </table>	Year	Actual Results	Stretch Target	00_01	0	0	01_02	0	0	02_03	0	0	03_04	0	0	04_05	0	0	05_06	0	0	06_07	0	1	07_08	0	2	long term	0	5	Initiative: The introduction of the faculty clinical track is meant to facilitate this initiative. Comments on Initiative: The recruitment efforts for the clinical track will be intensified in the future in close collaboration with Nursing Services. To that effect, beginning strategic discussions are underway.
Year	Actual Results	Stretch Target																													
00_01	0	0																													
01_02	0	0																													
02_03	0	0																													
03_04	0	0																													
04_05	0	0																													
05_06	0	0																													
06_07	0	1																													
07_08	0	2																													
long term	0	5																													

	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					0.00	0.00	1.00	2.00	5.00
Actual Results	0.00	0.00	0.00	0.00	0.00	0.00			

Report Card: IP4a

Perspective: Internal Process	Objective: Promote Professional Values																														
Measure: Number of Cheating and Plagiarism Episodes Among Students																															
Measure Leader: SON	Performance Owner: SON																														
Comments on performance of measure: This measure is currently unavailable. No objective documentation has been done in the past. There were no significant incidents reported in the last 3 years. The few suspected cases were unofficially discussed and handled by the faculty involved.																															
Reference: IP4a	Comments on Initiatives supporting this measure:																														
Calculation Method: Number of incidents reported and documented using newly developed tracking strategy. <div style="text-align: center; margin-top: 20px;">  <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Graph Data</caption> <thead> <tr> <th>Year</th> <th>Stretch target</th> <th>Actual results</th> </tr> </thead> <tbody> <tr><td>00_01</td><td>0.00</td><td>0.00</td></tr> <tr><td>01_02</td><td>0.00</td><td>0.00</td></tr> <tr><td>02_03</td><td>0.00</td><td>0.00</td></tr> <tr><td>03_04</td><td>0.00</td><td>0.00</td></tr> <tr><td>04_05</td><td>0.00</td><td>0.00</td></tr> <tr><td>05_06</td><td>0.00</td><td>0.00</td></tr> <tr><td>06_07</td><td>0.00</td><td>0.00</td></tr> <tr><td>07_08</td><td>0.00</td><td>0.00</td></tr> <tr><td>long term</td><td>0.00</td><td>0.00</td></tr> </tbody> </table> </div>	Year	Stretch target	Actual results	00_01	0.00	0.00	01_02	0.00	0.00	02_03	0.00	0.00	03_04	0.00	0.00	04_05	0.00	0.00	05_06	0.00	0.00	06_07	0.00	0.00	07_08	0.00	0.00	long term	0.00	0.00	Initiative: The SON will put a new strategy in place to better track incidents of cheating and plagiarism and to make the procedure as transparent as possible. Comments on Initiative: Faculty and student involvement is essential for the success of the process
Year	Stretch target	Actual results																													
00_01	0.00	0.00																													
01_02	0.00	0.00																													
02_03	0.00	0.00																													
03_04	0.00	0.00																													
04_05	0.00	0.00																													
05_06	0.00	0.00																													
06_07	0.00	0.00																													
07_08	0.00	0.00																													
long term	0.00	0.00																													

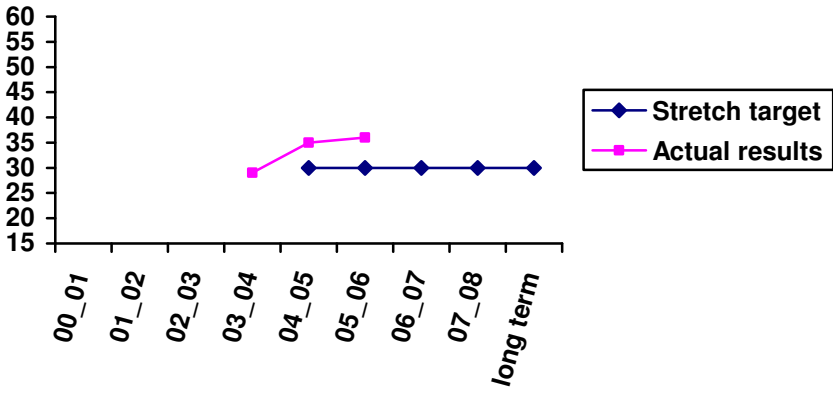
	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					0.00	0.00	0.00	0.00	0.00
Actual Results	0.00	0.00	0.00	0.00	0.00	0.00			

Report Card: IP4b

Perspective: Internal Process	Objective: Promote Professional Values																														
Measure: Number of Episodes of Unprofessional Behavior among Students in the Clinical Areas																															
Measure Leader: SON	Performance Owner: SON																														
<p><u>Comments on performance of measure:</u> This measure is currently unavailable. No objective documentation has been done in the past. There were no significant incidents reported in the last 3 years. The few cases were discussed and handled by the faculty involved.</p>																															
Reference: IP4b	<u>Comments on Initiatives supporting this measure:</u>																														
<p><u>Calculation Method:</u> Number of episodes reported and documented based on newly developed tracking strategy.</p>	<p><u>Initiative:</u> The SON will put a new strategy in place to better track episodes of unprofessional behavior among students in the clinical areas. The procedure will be made as transparent as possible.</p> <p><u>Comments on Initiative:</u> Faculty and student involvement is essential for the success of the process.</p>																														
<p>The graph displays two data series: 'Stretch target' (blue diamonds) and 'Actual results' (pink squares). The y-axis represents the number of episodes, ranging from 0 to 6. The x-axis shows time periods from 00_01 to 07_08, plus a 'long term' category. All data points for both series are at 0.00.</p> <table border="1" style="margin: auto;"> <thead> <tr> <th>Year</th> <th>Stretch target</th> <th>Actual results</th> </tr> </thead> <tbody> <tr><td>00_01</td><td>0.00</td><td>0.00</td></tr> <tr><td>01_02</td><td>0.00</td><td>0.00</td></tr> <tr><td>02_03</td><td>0.00</td><td>0.00</td></tr> <tr><td>03_04</td><td>0.00</td><td>0.00</td></tr> <tr><td>04_05</td><td>0.00</td><td>0.00</td></tr> <tr><td>05_06</td><td>0.00</td><td>0.00</td></tr> <tr><td>06_07</td><td>0.00</td><td>0.00</td></tr> <tr><td>07_08</td><td>0.00</td><td>0.00</td></tr> <tr><td>long term</td><td>0.00</td><td>0.00</td></tr> </tbody> </table>		Year	Stretch target	Actual results	00_01	0.00	0.00	01_02	0.00	0.00	02_03	0.00	0.00	03_04	0.00	0.00	04_05	0.00	0.00	05_06	0.00	0.00	06_07	0.00	0.00	07_08	0.00	0.00	long term	0.00	0.00
Year	Stretch target	Actual results																													
00_01	0.00	0.00																													
01_02	0.00	0.00																													
02_03	0.00	0.00																													
03_04	0.00	0.00																													
04_05	0.00	0.00																													
05_06	0.00	0.00																													
06_07	0.00	0.00																													
07_08	0.00	0.00																													
long term	0.00	0.00																													

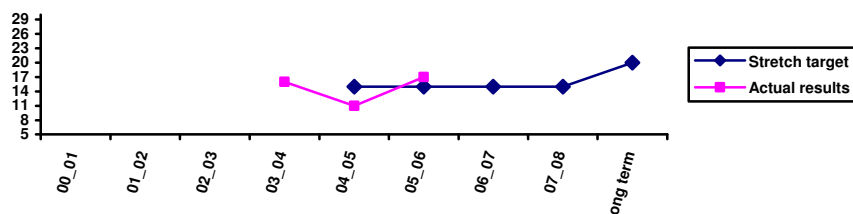
	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					0.00	0.00	0.00	0.00	0.00
Actual Results	0.00	0.00	0.00	0.00	0.00	0.00			

Report Card: IP5a

Perspective: Internal Process	Objective: Continuously Improve Marketing and PR Campaigns
Measure: # MSN Student Application and Enrollment	
Measure Leader: SON/OA	Performance Owner: SON
Comments on performance of measure: The MSN program was launched in 2003-2004. It has attracted an adequate number of students which has been in line with expectations.	
Reference: IP5a	Comments on Initiatives supporting this measure:
Calculation Method: Number of applicants and number enrolled. Application 	Initiative: A SON marketing and PR campaign which aims to improve on the number and quality of SON applicants and yield rates will be put in place. Comments on Initiative: This initiative will be monitored to stay in line with number of graduate level faculty and targets.

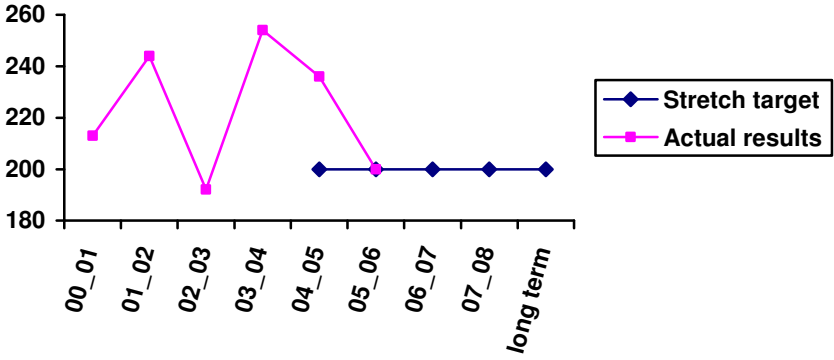
	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long term
Stretch Target					30	30	30	30	30
Actual Results				29	35	36			

Enrollment*



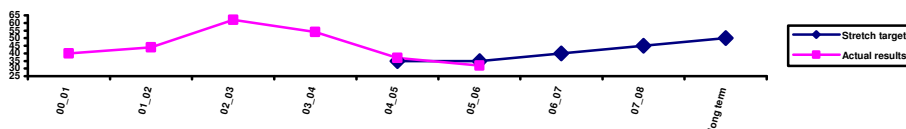
	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long term
Stretch Target					15	15	15	15	20
Actual Results				16	11	17			

Report Card: IP5b

Perspective: Internal Process	Objective: Continuously Improve Marketing and PR Campaigns
Measure: # BSN and RN-BSN Application and Enrollment*	
Measure Leader: SON/OA	Performance Owner: SON
<p>Comments on performance of measure: BSN enrollment has suffered in AY 2003-2004 due to a number of significant changes: 1) sudden and unexpected cancellation of bursaries; 2) increase in tuition fees; 3) SON admission criteria raised to be more in line with AUB, 4) institution of summer fees, and 5) increase in number of less expensive schools of nursing in Lebanon. RN-BSN enrollment has been less than anticipated due to strict admission criteria and financial constraints of applicants.</p>	
Reference: IP5b, IP5b*	Comments on Initiatives supporting this measure:
<p>Calculation Method: Number of applicants and actual enrollment; yield rates</p> <p>Application</p> 	<p>Initiative: The SON will be as a result 1) increasing its fundraising efforts to establish more scholarships and bursaries to increase the number of BSN nursing students; and 2) intensifying its marketing and student recruitment strategies. For the RN-BSN program 1) more efforts will be put in place to inform employers of the availability of such programs; and 2) to introduce flexibility in curriculum to accommodate for the needs of working students.</p> <p>Comments on Initiative: Will be coordinated with the Office of Development and Office of Admissions. The appointment of a student services officer is essential for the process.</p>

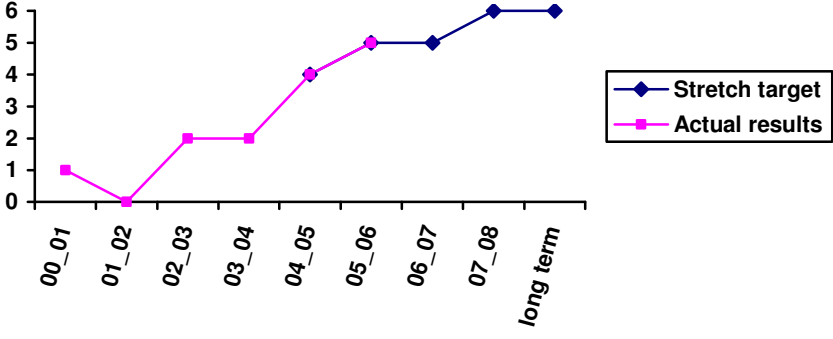
	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long term
Stretch Target					200	200	200	200	200
Actual Results	213	244	192	254	236	200			

Enrollments*



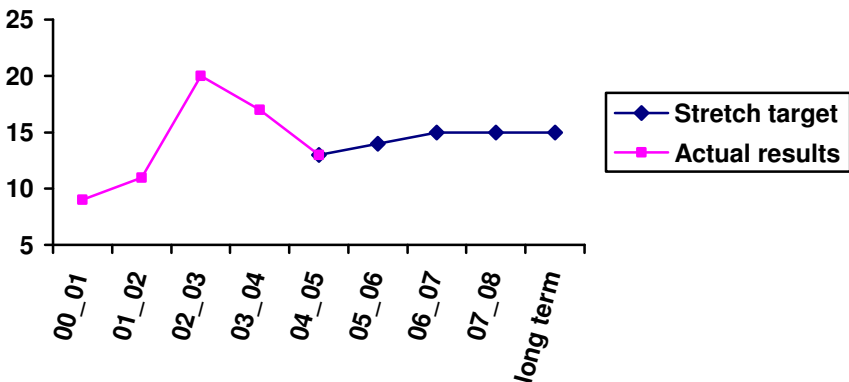
	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long term
Stretch Target					35	35	40	45	50
Actual Results	40	44	62	54	37	32			

Report Card: LG2a

Perspective: Learning and Growth	Objective: Increase Nationally and Internationally Recognized Research and Scholarly Activities
Measure: Number of Funded Projects	
Measure Leader: SON	Performance Owner: SON
Comments on performance of measure: The number of funded projects has been on the increase and is in line with projections	
Reference: LG2a	Comments on Initiatives supporting this measure:
Calculation Method: Number of research and development projects funded 	Initiative: This initiative is in line with current efforts of the SON to involve and support faculty in scholarly and other development-related activities. Comments on Initiative: More efforts will be put in place to involve local and US partners in SON research projects and in submission for extramural funding.

	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					4	5	5	6	6
Actual Results	1	0	2	2	4	5			

Report Card: LG2b

Perspective: Learning and Growth	Objective: Increase Nationally and Internationally Recognized Research and Scholarly Activities
Measure: Number of Scholarly Presentations at Scientific Conferences	
Measure Leader: SON	Performance Owner: SON
Comments on performance of measure: Number of presentations is in line with projections.	
Reference: LG2b	Comments on Initiatives supporting this measure:
Calculation Method: Number of scientific presentations at national and international meetings 	Initiative: All faculty are currently encouraged to present their research at scientific meetings and funds are made available to cover expenses for one trip per faculty per year. . Comments on Initiative: This strategy has proved to be successful and will continue to be implemented. For faculty who are less research-active, they are encouraged to develop clinically relevant projects which can be presented at international meetings.

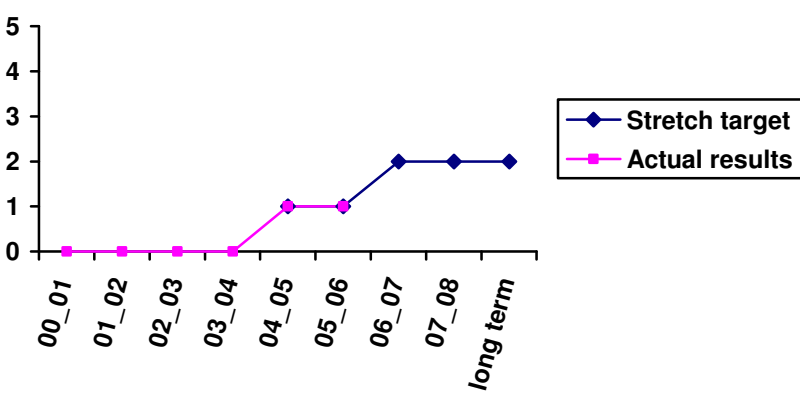
	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					13	14	15	15	15
Actual Results	9	11	20	17	13				

Report Card: LG2c

Perspective: Learning and Growth	Objective: Increase Nationally and Internationally Recognized Research and Scholarly Activities																														
Measure: Number of Scholarly Publications in Peer-Reviewed Journals																															
Measure Leader: SON	Performance Owner: SON																														
Comments on performance of measure: The number of SON publications exceeds expectations especially in view of current number of research active faculty. The number of publications per faculty member is still low.																															
Reference: LG2c	Comments on Initiatives supporting this measure:																														
Calculation Method: Number of publications per faculty member aggregated to school level. <div style="text-align: center; margin-top: 20px;"> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Graph Data</caption> <thead> <tr> <th>Year</th> <th>Actual results</th> <th>Stretch target</th> </tr> </thead> <tbody> <tr><td>00-01</td><td>1</td><td>0</td></tr> <tr><td>01-02</td><td>2</td><td>3</td></tr> <tr><td>02-03</td><td>3</td><td>6</td></tr> <tr><td>03-04</td><td>10</td><td>10</td></tr> <tr><td>04-05</td><td>13</td><td>13</td></tr> <tr><td>05-06</td><td>13</td><td>15</td></tr> <tr><td>06-07</td><td></td><td>16</td></tr> <tr><td>07-08</td><td></td><td>18</td></tr> <tr><td>long term</td><td></td><td>18</td></tr> </tbody> </table> </div>	Year	Actual results	Stretch target	00-01	1	0	01-02	2	3	02-03	3	6	03-04	10	10	04-05	13	13	05-06	13	15	06-07		16	07-08		18	long term		18	Initiative: It is obvious from the results that the number of publications is related to the efforts of few faculty members. Efforts are put in place 1) to support sitting faculty to be involved in research and to publish; 2) to encourage collaborative projects and team work; 3) to create research support committees to support young and new researchers; & 4) to provide courses and workshops Comments on Initiative: These initiatives have led to a slight increase in productivity short term. A significant increase is expected long term.
Year	Actual results	Stretch target																													
00-01	1	0																													
01-02	2	3																													
02-03	3	6																													
03-04	10	10																													
04-05	13	13																													
05-06	13	15																													
06-07		16																													
07-08		18																													
long term		18																													

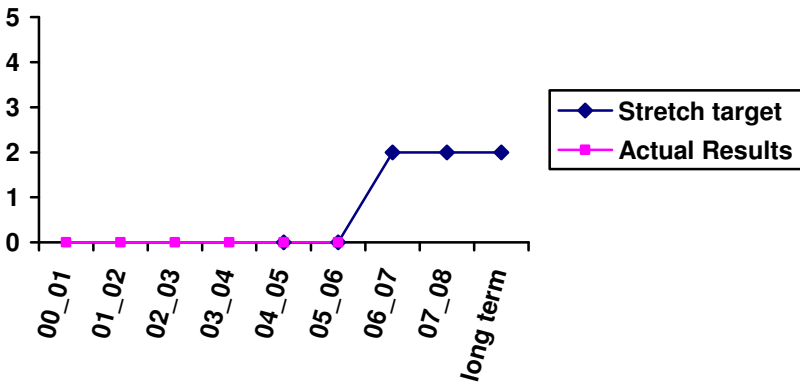
	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					13	15	16	18	18
Actual Results	1	2	3	10	13				

Report Card: LG3a

Perspective: Learning and Growth	Objective: Establish International Partnerships
Measure: Memoranda f Understanding With International Partners	
Measure Leader: SON/Others	Performance Owner: SON
Comments on performance of measure: This measure is in line with projections. A statement of intent was signed with Johns Hopkins University School of Nursing and will lead to the signing of an MOU in the near future. Negotiations are underway with a possible second partner in the US &/or Europe. An MOU was signed with Almanas' General Hospitals.	
Reference: LG3a	Comments on Initiatives supporting this measure:
Calculation Method: Number of MOUs signed and operational 	Initiative: A number of initiatives are currently underway with possible partners in the US and Europe which are aimed to facilitate student and faculty exchange and enhance research collaboration. Comments on Initiative: An MOU was signed with Almana to develop the Amana' College of Health Sciences. Other regional requests are currently under negotiation as well. All regional requests are handled by AUB REP office.

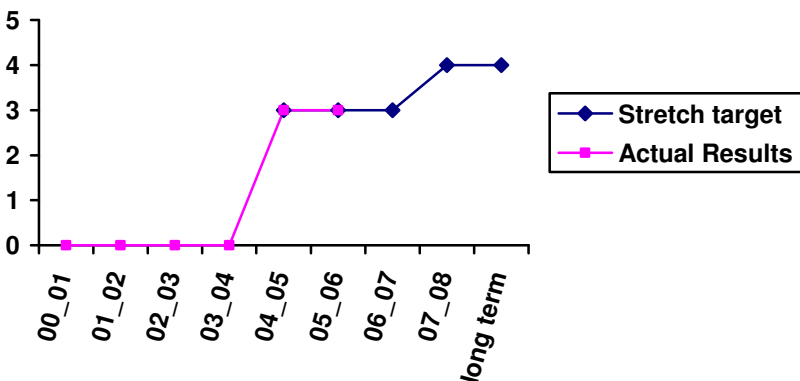
	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					1	1	2	2	2
Actual Results	0	0	0	0	1	1			

Report Card: F1a

Perspective: Financial	Objective: Increase Fundraising																														
Measure: Number of Sponsors/Endowments for SON																															
Measure Leader: SON/OD	Performance Owner: SON																														
<p>Comments on performance of measure: The SON has a small number of sponsors who provide scholarships for students but does not have any major sponsors for SON Building, contracted bursaries for students, and endowments for chair positions.</p>																															
Reference: F1a	Comments on Initiatives supporting this measure:																														
<p>Calculation Method: Number of sponsors and endowments</p>  <table border="1" style="margin-top: 10px; width: 100%; text-align: center;"> <caption>Graph Data</caption> <thead> <tr> <th>Year</th> <th>Actual Results</th> <th>Stretch Target</th> </tr> </thead> <tbody> <tr><td>00_01</td><td>0</td><td>0</td></tr> <tr><td>01_02</td><td>0</td><td>0</td></tr> <tr><td>02_03</td><td>0</td><td>0</td></tr> <tr><td>03_04</td><td>0</td><td>0</td></tr> <tr><td>04_05</td><td>0</td><td>0</td></tr> <tr><td>05_06</td><td>0</td><td>0</td></tr> <tr><td>06_07</td><td>0</td><td>2</td></tr> <tr><td>07_08</td><td>0</td><td>2</td></tr> <tr><td>long term</td><td>0</td><td>2</td></tr> </tbody> </table>	Year	Actual Results	Stretch Target	00_01	0	0	01_02	0	0	02_03	0	0	03_04	0	0	04_05	0	0	05_06	0	0	06_07	0	2	07_08	0	2	long term	0	2	<p>Initiative: More efforts need to be put in place 1) to find a potential donor/sponsor for the SON new building; 2) for the naming opportunities of the SON Building; 3) endowments to support research chair in nursing; and 4) to find potential sponsors/employers for contractual bursaries.</p> <p>Comments on Initiative: A small number of sponsors are currently available in support of scholarships for qualified students.</p>
Year	Actual Results	Stretch Target																													
00_01	0	0																													
01_02	0	0																													
02_03	0	0																													
03_04	0	0																													
04_05	0	0																													
05_06	0	0																													
06_07	0	2																													
07_08	0	2																													
long term	0	2																													

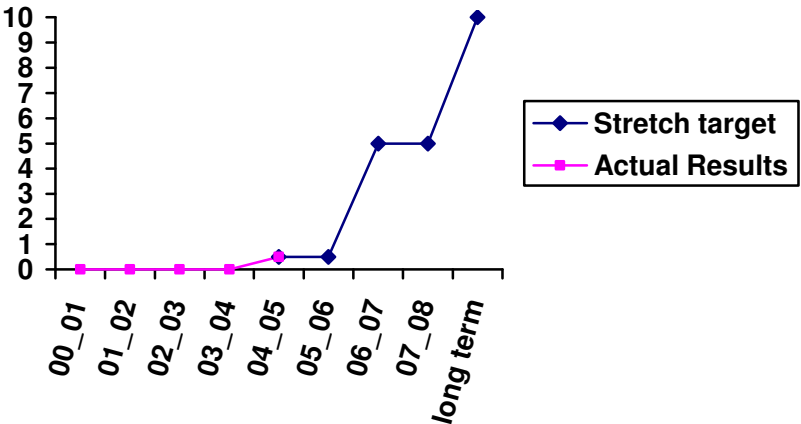
	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					0	0	2	2	2
Actual Results	0	0	0	0	0	0			

Report Card: F1b

Perspective: Financial	Objective: Increase External Funding for Research																														
Measure: Number of Externally Funded Research and Development Projects																															
Measure Leader: SON/OCG	Performance Owner: SON																														
<p>Comments on performance of measure: The SON currently has three externally funded research and development projects. Preparations are underway to submit 1-2 research proposals for extramural funding in close collaboration with local and international partners.</p>																															
Reference: F1b	Comments on Initiatives supporting this measure:																														
<p>Calculation Method: Number of funded research and development projects.</p>  <table border="1" style="margin-top: 10px; width: 100%; text-align: center;"> <caption>Data for Line Graph</caption> <thead> <tr> <th>Year</th> <th>Actual Results</th> <th>Stretch Target</th> </tr> </thead> <tbody> <tr><td>00_01</td><td>0</td><td>0</td></tr> <tr><td>01_02</td><td>0</td><td>0</td></tr> <tr><td>02_03</td><td>0</td><td>0</td></tr> <tr><td>03_04</td><td>0</td><td>0</td></tr> <tr><td>04_05</td><td>3</td><td>3</td></tr> <tr><td>05_06</td><td>3</td><td>3</td></tr> <tr><td>06_07</td><td>3</td><td>3</td></tr> <tr><td>07_08</td><td></td><td>4</td></tr> <tr><td>long term</td><td></td><td>4</td></tr> </tbody> </table>	Year	Actual Results	Stretch Target	00_01	0	0	01_02	0	0	02_03	0	0	03_04	0	0	04_05	3	3	05_06	3	3	06_07	3	3	07_08		4	long term		4	<p>Initiative: Collaborative work is currently ongoing to submit 1-2 research/development proposals for extramural funding.</p> <p>Comments on Initiative: Close collaboration with local and US partners is essential for the success of this initiative.</p>
Year	Actual Results	Stretch Target																													
00_01	0	0																													
01_02	0	0																													
02_03	0	0																													
03_04	0	0																													
04_05	3	3																													
05_06	3	3																													
06_07	3	3																													
07_08		4																													
long term		4																													

	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					3	3	3	4	4
Actual Results	0	0	0	0	3	3			

Report Card: F1c

Perspective: Financial	Objective: Achieve and Maintain Fiscal Balance																														
Measure: % Increase in revenues Through Students Enrollment																															
Measure Leader: SON/OA	Performance Owner: SON																														
<p>Comments on performance of measure: The increase in revenues based on student enrollment was on the increase until AY 2003-2004 when it decreased significantly due to 1) cancellation of AUH bursaries, 2) raising of admission criteria to be in line with AUB, 3) an increase in number of less expensive schools of nursing in Lebanon and the region, and 4) increase in tuition fees, which resulted in lower than projected enrollment.</p>																															
Reference: F1c	Comments on Initiatives supporting this measure:																														
<p>Calculation Method: % annual increase in revenues.</p>  <table border="1" style="display: none;"> <caption>Graph Data</caption> <thead> <tr> <th>Year</th> <th>Actual Results</th> <th>Stretch Target</th> </tr> </thead> <tbody> <tr><td>00_01</td><td>0.00</td><td></td></tr> <tr><td>01_02</td><td>0.00</td><td></td></tr> <tr><td>02_03</td><td>0.00</td><td></td></tr> <tr><td>03_04</td><td>0.00</td><td></td></tr> <tr><td>04_05</td><td>0.50</td><td></td></tr> <tr><td>05_06</td><td>0.50</td><td>0.50</td></tr> <tr><td>06_07</td><td>5.00</td><td>5.00</td></tr> <tr><td>07_08</td><td>5.00</td><td>5.00</td></tr> <tr><td>long term</td><td>10.00</td><td>10.00</td></tr> </tbody> </table>	Year	Actual Results	Stretch Target	00_01	0.00		01_02	0.00		02_03	0.00		03_04	0.00		04_05	0.50		05_06	0.50	0.50	06_07	5.00	5.00	07_08	5.00	5.00	long term	10.00	10.00	<p>Initiative: A strategy was put in place in 2004-2005 to improve on marketing, PR and student recruitment efforts of SON and to create more scholarships and bank loans resulting in slight improvement in student enrollment. More emphasis is currently being placed on fundraising and on finding sponsors for contractual bursaries.</p> <p>Comments on Initiative: These initiatives will need to be intensified in the future and they need to be done by a specialist to achieve best results.</p>
Year	Actual Results	Stretch Target																													
00_01	0.00																														
01_02	0.00																														
02_03	0.00																														
03_04	0.00																														
04_05	0.50																														
05_06	0.50	0.50																													
06_07	5.00	5.00																													
07_08	5.00	5.00																													
long term	10.00	10.00																													

	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	Long Term
Stretch Target					0.50	0.50	5.00	5.00	10.00
Actual Results	0.00	0.00	0.00	0.00	0.50				