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**A Christian Approach to Nursing Management:
A Personal Application**

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Prepared for the
30th International Seminar on the Integration of Faith and Learning
held at
Sahmyook University, Seoul, Korea
June 2002

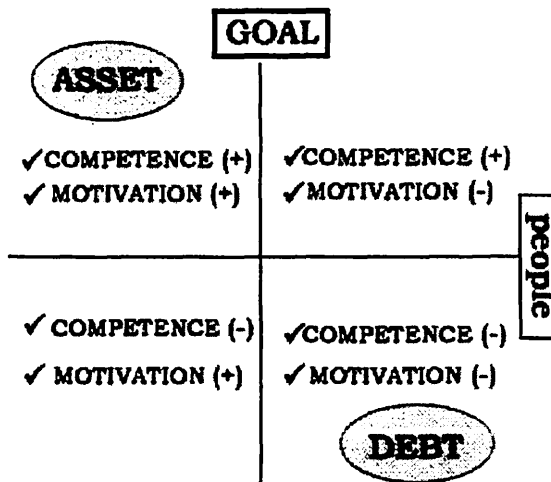
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I. Introduction

A generation ago, health agencies were primarily concerned about the quality of the patient's services, so institutional goals focused on providing ever more and better care to patients and families. Recently financial pressures have caused increasing concern about health care costs, so institutional goals focus on increasing productivity and containing costs, in addition to improving patient care quality (Gillies, 1994).

A productive life is associated with the balanced life, that is, an integrated life. A productive nursing manager is able to manage his or her own life in order to be an **asset** (Figure 1) to the organization served.

There are two variables in organization: goal and people. In quadrants [fig.1], if people have both competence and motivation in achieving the goal of organization, that is called "asset." If there are neither competence nor motivation, it is called "debt."



**FIGURE 1. Two Variables in
Organizations: Goal and people**

Management is the process of getting work done through others. Nursing management is the process of working through nursing personnel to provide care, cure, and comfort to groups of patients. The nurse manager's task is to plan, organize, staff, direct, and control available financial, material, and human resources in order to provide effective, economic care to groups of patients.

Every organization has a management process to achieve its goals. It is applied in one's personal life as well as professional life.

Most contemporary organizations implicitly or explicitly advocate a system approach to the management of complex organization. System theory and the systems viewpoint emphasize the relationship between the organization and its environment. The systems approach is a philosophy or a viewpoint that conceives of an enterprise as a system--a set of objects with a given set of relationships between the objects and their attributes, connected or related to each other and to their environment in such a way to form a whole or entirety." (Schoderk & Cosier & Aplin, 1991, p. 48). In other words, a system is a set of objects or elements that interact to achieve a specific goal.

A principle contribution of the systems approach is the treatment of organizations as open systems. Open systems exchange information, energy, or material with their environments. A healthy agency is an open system. The system viewpoint emphasizes the relationship between the organization and its external environment. A system is an ongoing process that consists of diverse elements and their relationships. Managing this relationship requires the identification of the main inputs, processes, outputs, and feedback.

Von Bertalanffy identified four major assumptions about open systems. A system is more than the sum of its parts, ever changing, boundary-defined, and goal-directed. The various components of a system interact with each other. Input is viewed as information or material entering a system. It is used to obtain the system's purposes. Output is the end product of the system. It consists of information or materials transformed to achieve the system's goals. The processes within the system that transform the input into output are referred to as throughput. Feedback is the understanding of achieving or not achieving set system goals. Thus, feedback is important in creating change and is a source of motivation to continue or terminate an activity. Evaluation is viewed as a continuous process, not a separate or cyclical phenomenon (Boettcher, 1996).

A systems approach to management encourages graphic representation of complex ideas and processes and improves communication among workers in different disciplines and specialties. A systems approach encourages quantification of inputs and outputs to various subsystems, which encourages greater cost consciousness in employees. As a result some advantages of graphic systems approach are to show the highlights of input-output relationships, to clarify process steps and channels, to identify optimum control points, and to facilitates broad-scale, multidirectional changes (Gilles, 1994).

Table 2. shows that Input is composed of various resources, such as human, material, finance, time, and information. Output is composed of the client (or internal customer) and employer (or external customer). Lastly, throughput has five functions -- planning, organizing, staffing, directing and controlling.

Without managing one's own life, how can a nursing student be a successful nursing manager in any given health related field after graduation?

Purpose of Study

This paper is for nursing teachers who teach a nursing management course. It provides examples of exercises and homework for students. If possible, each nursing management teacher should prepare his/her own life plan and share it with his/her students before asking them to prepare it as homework.

Each step is divided into two elements: a conceptual element and an experiential element. A conceptual element in this paper means statements from the Bible and Ellen White's writings, if any. An experiential element represents an application of the conceptual element to the students in class or in terms of co-curricular activities and community service.

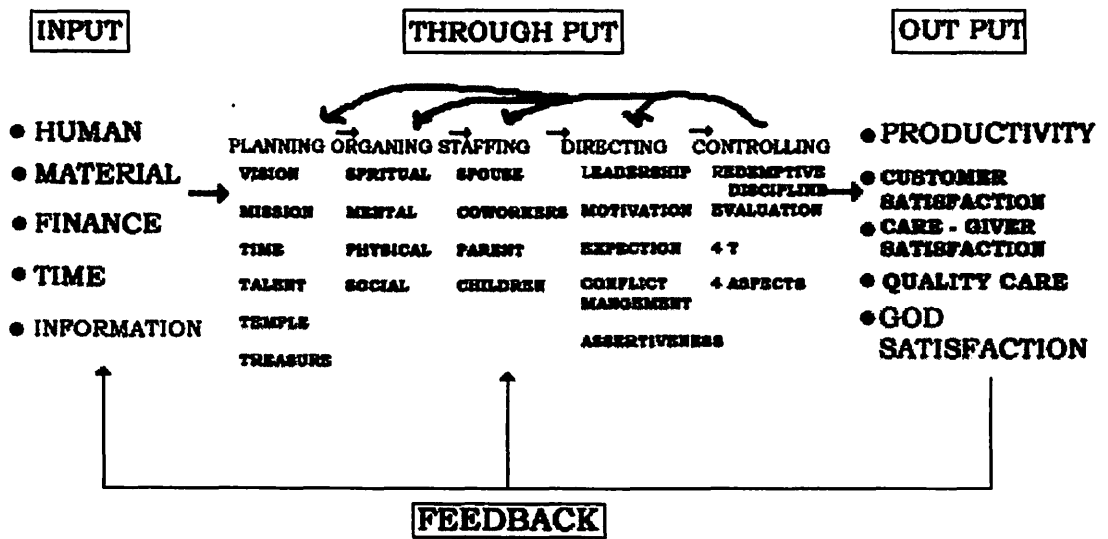


Figure 2. Nursing Management System Model(Christian View)

II. Five Processes on nursing management

I. Planning:

Planning is the first function of management. All other four management functions (Figure 2) depend on planning. Therefore the planning stage is very important to develop strategies. Some important

Ideas like decision-making based on priorities, forecasting the future, and budgeting will be discussed in this stage.

1. Conceptual Element:

- (1) "In his heart a man pleases his course, but the Lord determines his steps." (Prov 16:9)
- (2) "Unless the Lord builds the house, its builders labor in vain." (Ps 127:1)
- (3) "Many are the plans in a man's heart, but is the Lord's purpose that prevails." (Prov 19:21)

2. Experiential Element:

To plan the student's life based on the steps of planning as homework during one semester. The planning stage is composed of some hierarchies

(Figure 3) which are based on purpose or mission, philosophy, goals (general) and objectives (specific), policies related to four Ts (Time, Treasure, Talent, Temple)

A. Vision

The definition of vision is desirable image and power of the organization that is concentrated symbolic imaginary toward the future that not only CEO (Chief Executive Officer) but also every employee can see and discern the direction and process of organization toward the organizational goal. For example, the vision of the SDA schools is to reflect the image of God in the student's life in harmony with His perfect will with the Bible and the Spirit of prophecies. As a Christian teacher, my vision is to fulfill God's will toward me through my life.

B. Purpose or Mission

The definition of purpose or mission is the exclusive and ultimate statement for which an organization exists. No organization exists without a purpose. For example, the purpose of my life as a Christian teacher is to reflect the image of God toward my family, my students and my neighbors through my character and attitude. In other words, my mission is to receive spiritual power from God above and to share with others who are in need shown in Figure 3 below.

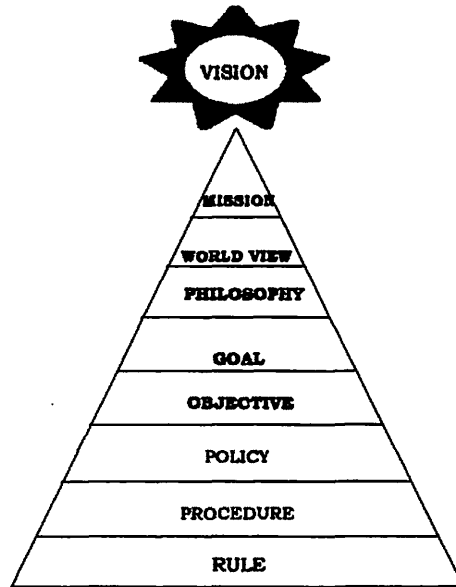


Figure 3. Hierarchy of planning

C. Philosophy

Philosophy provides a statement of beliefs and values that direct people's behavior and practice. In the nursing profession, philosophy contains these four areas: persons, nursing, environment, and health.

(1). My view of life is like the land that is sowed only once. The land can produce its product every year, but the human life only once. Since I accepted Jesus Christ as my personal Savior, my view of life has been changed. I had a very pessimistic view of life on account of my outward physical appearance: my short stature, unattractive legs, and so on. But Christ has totally changed my view of life. I found new hope within my weaknesses. God made my dream come true after 28 years of my prayer: upgrading with desirable academic degree. This enables me to draw my life picture again, starting in my fifties. With my bright hope in Christ's return, I want to give my life in serving others.

(2). My view of persons is that we are God's creatures who resemble God's image.

(3). My view of nursing is to restore the image of God in man through Christ.

(4). My view of health means wholeness which is balanced physical, spiritual, intellectual, and social health

(5). My view of the environment is global. It contains the good and evil conflict around the world and universe. The reason that exists around the world is associated with the conflict between good and evil within the individual. The head of the power for good is Jesus Christ, who is the origin of good, while the head of the power for evil is Satan, who is the origin or beginning of evil in heaven.

My philosophy is divided into four aspects of goals and respective objectives.

D. Goals and Objectives:

Goals are the broad statements of overall intent of an organization or individual. They are usually stated in general terms. Objectives are the specific accomplishments that indicate the goal has been met. It is easy to conceptualize the goals as the umbrella and the objectives as the spines of the umbrella that allow it to function.

Setting goals and implementing actions to achieve those goals is becoming increasingly important in health care today. A nurse who knows how to develop goals and achieve them is a valuable asset to the health care team. By examining our individual, professional, and personal goals, we can determine the direction of our career in nursing. (Ellis & Harley, 1991)

Our own personal Goals and Objectives state various actions for achieving the purpose and philosophy. Often they are so abstract and implicit, so they must be translated into explicit goals. Goals cover a general scope. Objectives address more specific areas. I divided the nursing manager's personal life into four aspects of life.

Spiritual Aspect

As a Christian educator, the spiritual aspect is the most important aspect in planning. "Seek first his kingdom and his righteousness, and all these things will be given to you as well."(Matt. 6:33) As the vertical relationship is strongly established with God, the horizontal relationship will be stronger than before. Therefore the nurse manager should spend considerable time to plan this aspect.

(1) Goal: To grow to be Christ-like teacher in character and lifestyle and relationships

(2) Objectives: My role is to be a channel leading my students to Jesus

- ▶ The beginning of the day is to start with the Word of God to gain wisdom from above.
- ▶ To regularly have quality time to read the Bible and the Sabbath School Lesson
- ▶ To regularly ask God for wisdom to discern between good and evil
- ▶ To regularly meditate the last part of Jesus' life
- ▶ To regularly have short Q.T.(quiet time) even in a rushed schedule
- ▶ To regularly ask the Holy Spirit for power to refill the strength
- ▶ To regularly maintain morning and evening worship time with family.
- ▶ To have prayer time for my family, students and school
- ▶ To separate my time for Spirit of Prophecy to understand the salvation story

Intellectual Aspect

As a Christian teacher, we have a strong obligation to train our intellectual ability to fit ourselves for service. "If you pay attention to the commands of the Lord your God that I give this day and carefully follow them, you will always be at the top, never at the bottom." (Deut 28: 13)

(1) Goal: To teach my subjects to the best of my ability as a Christian teacher

(2) Objectives: To train my students as my co-teacher to evoke (or stimulate) the challenge of continuous learning.

▶ To regularly attend continuing education and research meetings to stay up-to-date in the profession.

▶ To meet nursing professors who teach nursing management to exchange ideas and information about the national certificate examination and teaching methods and strategies.

▶ To shift the teaching style from teacher-centered to student-centered.

(The small group activity, comments and grades by other student, group teaching, peer evaluation)

(1) Goal: To make every effort to develop the Wholistic Care Model that is the ultimate goal of nursing as a Christian researcher

(2) Objectives: To regularly share ideas and articles about the Wholistic care model with professional colleagues in other Christian universities and colleges.

▶ To regularly publish articles related to the conceptual framework of Wholistic Care Model at least once or twice a year

▶ To encourage the collaborative study with other Christian scholars for developing the Wholistic Care Model

▶ To apply the integration of faith and learning to courses

(1) Goal: To develop the poetic idea and write poems and essays to publish an anthology in memory of my husband's retirement.

(2) Objectives:

▶ To maintain a habit of writing Bible verses and sermons.

▶ To jot down insights on the notes from a walk and meditation of God's words.

▶ To rearrange those insights every season or year for publishing an essay book in the future.

▶ To practice writing a rough draft on the themes that I want to write.

Physical aspect

The physical aspect is more focused in muscle strength and postures

(1) Goal: Exercise (tennis, walking, swimming, etc.) and maintain good health.

(2) Objectives:

1. To play badminton or tennis 3 times a week so that my husband and myself may have good health and good relationship.

2. To keep good muscle condition through aerobic exercise (30 minutes, three times per week).

Social aspect:

This contains the relationship with family who are non-SDA among relatives and married brothers and sisters. It extends to relationship with my students who are not of an SDA backgrounds and to those who are in need. It also has been related to community service activities before or after retirement.

(1) Goal: To have good relationships with non-SDA parents and relatives.

(2) Objectives: To keep in touch with families and students.

Telephone call to the parents and relatives who are not Christians at all.

To play a good role as wife, mother, and daughter-in-law.

- To keep in touch with my students and graduates through email and telephone.
- To invite family, neighbors, and students who are in need and share meal together.
- To be a good mother for daughter-in-law and son-in-law.
- To consider son-in-law as second son and daughter-in-law as second daughter.
- To have time for fellowship with family during morning and evening family worship.
- To invite the same age neighbors and discuss about problems of children.

Future Retirement Plans for Spiritual Care

(1) Goal: To balance the Wholistic Care Model development and nursing care practice.

(2) Objectives:

- To regularly visit the hospital for providing spiritual care with patients once every two weeks.
- To develop and integrate the Wholistic Care Model in Christian prospective before retirement, practicing spiritual care with patients nearby

Retirement Plan

(1) General goal: To have community service in my husband's hometown after retirement.

(2) Specific objectives:

- ▶ Within one year, to remove all the orchard trees and arrange the place for the site of our future house.
 - ▶ Within three years, to prepare all the documents to build the house.
 - ▶ Within five years, to make plans to serve the community where we will live.
 - Facilities will be used for serving people of all ages during weekdays. For instance, English School for elementary school students; physical education for the youth; Cooking school for the housewives; School for the aged.
 - The same place will be facilitated for the Sabbath worship for the church members and community people who are interested in religion.
1. Within seven years, to make plans for the houses.
 2. Within ten years, to start to build the houses.

3. As home visiting professional nurse, participate in-service program to update the knowledge and skills for better community service.

4. To practice a musical instrument (organ) for the future church and make it a channel of communication with people.

E. Policies for 4T (4T: Time, Treasure, Temple, Talent)

The purpose of 4T policies is to train the nursing students based on the priority of the important rather than the urgent. (Table 1)

1. General principle: Priority of the important rather than the urgent.

2. Homework: To read Christ's Object Lessons related to the topics of 4T.

To share the opinions and thoughts after reading and compare those before reading

A. Time:

Time management is not managing time. It is managing oneself. When you fail to plan, you are planning to fail. (Umiker, 1994)

1. Conceptual Element:

(1)"Never be lacking in zeal, but keep your spiritual fervor, serving the Lord."(Romans 12: 11)

(2)"Our time belongs to God. Every moment is His, and we are under the most solemn obligation to improve to His glory. Of no talent He has given will He require a more strict account than of our time.

The value of time is beyond computation. Christ regarded every moment as precious, and it is thus that we should regard it. Life is too short to be trifled away. (Christ's Object Lessons, p. 342)

	URGENT	NON URGENT
IMPORTANT	<p>THE Crisis leader</p> <p>CRISES Deadline-driven projects Pressing problem</p>	<p>THE Planner</p> <p>PERSONAL MISSION STAGEMENT PREVENTION HUMAN RELATION SHIPS MID AND LONG TERM PLANNING PHYSICAL EXERCISE RECREATION (WEEKLY EVALUATION)</p>
UNIMPORTANT	<p>The 80/20 Leader</p> <p>Popular Activities Interruptions some reports some meeting Pressing matters</p>	<p>The Shuffler</p> <p>Too much TV Trivia, busy work some small Endless phone calls Time Waste</p>

TABLE 1. (THE TIME MANAGEMENT MATRIX)

2. Experiential Element:

The nursing manager may start a plan for maximizing use of her time by conducting an inventory of her activities. Next the nurse determines her short, medium, and long-range goals. Above all, she should set priorities to achieve (p. 60).

There are four types of managers in the organization. Table 1 shows that the time management matrix is composed of four portions. To be a effective manager, it is very important to manage the second portion: (agenda which is important but not urgent). For example, they are human relationship construction, preparation for personal mission statement, middle and long-range plan, physical exercise, and preventive remedy. Usually people neglect to manage that portion, because it is not urgent.

Following are the some principles that should be applied for effective time management.

- To have the lists on your plan, and rank them in the order of importance
- To invest your time based on the priority of importance rather than urgency.
- To train the willpower to say "NO" to the schedule that seems to be urgent but not important.
- To make lists, which is the first part of time management matrix (see Figure 3).

Organize your time based on a weekly circle. It produces the concept of balance successfully to achieve the organized goal.

- To take full rest on Sabbath to have an effective worship.

B. Treasure:

1. Conceptual Element:

Suppose one of you wants to build a tower. Will he not first sit down and estimate the cost to see if he has enough money to complete it?" (Luke 14: 28)

2. Experiential Element:

- To set apart some portion of salary for tithe and another one tenth.

(First one tenth for tithe, and second one tenth for church expense and for neighbors in need.

C. Temple:

1. Conceptual Element

"Do you not know that your body is a temple of the Holy Spirit, who is in you, whom you have received from God? (1 Cor 6:19)

2. Experiential Element: (see physical aspect)

D. Talent:

1. Conceptual Element

"To one he gave five talents of money, to another two talents, and to another one talent, each according to his ability. . . . His master replied, "Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!" (Matt. 25: 21)

"The Lord desires us to use every gift (talent) we have; if we do this, we shall have greater gifts to use."(COL. p.354)

2. Experiential Element

* Homework: To read the 'Christ's Object Lessons and report what is read

- To make a table and write a difference between before and after reading
- To emphasize the positive finding on talent
- To plan how to invest a regular amount of time for polishing one's talent.
- To give feedback to reinforce student's paper as soon as possible

This might be a practical exercise for the self-discipline and the glory of God.

II. Organizing:

Organizing is the second function of management. Usually, organizational structure is established, shown on an organizational chart. It also described in position descriptions that defines the scope of responsibilities, relationship, and authority.

1. Conceptual Element:

- (1) "He chose capable men from all Israel and made them leaders of the people, officials over thousands, hundreds, fifties and tens. (Exodus 18: 25)
- (2) Choosing 12 disciples (LK 6: 12-16)
- (3) Sending them two by two (MK 6:7)
- (4) Entering the ark by pairs (Gen. 6-19)

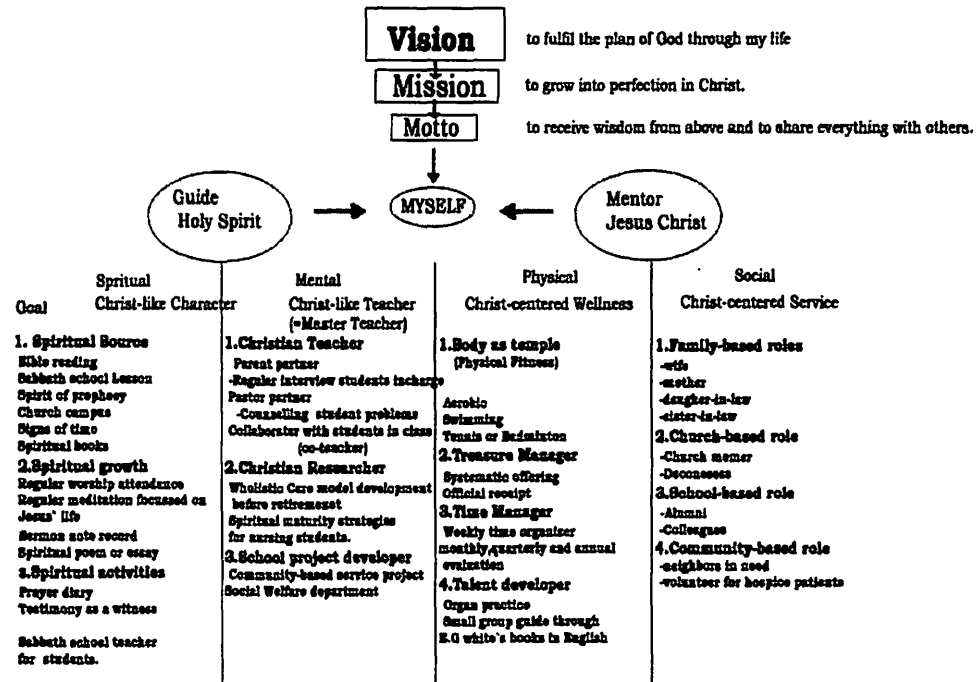


Figure.4 Organizational Chart Applied to Personal life

2. Experiential Element: applying to the personal life (see figure 4)

III. Staffing:

Staffing is the third function of management. Usually, it includes recruiting, selecting, orienting, and developing personnel to accomplish the goals of the organization.

1. Conceptual Element:

- (1). Be devoted to one another in brotherly love. Honor one another above yourselves" (Rom 12:10)
- (2) "He has showed you, O man, what is good. And what does the Lord require of you? To act justly and to love mercy and to walk humbly with your God" (Micah 6:8).

2. Experiential Element:

Plan for choosing the significant others (future husband, parent-in-law, children, etc.) and those who will be employed to give service for the community.

1. Choosing people whose mind is humble and teachable, eager to follow God's will and plan.
2. Choosing those who will make use of the principles in 4T 1R (Temple, Time, Treasure, Talent, Reward).
3. Choosing those who will utilize the program set for their time and health management.
4. Choosing those who will practice the principle of NEWSTART, but not choosing a man who wants to be a NEWSTAR[NEW STAR like a movie star]. A NEWSTAR means that one who is excellent to practice the principle of NEWSTART but ignores the last initial T (Trust in God).
5. Choosing those who will glorify God regardless of what they successfully achieved with their own talents.
6. Choosing those who will pray to God, not complain to Him, when they face a crisis.
7. Choosing those who will pray for the plan of God to be carried out and for His plan for them to be achieved.

Qualifications for Spouses

1. Man who can make his dream come true.
2. Man who guides his/her spouse to heaven.
3. Man who supports one's strong points and covers one's weak points.
4. Man who loves God's Word and who starts and ends the day with prayer.
5. Man who gives encouragement with the Word of God and prayer in time of difficulty.
6. Man who updates one's professional knowledge and skill.
7. Man who prioritizes God's will rather than personal opinion.
8. Man who gives encouragement to parents and family.

9. Man who supports my talents to be developed to the maximum.
10. Man who does not criticize his neighbors.
11. Man who shares humor and demonstrates positive thinking when the family is discouraged.

An idealistic image of self in one's parentage

1. To make one's family motto for children

An idealistic qualifications for good children

1. To have personal relationship with Jesus Christ

IV. Leading:

Leading is the third function of management. After the manager has planned, organized, and staffed, he/she must direct personnel and activities to accomplish the goals of the organization. Knowledge of one's leadership style, managerial philosophy, source of power and authority, and political strategies is important. The most important thing as a leader must resolve conflicts and motivate and discipline staff.

Concept: leadership

1. Conceptual Element:

(1). "Whoever wants to be first must be slave of all"(Mk 10:44).

2. Experiential Element:

For Christian teachers, servant leadership is indicated for their effective teaching.

For students, servant leadership is indicated for their community-based service as a extracurricular activities.

Christian Leadership is "Servant Leadership." It is to energize and renew for the spirit of service on the part of my students in class/out of the class, especially for extracurricular activities in community service.

Five components of leadership: Inspire, Support, Train, Acknowledge, Reward

Application: Follow the steps of five components of leadership

1. "Inspiring" is to influence others to rely upon God.

It is to encourage others to rely upon God by being a good influence.

a. Conceptual Element: relationship between Jonathan and David

"And Saul's son Jonathan went to David at Horesh and helped him find strength in God" (1 Sam 23:16)

b. Experiential Element:

- To show the students my way of life, thinking, behavior as a role model.

2. "Supporting" is the physical and emotional supports to the students who are in need.

a. Conceptual Element: relationship between Paul, Apollos and God

"I (Paul) planted the seed, Apollos watered it, but God made it grow" (1 Cor 3:6)

b. Experiential Element:

- To win souls who have not accepted Jesus as their personal Savior. Students whose backgrounds are Adventists are coworkers for evangelizing non-SDA students.

- To help students in need.

3. "Training" contains advanced skill, ability, qualitative service-oriented, and client-oriented.

a. Conceptual Element: Authority and Delegation

You (disciples) give them something to eat (Mk 6:37).

"The harvest is plentiful but the workers are few. Ask the Lord of the harvest, therefore, to send out workers into his harvest field." (Matt 9:37-38)

b. Experiential Element:

-To train my students to equip them well for their own professional field and service-oriented extracurricular activities.

4. "Acknowledging" contains a set of visible reward like praise, encouragement, and a token of trust to recognize the result of the individual and group effort.

a. Conceptual Element: Source is from God and Man

"At that time each will receive his praise from God". (1 Cor 4:5)

"For it is not the one who recommends himself who is approved, but the one whom the Lord commends." (2 Cor 10:18)

b. Experiential Element:

ex. positive feedback for small group presentation, peer evaluation in class

5. "Rewarding" contains a set of invisible reward like gladness, self-esteem and team spirit.

a. Conceptual Element:

His master replied, well done, good and faithful servant! You have been faithful with a few things: I will put you in charge of many things. Come and share your master's happiness" (Matt 25:23).

b. Experiential Element:

- To have a positive attitude regardless of unexpected results.

6. Concept: Motivation

Motivation consists of the following items:

1. Equality

a. Conceptual Element:

" There is neither Jew nor Greek, slave nor free, male nor female, for you are all one in Christ Jesus." (Gal 3:28)

b. Experiential Element:

- To keep the attitude of "No favoritism" toward my students when I evaluate some group activities related to the subjects and others.

2. Expectation

a. Conceptual Element:

May he give you the desire of your heart and make all your plans succeed. (Ps 20:4)

b. Experiential Element:

- To encourage the student's possibility that God has a plan for each.

- To deal the student with the word of confidence, "I am proud of you in Christ"

3. Situational leadership:

"There is no absolute leadership to fit any circumstances. It depends on the situations of organization.

a. Conceptual Element: Jesus showed the opposite attitude to the same person, Peter.

Eg.

"Come, follow me, and I will make you fishers of men."(Matt 4:19) "Get behind me, Satan! You are a stumbling block to me; You do not have in mind the things of God, but in the things of men."(Matt 16:23)

b. Experiential Element:

- To deal with the same student in two different ways according to the situation.

4. Concept: Communication:

a. Conceptual Element:

If anyone is thirsty, let him come to me and drink (Jn 7:37).

b. Experiential Element:

-To create the environment of trust and acceptance for the students to express their own problem very frankly demonstrating assertiveness skills.

- To open any channel and any time for my students, using formal and informal networks to communicate with them.

- To create a cheerful classroom atmosphere, that fosters willingness to ask any question to learn.

V. Controlling:

"Controlling" is the last function of management. Usually, it contains some important ideas discussed in this stage. Therefore, the controlling stage is very important to develop the strategies.

1. Conceptual Element:

"Whoever can be trusted with very little can also be trusted with much, and whoever is dishonest with very little will also be dishonest with much" (Lk 6:10)

2. Experiential Element:

There are two kinds of evaluation. First, the evaluation of personal time periods such as a day, week, month, quarter, annual, and life plan until death. Second, the evaluation of four respective areas of personal life. The most important thing in the evaluation stage is to give feedback at each stage of the management process: planning, organizing, staffing and directing. Among the four steps, the planning stage is most closely interrelated with the evaluation stage. That indicates the contents of four aspects (spiritual, intellectual, physical, social). Planning stage should be presented in the controlling stage.

A. Lists of Evaluation based on personal time

The time based for evaluation divides a day, week, month, quarter, and year. The most important evaluation is weekly based. The most important but not really urgent agenda should be developed for the nursing manager's growth and career development. The month, quarter, and annual evaluation may review and check the weekly evaluation.

1) Evaluation for one-day

- Do I use the day-at-a-glance calendar for carrying in my purse?
- Do I use the daily work sheet depicting what work should be done within a certain time?
- Do I finish the lists based on schedule for today?
- Do I begin a new day with the Word and prayer?
- Do I finish a day with the meditation of Word and prayer?
- Do I record my emotional feelings on unforgettable experiences in my affairs?

2) Evaluation for a week (see p. 9)

This evaluation is very important for a nursing manager to check the steps toward his/her own intermediate and long term personal life plan. Weekly evaluation consisted in four aspects of area every week. It is to review and summarize the lists of planning stage.

Lists of Evaluation based on four aspects:

- a. Spiritual aspect: planning same as above
- b Intellectual aspect: planning: same as above
- c. Physical aspect: Planning: same as above
- d. Social aspect: Planning: same as above

3) Evaluation for a month

- To review a week-based evaluation.
- To review a month-based evaluation.

- An evaluation for a month should be done based on monthly salary.
- 4). Evaluation for a quarter
 - Evaluating the spiritual growth on every three months when the Sabbath School Quarterly is changed into new one.
- 5). Evaluation for a semester
 - Evaluation for curriculum and student management.
- 6). Annual evaluation
 - A multi-faceted evaluation for an individual's spiritual growth, professional growth as teacher, relationships with family, neighbors, staff, and students.
- 7) Evaluation for life plan (from twenties to seventies)

WEEK	Time				Strong Perspective	Weak Perspective	Balance		
	Spiritual	Mental	Physical	Social			High	Average	Low
1 2 3 13									
1st Quarter									
14 15 16 26									
2nd Quarter									
27 28 29 40									
3rd Quarter									
41 42 43 52									
4th Quarter									
Total									

TABLE 2. Weekly Evaluation for Four dimensions.

B. Lists of evaluation for various dimensions of personal life

(The four items below follow the formula of the "planning stage" in their question)

1) Evaluation of spiritual aspect

- Do I regularly read the Bible, the source of all wisdom and behavior?
- Do I daily study the Bible (or Sabbath School quarterly)?
- Do I memorize the memory verse while taking the bus or subway train?
- Do I regularly read other religious books including Spirit of Prophecy to better understand the Bible?
- Do I begin and end the day with prayer?

☞ Is my prayer list centered on my family and neighbors (excluding my students, people in need, or those under the communist countries)?

2) Evaluation of intellectual aspect (relationship with family members)

☞ Do I play my role as the eldest for my sisters and brothers?

☞ Do I, as the eldest daughter-in-law, keep good relationships with my family-in-law?

☞ Do I, as a pastor's wife, play my proper role?

☞ Do I, as a mother of two children, help them plan their life and help make Christ the Lord of their life?

☞ Do I, as a mother-in-law, show the same love and concern as I did for my children?

3) Evaluation of the social aspect (relationship with family members and students)

☞ Am I taking Christ as my model?

☞ Is my teaching strategies Christ-centered or theory-centered?

☞ How much of my teaching objectives are accomplished through my teaching method?

☞ Is my teaching method clear enough?

☞ Is my evaluation method helpful to measure my teaching objective?

☞ Is the behavior and life of students changed through my teaching?

☞ Is my nursing management class useful for the preparation of the national board examination?

☞ Is my health condition good enough to carry out my professional job?

4) Evaluation of the social aspect (as a Christian neighbor with community)

☞ Is my fellowship with my neighbor giving help for their life?

☞ Am I the first person to be remembered by my neighbor when they face problems?

☞ How much do I give to help my neighbor in need?

☞ How much can I help people in other countries?

☞ Do I hurt my neighbors because of my selfishness?

☞ What is the best way to outreach to relatives who do not know Christ?

☞ Is my life a fragrance of Jesus to my neighbors?

3. Final and ultimate evaluation at the time of death

☞ Can I close my eyes with the following words?

I want to close my life: while greeting my family, relatives, friends, and neighbors, who have helped me and shared their love with me; comforting each other with the hope of second coming; glorifying His name with hymns of thanksgiving; and reciting the following promise of the Bible.

I have fought the good fight, I have finished the race, I have kept the faith. Now there is in store for me the crown of righteousness, which the Lord, the righteous Judge, will award to me on that day—and not only to me, but also to all who have longed for his appearing (2 Tim 4:7, 8, NIV).

Conclusion

1. The course helps the students understand the concept of management.
2. The course helps the students manage their personal lives by themselves and prepare them to be equipped with good qualifications of a manager.
3. The course helps students achieve personal goals as well as the institution's goal where they are employed.

Evaluation by senior nursing students after homework in Sahmyook Health and Nursing College, Korea

- ♣ Student A: It was a very painful time to prepare this homework, which was to think about my life very sincerely. Actually I never had time to plan my future before. But it was rewarded.
- ♣ Student B: I realized that my life is only one time. No exercise. From now on I will save my time to achieve my goal in my life written my life plan.
- ♣ Student C: I have a chance to think about the criteria of future partner. I realized that the criteria should fit with my goal of life and it is I who take the initiative to handle my marriage.
- ♣ Student D: It's a very hard experience to take time building my own life plan. Especially we are in big burden to pass the national certificate examination. But it should be done as a professional nurse.
- ♣ Student E: I am a Buddhist. I replaced all word written in 'God, to "Buddha" Is it OK?

I gave this feedback. "Yes, of course, . . . Nevertheless you'd better understand distinction between God, the Creator and Buddha.

- ♣ Student F: (She sent email after graduation)

I am on the waiting list to work in a big hospital. While I was waiting I began to work some place as a temporary secretary. It was very hard for me to endure. Whenever I was discouraged, I reviewed the homework (my life plan). Then it gives me new courage and ambition and endurance to achieve my mission and goals in my future.

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