Strategic Plan for the Faculty of Nursing (2025–2030)

Executive Summary

The Faculty of Nursing at An-Najah National University proudly presents its Strategic Plan for 2025–2030, designed to elevate the institution to new heights in academic excellence, innovative research, community service, and international recognition. This plan builds upon our historical data, existing resources, and institutional goals, and responds to the evolving demands of healthcare education in Palestine and the broader region. Drawing from thorough analysis of internal records and future projections, the plan focuses on six strategic themes: curriculum development, scientific research, community engagement, capacity building, infrastructure, and student support.

SWOT Analysis

- **Strengths**:

    o Established in 2004 with a consistent operational structure.

    o Strong internal governance: 8 department council meetings each year from 2020–2024, with 9–12 formal decisions annually.

    o Stable administrative staffing (8 members consistently since 2020).

    o Growth in clinical training sites: 16 in 2020/2021 to 24 by 2022/2023.

    o Student numbers grew from 196 (2020/2021) to 311 (2022/2023).

    o Active simulation lab and internal BLS/ACLS/PALS training resources.

- **Weaknesses**:

    o Decline in full-time faculty from 14 to 13 (2023/2024); fluctuating part-time staff (as low as 1 in 2021/2022).

    o Lack of international accreditation.

    o Student drop to in 2023/2024 reflects transitional reporting or retention issues.

    o Inadequate access to research infrastructure and global academic databases.

- **Opportunities**:

    o Expansion of postgraduate education: Proposed MSN programs in Medical-Surgical, Midwifery, and Neonatology.

    o Incorporation of VR, AI, and AR in simulation-based training.

    o Recognition as a WHO Collaborating Centre.

- Partnerships with healthcare facilities and NGOs to expand community outreach.

- **Threats**:

  o Regional instability affecting student enrolment and faculty recruitment.

  o Financial dependence on university allocations and student tuition.

  o Brain drain risk: PhD holders may leave without retention strategies.

1.2 Identity and History for Each Academic Department

1.2.6 Faculty of Nursing

Metrics	Result
Establishment Date	31/05/2004
Programs Licenses	31/05/2004
Programs International Accreditation	N/A
Joint Programs (if any)	1 (Baqa)
Global Ranking (by subject)	N/A
Competency Exam Results (by year)	Satisfactory
Funding Status	University fund/Students' fees

Table 6: Key Metrics for faculty of Nursing

1.4.6.1 Department Council Meetings

Academic Year	Number of department council meetings	Number of decisions
2020/2021	8	9
2021/2022	8	9
2022/2023	8	10
2023/2024	8	12
2024/2025		

Table 32: Number of faculty of Nursing council meetings.

1.4.6.2 Students Training Sites

Academic Year	Number of training sites
2020/2021	16

2021/2022	18
2022/2023	24
2023/2024	24
2024/2025	

Table 33: Development of students training sites at the faculty of Nursing.

1.4.6.3 Staff Number Development

Academic Year	Number	
	Full-timers	Part-timers
Academic Staff		
2020/2021	14	6
2021/2022	14	1
2022/2023	14	5
2023/2024	13	6
2024/2025		
Administrative Staff		
2020/2021	8	
2021/2022	8	
2022/2023	8	
2023/2024	8	
2024/2025		

Table 34: Development of staff number at the faculty of Nursing.

1.4.6.4 Students Number Development

Academic Year	Number
2020/2021	196
2021/2022	241
2022/2023	311
2023/2024	35
2024/2025	

Table 35: Development of students number at the faculty of Nursing.

1. Strategic Goals and Items

2.1 Mission Statement:

Faculty Name	Faculty of Nursing
Vision	To be a leading institution in nursing education, committed to producing highly skilled, compassionate, and innovative healthcare professionals. The college aims to shape the future of nursing and midwifery by providing cutting-edge education, fostering leadership, and advancing research that transforms patient care. Through its diverse programs, the college strives to meet the evolving healthcare needs locally and globally, empowering graduates to drive meaningful change and improve healthcare outcomes.
Mission	The mission of the Nursing College at An-Najah National University is to prepare highly skilled, compassionate, and innovative nurses who are equipped to meet the dynamic needs of the healthcare sector. Through its comprehensive educational programs, the college strives to foster critical thinking, leadership, and the advancement of nursing practice. The college is dedicated to providing students with the knowledge and skills necessary to deliver high-quality, evidence-based care, and to drive positive change in patient care locally and globally. It also aims to contribute to nursing research and practice, enhancing healthcare outcomes and shaping the future of the nursing profession.
Goals	The faculty aims to: 1. Provide high-quality education and training to students in the fields of nursing and midwifery, equipping them with the essential skills, knowledge, and competencies to deliver safe and effective care to patients and mothers. 2. Foster a culture of critical thinking, innovation, and leadership among nursing and midwifery students, preparing them to excel in a dynamic healthcare environment.

	3. Promote evidence-based practice in nursing and midwifery through research, encouraging both students and faculty to contribute to the advancement of these professions. 4. Offer hands-on experience in diverse healthcare settings to ensure that students are fully prepared for the challenges posed by modern healthcare. 5. Provide specialized programs that address the evolving healthcare needs, including master's degrees in nursing in areas such as Nurse Anesthesia, Critical Care Nursing, Emergency Nursing, Family Nursing, and Midwifery. 6. Launch and support the PhD program in Nursing, enhancing the field of nursing through high-level research and leadership development. 7. Strengthen the role of nursing and midwifery in healthcare systems both locally and globally by graduating students committed to providing compassionate, patient-centered care.
Values	The below values guide our work at the faculty: - Humanity - Professionalism - Respect - Accountability - Integrity - Credibility - Health Wellbeing - Innovation - Inclusivity - Volunteering

2.2 Strategic Goals/ Items:

Strategic Goals/ Items for the years (2025 – 2030)	1. Curriculum Development and Academic Programs. 2. Scientific Research. 3. Social Accountability, Community Engagement, and Partnerships. 4. Building and Infrastructure. 5. Capacity Building. 6. Student Services and Support.

2.3 Specified Strategic Goals:

Specified Strategic Goals	*1. Curriculum Development and Academic Programs.*
	o **Academic excellence.**
	o **International Accreditation:** – Pursuing international accreditations for the Nursing and Midwifery Programs. This by – Aligning nursing and midwifery programs with global accreditation standards to enhance credibility and quality.
	o **Evidence-Based Curriculum** – Regularly updating course content to reflect the latest research, technological advancements, and best practices in healthcare.
	o **Interdisciplinary Collaboration** – Integrating courses and training opportunities with other healthcare disciplines to foster teamwork and holistic patient care.
	o **Innovative Teaching Methods** – Implementing simulation-based learning, digital education

tools, and active learning strategies to enhance student engagement and competency.

o **Expand Clinical Training Opportunities:** Establish strong partnerships with hospitals and healthcare institutions to provide hands-on training for students (nationally, locally, and internationally).

o **Foster Lifelong Learning and Professional Development:** Establish continuing education and postgraduate programs to support nurses' career advancement.

Strategic Plan:

1. Curriculum Review and Enhancement:

Conduct periodic curriculum evaluations with faculty, students, and healthcare stakeholders.

Align courses with the latest nursing competencies and accreditation standards.

Integrate ethics, leadership, and technology in nursing education.

2. Faculty Development and Capacity Building:

Provide training workshops on modern teaching techniques and clinical simulation.

Encourage faculty participation in international conferences and collaborations.

Recruit experienced professionals to enhance teaching and mentoring quality.

3. Technology Integration in Education:

Expand the use of digital tools, e-learning platforms, and virtual patient simulations.

Implement an electronic learning management system for improved academic engagement.

Integrate cutting-edge Virtual Reality (VR) and Augmented Reality (AR) technologies into the curriculum to enhance immersive learning, develop critical clinical skills, and provide students with a competitive professional advantage in healthcare education.

4. Strengthening Clinical and Practical Training:

Establish agreements with leading hospitals for student internships and hands-on experience.

Enhance simulation labs with advanced equipment for practical skill development (VR, AI, Simulation Lab.).

5. Research and Evidence-Based Practice Promotion:

Encourage student-led research projects in collaboration with faculty.

Develop partnerships with research institutions for knowledge exchange.

6. Introducing New Academic Programs and Specializations:

Conduct feasibility studies for launching master's and doctoral programs in nursing.

Develop bachelor with certification programs for specialized nursing fields.

7. Quality Assurance and Accreditation:

Maintain compliance with national and international nursing education standards.

Establish a continuous assessment system to measure program effectiveness.

- **Actions**:

  - Introduce 3 new master's programs: MSN in Medical-Surgical Nursing, Midwifery, and Neonatal & Pediatric Nursing.

  - Expand interdisciplinary collaboration with behavioral sciences.

  - Annual curriculum updates aligned with accreditation standards and competency exams.

  - Conduct periodic curriculum review workshops with stakeholders.

  - Develop blended learning and online course components.

  - Offer ethics, leadership, and clinical technology courses across all levels.

- **Key Indicators**:

  - Annual review of at least 50% of courses.

  - Accreditation application submitted for each new program.

  - Student employment rate within 6 months to 1 year post-graduation.

2. *Scientific Research*

This specific objective aims to establish the Faculty of Nursing as a leader in nursing research, contributing to evidence-based practice and healthcare advancements. Also to foster a research-driven environment by enhancing infrastructure, funding, and collaboration, supporting faculty and students in high-impact research.

Can be achieved through:

1. **Strengthening Research Infrastructure**

   o   Establish dedicated research labs and workspaces.

   o   Upgrade library resources with digital databases and journals.

   o   Enhance IT support for research software and data management.

2. **Increase Research Funding and Grants**

   o   Secure internal and external research grants.

   o   Develop partnerships with healthcare institutions and funding agencies.

   o   Establish a Faculty Research Fund to support pilot studies.

3. **Capacity Building for Faculty and Students**

   o   Organize workshops and training in research methodologies and data analysis.

   o   Provide mentorship programs linking junior and senior researchers.

   o   Encourage faculty to pursue research collaborations and sabbaticals.

4. **Promote Research Dissemination and Publication**

    o Support faculty and students in publishing in high-impact journals.

    o Organize annual nursing research conferences.

    o Establish a Faculty of Nursing Research Journal.

5. **Enhance Collaboration and Networking**

    o Develop national and international research collaborations.

    o Engage in multidisciplinary research projects.

    o Partner with healthcare organizations for clinical research opportunities.

- **Actions**:

    o Establish a Nursing Research Unit with 15 computers, software licenses (SPSS, NVivo), and digital library access.

    o Hire at least one full-time research assistant and an administrative support staff.

    o Launch an internal Faculty Research Fund: 2 pilot projects/year.

    o Host 2 annual scientific conferences and publish results.

    o Develop the "Faculty of Nursing Research Journal" by 2027.

    o Apply for local and international research grants.

- **Key Indicators**

1. **Research Productivity**
   - Number of published research papers in peer-reviewed journals.
   - Number of conference presentations and workshops attended.
   - Number of research projects initiated and completed.
2. **Collaboration and Partnerships**
   - Number of national and international collaborations.
   - Joint publications and co-authored research projects.
3. **Capacity Building**
   - Number of faculty members and students participating in research training programs.
   - Number of research mentoring relationships established.
   - Funding secured for research capacity-building activities.
4. **Innovation and Translation**
   - Number of innovative solutions or technologies developed.
   - Implementation of research outcomes in clinical practice.
   - Patents and intellectual property registered.
5. **Visibility and Impact**
   - Citation impact and journal impact factors.
   - Media coverage and community engagement events.
   - Participation in international research conferences.
6. **Funding and Sustainability**
   - Amount of external funding secured.
   - Number of funded research projects.
   - Growth of the research endowment fund.

3. Social Accountability, Community Engagement, and Partnerships.

- Strengthen community-based learning and outreach programs to improve public health outcomes.

- Establish strategic partnerships with healthcare organizations, NGOs, and policymakers to enhance nursing education and service delivery.
- Engage students and faculty in health promotion campaigns and volunteer initiatives.
- Develop initiatives that address local and national healthcare challenges, such as chronic disease management and maternal-child health.

Enhancing Community Engagement and Outreach Programs

- Develop community-based health education initiatives.
- Organize free medical check-ups and health awareness campaigns.
- Strengthen partnerships with local health centers and NGOs.

Fostering Academic and Healthcare Partnerships

- Establish collaborations with hospitals, research institutes, and international universities.
- Develop joint research projects focusing on community health challenges.
- Encourage student and faculty exchange programs.

Promoting Social Accountability in Nursing Education

- Integrate social responsibility and ethics into the nursing curriculum.
- Encourage service-learning experiences for students in underserved areas.
- Support initiatives that address healthcare disparities and promote equity.

Strengthening Public Health and Policy Advocacy

- Engage in policy dialogues to improve healthcare access and delivery.
- Conduct research on pressing public health issues and share findings with policymakers.

	• Advocate for nursing-led interventions in community health improvement.
	
	Capacity Building for Sustainable Community Impact
	
	• Provide training for faculty and students in community engagement and leadership.
	• Develop funding models to support long-term outreach projects.
	• Monitor and evaluate the impact of engagement initiatives on community health outcomes.
	
	• **Planned Activities**:
	
	    o Geriatric home visits (ongoing for second-year students).
	
	    o NCD Awareness Campaigns (annual, budget up to JD 5,000).
	
	    o School Health Programs (JD 5,000/year).
	
	    o Community-Oriented Medical Education: 3 events/year (JD 1,000/event).
	
	    o Collaborations with NGOs, public health centers, and schools.
	
	    o Annual Nursing Conference (International Nursing Day): JD 3,000/year.
	
	• **Key Indicators**:
	
	    o Community outreach beneficiaries/year: 1,000+
	
	    o Students engaged in service-learning: 70%+ by 2030

	4. Building and Infrastructure. • Updated classrooms designed to accommodate new modalities of learning.

- New furniture to create a welcoming learning environment by enhancing functionality and improving aesthetics.
- New rooms for new hired professionals, extra spaces for head of divisions.

- **Action:**

1. Classroom Modernization

- Upgrade classrooms with interactive whiteboards, video conferencing systems, and virtual learning tools.
- Install flexible seating and collaborative learning setups.
- Provide reliable internet connectivity and smart teaching aids.

2. Furniture and Interior Enhancements

- Procure ergonomic chairs, desks, and collaborative workstations.
- Enhance aesthetics through modern design elements and natural lighting.
- Provide comfortable seating areas for students' self-study and group discussions.

3. Faculty and Administrative Expansion

- Construct additional offices for new faculty members.
- Develop private and shared office spaces for division heads.
- Establish communal areas to encourage faculty collaboration and interdisciplinary dialogue.

4. Sustainable Infrastructure Development

- Install energy-efficient lighting, ventilation, and HVAC systems.

	- Integrate solar panels and water-saving fixtures.
	- Design green spaces for relaxation and informal gatherings.
	- **Key Indicators**
	
	1. **Infrastructure Modernization**
	   o Number of classrooms upgraded with smart technologies.
	   o Availability of hybrid learning capabilities.
	   o Faculty and student satisfaction with learning environments.
	2. **Furniture and Design Enhancements**
	   o Completion of furniture upgrades.
	   o Number of study and collaborative spaces established.
	   o Improvement in student satisfaction survey scores.
	3. **Faculty and Administrative Spaces**
	   o Number of new offices and workspaces created.
	   o Occupancy rate of new faculty and administrative offices.
	   o Satisfaction levels of faculty and administrative staff.
	4. **Sustainability Impact**
	   o Reduction in energy consumption and carbon footprint.
	   o Use of renewable energy and eco-friendly materials.
	   o Implementation of sustainable waste management practices.

	5. Capacity Building. - Developing Faculty members' skills and competency. - Strengthening cooperation and twinning with international universities and institutions concerned with nursing and midwifery. - Create a culture of sustainability through education.

- Support academic development and success.

- **Action**:

1. **Annual Workshops and Training**
   - Conduct annual workshops on Artificial Intelligence (AI), Virtual Reality (VR), trauma care (TNCC), and simulation-based education.
   - Invite international experts for specialized training sessions.
2. **PhD Transition Plan**
   - Develop a structured transition plan for two faculty instructors to pursue PhDs in nursing or related fields (2025–2026).
   - Provide financial and administrative support.
   - Establish mentorship and research collaboration networks.
3. **Strengthening International Collaboration**
   - Sign memorandums of understanding (MoUs) with global universities.
   - Facilitate faculty exchange and joint research projects.
   - Participate in global nursing and midwifery forums.
4. **Sustainability Education Initiatives**
   - Introduce sustainability-focused modules in nursing curricula.
   - Promote research on sustainable healthcare solutions.
   - Engage students and faculty in community sustainability projects.
5. **Academic Development Support**
   - Establish mentorship programs pairing senior faculty with junior faculty.
   - Offer writing support services for research publications.
   - Provide grants for conference participation and professional certifications.

- **Key Indicators**

1. **Faculty Development**
   - Number of faculty members participating in workshops and training.
   - Number of certifications and professional qualifications earned.
   - Improvement in teaching and research performance.
2. **International Collaboration**
   - Number of active MoUs with international institutions.
   - Number of faculty exchanges and joint research projects.
   - Participation in international conferences and forums.
3. **Sustainability Education**
   - Number of sustainability-related courses introduced.
   - Research publications on sustainability in healthcare.
   - Community-based sustainability initiatives.
4. **PhD Progression**
   - Number of instructors enrolled in PhD programs.
   - Milestones achieved by PhD candidates.
   - Number of completed PhDs within the timeframe.
5. **Academic Success**
   - Faculty satisfaction with academic support services.
   - Number of faculty publications in peer-reviewed journals.
   - Grant applications and funding received for academic development.

6. **Student Services and Support.**

This specific objective aims to create an inclusive, supportive, and resource-rich environment that enhances student success, well-being, and professional development in nursing education. **Also** to provide high-quality student services and support systems that foster academic excellence, career readiness, and holistic student well-being.

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Can be achieved through:

1. **Enhance Academic Support Services**

   o Establish a Nursing Student Learning Centre for tutoring and mentorship.

   o Expand library resources, including e-books, journals, and research tools.

   o Implement academic advising programs to support student progress.

2. **Improve Student Well-Being and Counselling Services**

   o Develop a student counselling and mental health support program.

   o Provide stress management and wellness workshops.

   o Offer peer support and mentorship programs.

3. **Expand Career Development and Internship Opportunities**

   o Strengthen partnerships with healthcare institutions for clinical placements.

   o Provide career counselling, resume-building workshops, and job placement assistance.

   o Organize career fairs and networking events.

4. **Enhance Financial Support and Scholarships**

   o Increase the number of scholarships and financial aid opportunities.

   o Establish emergency financial assistance programs.

   o Provide grant-writing workshops for students seeking external funding.

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5. **Improve Technological and Facility Support**

   o Upgrade computer labs and provide access to nursing simulation technology.

   o Develop a student portal for easy access to academic resources and support services.

   o Enhance study spaces and common areas to promote collaborative learning.

- **Action**:

1. Academic Support Initiatives

- Establish and staff the Nursing Student Learning Centre with qualified tutors and mentors.
- Expand digital and physical library collections in nursing and healthcare.
- Implement academic advising sessions for at-risk students and ensure regular follow-ups.

2. Student Well-Being Programs

- Develop partnerships with mental health professionals to offer counseling sessions.
- Organize quarterly wellness and stress management workshops.
- Establish a peer mentorship program to provide academic and emotional support.

3. Career Development Programs

- Form partnerships with hospitals and clinics to expand internship and job opportunities.
- Provide individualized career counseling and offer professional development workshops.
- Host annual career fairs, featuring healthcare organizations and potential employers.

4. Financial Support Enhancements

- Create and promote scholarship programs based on merit and need.
- Develop an emergency financial assistance fund.
- Offer workshops on grant writing and financial management for students.

5. Technological and Facility Upgrades

- Upgrade simulation labs with advanced nursing technologies.
- Provide high-speed internet access and updated software in computer labs.
- Create a digital student portal for academic resources, support requests, and career services.
- Expand study spaces and provide flexible seating for collaborative and individual learning.

- **Key Indicators:**

1. **Academic Support Services**
   o Number of students using the Nursing Student Learning Centre.
   o Student satisfaction with tutoring and mentoring services.
   o Improvement in academic performance and retention rates.
2. **Student Well-Being and Counselling**
   o Number of counselling sessions provided.
   o Student participation in wellness workshops.
   o Reduction in reports of stress and academic burnout.
3. **Career Development and Internships**
   o Number of students participating in internships and clinical placements.
   o Job placement rates within six months of graduation.
   o Participation in career fairs and career development workshops.

	4. **Financial Support and Scholarships**
	o Number of scholarships and financial aid awards granted.
	o Amount of emergency financial assistance provided.
	o Participation in grant-writing workshops.
	5. **Technological and Facility Support**
	o Number of upgraded classrooms, labs, and study areas.
	o Student satisfaction with facility improvements.
	o Usage rate of the student portal and digital resources.

2.4.6 Needed budget

1. *Curriculum Development and Academic Programs:*

Number	Need	New or needs maintenance	Required specifications and quantities	Duration to fulfil the needs during (2025-2030)	Estimated Cost (JD)
1	Emergency lab	New	1	2024	60000
2	Virtual Reality Lab	New	20 units	2024	239600
3	Labs	Maintenance	Renewal of 4 medical mannequins	2025	200000
4	Full professor	New	At least 1 For PhD Program	2025	120000
5	Staff	New	At least 3 PhD holders	2025-2030	270000

6	MSc in Medical Surgical Nursing	New	MSN Program (New program)	2026	5000
7	MSc in Midwifery	New	MSN Program (New program)	2026	5000
8	MSc in Neonates and Paediatric Nursing	New	MSN Program (New program)	2026	5000
9	Transition of instructors from BSN to MSN	New	Transition of instructors from BSN to MSN (2 staff)	2025-2026	50400
10	Transition of instructors from MSc to PhD	New	Transition of instructors from MSc to PhD (2 staff)	2025-2026	50400

2. *Scientific Research*

Number	Need	New or needs maintenance	Required specifications and quantities	Duration to fulfil the needs during (2025-2030)	Estimated Cost (JD)
1	Research assistant/Fellow	New	At least 1 (Experienced in nursing/clinical research)	Three years	26000
2	Research Infrastructure (labs, IT, library)	Needs maintenance	15 Computers/laptops, software (SPSS, MS Office, Nvivo)	Five years	20000
3	Faculty Research Fund	New	For 2 projects annually (Supports small pilot studies, internal grant opportunities, and research proposal development)	. 1-5 years	25000
4	Training and Workshops	New	Covers expert-led research methodology training, data analysis workshops, and	1-3 years	10000

Number	Need	New or needs maintenance	Required specifications and quantities	Duration to fulfil the needs during (2025-2030)	Estimated Cost (JD)
			hands-on grant writing sessions.		
5	Research Grants and Scholarships	New	Provides seed grants for faculty-led research projects, student research scholarships, and funding for innovative nursing research.	1-5 years	15000
6	Conferences and Publications Support	New	Two conferences per year, publication in Open access	1-5 years	25000
7	Collaboration and Networking Initiatives	New	Includes hosting joint research programs, establishing international partnerships, and engaging in cross-disciplinary projects.	1-5 years	25000
8	Administrative and Support Staff	New	At least one Administrative and one support staff (Covers hiring research coordinators, administrative assistants, and statistical consultants for research projects).	1-3 years	30000

3. *Social Accountability, Community Engagement, and Partnerships*

Number	Need	New or needs maintenance	Required specifications and quantities	Duration to fulfil the needs during (2025-2030)	Estimated Cost (JD)

1	Geriatric Home Visits	New	Regular visits for second year students	2025-2030	500 per activity
2	NCD awareness	New	Campaigns for NCD awareness	2025-2030	Up to 5000
3	WHO Collaborative centre for Nursing and Midwifery	New	Being one of the Forty-seven academic centres that are Collaborating Centres for Nursing and Midwifery with WHO	2025-2030	
4	Partnerships	New	Hospitals, community health, and public health agencies, nursing homes, and schools	2025-2030	Up to 15000
5	Community-Oriented Medical Education	New	Community-Oriented Medical Education at least 3 per academic year	2025-2030	1000 per activity
6	School health	New	Different activities concerning students' health	2025-2030	5000 per year
7	Annual Nursing Conference	New	Annual Conference (International Nursing Day)	2025-2030	3000 Per conference
8	Partnerships	New	Seeking new partnerships with international nursing schools	2025-2030	100000

4. *Building and Infrastructure*

Number	Need	New or needs maintenance	Required specifications and quantities	Duration to fulfil the needs during (2025-2030)	Estimated Cost (JD)

1	Staff break room	New	Furniture, other devices are identified later	2025	
2	Offices	New	3 Large rooms, one large for part-timers, one large for teaching and research assistants, and 6 usual size offices for hired instructors	2025-2030	
3	Offering enough numbers of classrooms	New	4 large rooms	2025	
4	Clinical Practice Unit	New	2 Large rooms with all amenities	2025-2030	
5	VR Lab	New	At least 3 rooms for VR lab	2025-2030	
6	Laptop	New	5	2025	5000
7	TV screen	New	2	2025	2000
8	LCD	New	5	2025	

5. *Capacity Building*

Number	Need	New or needs maintenance	Required specifications and quantities	Duration to fulfil the needs during (2025-2030)	Estimated Cost (JD)
1	Training in AI and VR	New	At least 5 of nursing staff	2025-2030	
2	Staff exchange	New	At least 2 of nursing staff (One each year)	2025-2030	
3	ACLS/BLS	New	All staff	2025-2030	

| 4 | Trauma Course (TNCC) | New | 2 staff for emergency master | 2025-2030 | |

6. *Student Services and Support*

Number	Need	New or needs maintenance	Required specifications and quantities	Duration to fulfil the needs during (2025-2030)	Estimated Cost (JD)
1	Study group rooms	New	5 rooms	One Year	
2	Guest speakers' sessions	New	Guest speakers' sessions for different topics aiming to support nursing students	Five Years	1000 per semester
3	Nursing Student Learning Centre	New	Includes setting up tutoring programs, mentorship initiatives, and academic resources.	One year	20000
4	Mental Health and Counselling Services	New	Covers hiring counsellors, organizing wellness programs, and peer support initiatives.	1-3 Years	30000
5	Career Development and Internships	New	Funds job placement services, career fairs, and professional development workshops.	1-3 Years	30000
6	Scholarships and Financial Aid	New	Expands scholarship programs, emergency aid, and financial literacy workshops.	1-3 Years	60000

7	Technological and Facility Upgrades		Funds new computer labs, nursing simulation tools, and improved study spaces.	1-2 years	200000

3. Estimated Budget Allocation

Category	Estimated Cost (USD)	Time Frame	Details
Community Engagement Programs	$300,000	Year 1-3	Health awareness campaigns, free medical check-ups, and outreach projects.
Academic and Healthcare Partnerships	$400,000	Year 1-3	Research collaborations, faculty and student exchange programs.
Social Accountability in Education	$250,000	Year 1-3	Curriculum development, service-learning programs, and ethics training.
Public Health Advocacy	$350,000	Year 1-3	Research and policy dialogues, public health initiatives.
Capacity Building	$300,000	Year 1-3	Faculty and student leadership training, sustainability projects.

Implementation Timeline (2025–2030)

Year	Key Milestones
2025	Launch 3 MSN programs; emergency lab operational; PhD transition begins; home visit program expanded
2026	Faculty ACLS/BLS complete; VR lab installation; Nursing Learning Centre launched; first research projects funded
2027	Research Journal launched; curriculum reform mid-review; TNCC training for emergency instructors
2028	WHO Centre application submitted; community campaign expansion; infrastructure upgraded
2029	Feasibility for PhD program; faculty exchange evaluations; outreach program review
2030	Full plan assessment; KPI dashboard review; prepare next 5-year strategic plan

Conclusion

The Faculty of Nursing's Strategic Plan (2025–2030) provides a clear, actionable, and comprehensive roadmap for growth, innovation, and service. It reflects the aspirations of our faculty, the needs of our students, and the expectations of our healthcare partners and communities. With a focus on measurable outcomes, strategic investment, and strong

governance, the faculty will reinforce its position as a leader in nursing education and healthcare development in Palestine and the region.