



Strategic Plan 2015-2020

Executive Summary

A five year strategic plan for the Alice Ramez Chagoury School of Nursing (ARCSON) has been developed for the period 2015-2020, based on a SWOC analysis conducted in 2014-2015. The faculty reaffirmed the existing Mission Statement and Vision for the next five years.

Mission Statement

The Alice Ramez Chagoury School of Nursing is dedicated to improving the health of the people of Lebanon and the Middle East region by educating professional nurses and contributing to advances in health care through innovative research, scholarship and service. To ensure academic excellence the curriculum is built on a liberal arts foundation and complements nursing science with knowledge from the biomedical and social sciences. Through an interprofessional educational process we engage students as whole persons, preparing them to be empathic, competent and ethical clinicians and future leaders in healthcare.

Vision

To be the pioneering school of nursing in Lebanon and the Middle East region through interprofessional education of knowledgeable, skilled and conscientious professional nurses and the generation of new nursing knowledge to address contemporary health care needs.

Strategic Goals and Initiatives

The following strategic goals were developed to build on identified strengths and opportunities and address the weaknesses and challenges revealed by the SWOC analysis. They align well with the mission and vision of the School, and with the aspirations and aims of the University. Working to achieve these goals will push the faculty and staff to grow individually and collectively and enable the School to remain innovative in its stance toward nursing education.

The table below outlines several initiatives related to each strategic goal. A more detailed action plan that includes key performance indicators, proposed timeline and identification of resources needed to achieve the goals has been developed. On an annual basis the action plan will be reviewed by the faculty

as a whole and refined, adjusted, and amended based on progress made. This in turn will set direction for the ARCSON councils. It also will serve as a guide for budget development for each academic year.

Goal	Initiatives
<p>1. Offer intellectually challenging academic programs based on nursing science, American standards of professional practice and best practices in contemporary higher education.</p>	<p>1. Assure that B.S.N. curriculum remains consistent with the Essentials of Baccalaureate Education for Professional Nursing Practice (AACN, 2008), stakeholder needs, and advances in nursing knowledge.</p> <p>2. Launch the Step-Up Program for nurses who hold the <i>Technique Supérieur</i> in nursing.</p> <p>3. Prepare to open a master's in nursing program based on the Essentials of Master's Education in Professional Nursing (AACN, 2011) and local market needs.</p> <p>4. Maintain accreditation for the B.S.N. program.</p> <p>5. Introduce instructional approaches that are aligned with best-practices in both classroom and clinical nursing education.</p>
<p>2. Apply and conduct research and scholarship that addresses health care needs within the region.</p>	<p>1. Hire tenure-track faculty consistent with teaching needs/requirements for new programs, nursing enrollment, and LAU strategic plan.</p> <p>2. Secure extramural funding for faculty research and scholarly projects.</p> <p>3. Establish affiliation with an international research intensive school of nursing.</p> <p>4. Develop mechanisms and alliances that foster interdisciplinary research and scholarship.</p>
<p>3. Recruit and retain qualified and enthusiastic faculty who serve as leaders within the profession.</p>	<p>1. Increase LAU funding for faculty development for clinical track faculty.</p> <p>2. Secure LAU sponsorship for current faculty who want to pursue doctorate degrees.</p> <p>3. Develop promotion criteria for faculty in joint appointment positions.</p> <p>4. Develop a pool of contingent faculty with needed qualifications for teaching didactic and clinical courses in the school.</p> <p>5. Establish affiliation with an international school of nursing that has highly regarded nursing programs.</p> <p>6. Maintain a work environment that supports collaboration and satisfaction for faculty and staff.</p> <p>7. Provide learning opportunities for staff that maximize their contributions to the operation of the school.</p>

Goal**Initiatives**

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| <p>4. Attract and retain qualified students who, upon graduation, contribute to high quality interprofessional care and the advancement of nursing.</p> | <ol style="list-style-type: none"> 1. Secure gifts, grants and endowment funding to provide financial assistance and scholarships that attract high caliber students at all program levels. 2. Identify and evaluate feasibility of approaches to lessen the impact of the travel for students between campus and clinical sites. 3. Implement strategies that help students assume responsibility for their learning and transition into the professional nurse role. 4. Review admission criteria to determine if they are getting us qualified students and those most likely to perform above minimum requirements. 5. Develop innovative strategies to enhance recruitment in regions of Lebanon from which we have received few applicants. |
| <p>5. Continue to raise the visibility and reputation of the school within Lebanon and beyond.</p> | <ol style="list-style-type: none"> 1. Engage faculty, students, alumni and staff in LAU initiatives that promote the image of nursing. 2. Use various avenues to highlight accomplishments of ARCSON, nursing faculty and nursing students. 3. Partner with the Nursing Department at LAUMC-RH to expand the Lifelong Education and Development Services to address the needs of the nursing community in Lebanon and become a revenue generating service. 4. Develop a community service initiative within the Jbeil region that will enhance health, student learning, interprofessional education, and research and scholarship possibilities. |