



**Alice Ramez Chagoury
School of Nursing**

Strategic plan 2022-2027

Approved

The Alice Ramez Chagoury School of Nursing is accredited by the Commission on Collegiate Nursing Education and chartered in the USA.

Overview

The Alice Ramez Chagoury School of Nursing (ARCSON) at the Lebanese American University is one of the most prestigious schools of nursing in Lebanon, and a pioneer in inter-professional education in the Middle East. The school offers a Bachelor of Science in Nursing (B.S.N.) degree that enables graduates to work as generalist nurses. The school is committed to excellence in education through a concept-based curriculum and experiential learning approaches, as well as a learning environment that promotes personal and professional development. The B.S.N. program at LAU is accredited by the Commission on Collegiate Nursing Education (CCNE) and registered by the Department of Education of New York State, HEGIS code 1203.10. ARCSON is a member in the American Association of Colleges of Nursing (AACN).

As of Fall 2022, 257 students have graduated with a BS in Nursing from ARCSON, and we currently have 210 enrolled students compared to less than 100 five years ago. The increase in student enrollment is attributed mainly to the COVID-19 PANDEMIC, the economic crisis, and the attraction of the nursing profession. Graduates have been enrolled in higher education programs in universities in UK, Europe, the United States, and Lebanon. Several are in the process of completing their Ph.D. Many alumni work in governmental bodies, international and national organizations, and private institutions.

Our nursing students reflect the diverse population of Lebanon. They come from different socioeconomic, religious, and ethnic backgrounds, and private and public schools. With a focus on Lebanon's needs, the academic curriculum is committed to the integral connection between education, research, and civic engagement. The Program is multidisciplinary and encourages complementary and interprofessional teamwork. The BSN provides students with clinically based experiential learning at the Primary, Secondary, and Tertiary levels (Hospitals, PHCs, long-term facilities, schools, and rehabilitation centers). It includes practicums, capstone, and COOP service training.

Mission & Vision

The Alice Ramez Chagoury School of Nursing is committed to preparing empathic, competent, and ethical professional nurses as future leaders dedicated to improving the health of the people of Lebanon and the Middle East region through interprofessional education, innovative research, scholarship, and community engagement.

The vision of the Alice Ramez Chagoury School of Nursing is to be the pioneering school of nursing in Lebanon and the Middle East region through interprofessional education of knowledgeable, competent, and conscientious professional nurses and the generation of new nursing knowledge to address contemporary healthcare needs.

A SWOT analysis completed by faculty in November 2022 served as the foundation for the development of ARCSON's five-year strategic plan for the years 2022–2027. The above Mission Statement and Vision were confirmed by the faculty for the following five years.

The table below outlines several initiatives related to each strategic goal, along with the key performance indicators, proposed timeline and identification of resources needed to achieve the goals. The ARCSON Strategic Plan is based on five Goals that are compatible with the university's strategic plan: education, research, faculty, students, and outreach (including clinical and community service). This strategic plan is a living document that will be altered in response to unanticipated changes and the resources at hand. It will also serve as a guide for the Nursing School's budget and future resource allocation.

| Goal 1: Education: Create an environment that fosters excellence in education and prepares professionals to fulfill the job market need at the national, regional and international levels | | | | | | | | | | |
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| Objectives | Strategic Initiatives | Indicators (KPIs) | Time | Person in Charge | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | |
| Objectives 1.1: Provide and maintain excellent quality concept-based curriculum at the undergraduate level aligned with the revised AACN Essentials & based on nursing science, American standards of | 1.1.1 Revise the curriculum based on the newly released AACN essentials | KPI 1: New curriculum aligned with new AACN Essentials | | Dean, Director Assessment officer, Curriculum and Academic Council, and faculty | XXX | XXX | | | | |
| | 1.1.2 Implement revised curriculum | KPI 2: Date of implementation | | | | | XXX | XXX | XXX | |
| | 1.1.3 Systematically assess the program curriculum to ensure quality and sustainability that is aligned with the new AACN Essentials | KPI 3: Assessment report | | | | | | | | XXX |
| | 1.1.4 Maintain an excellent colloquium pass rate | KPI 4: Annual Colloquium | | | | XXX | XXX | XXX | XXX | XXX |

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| <p>professional practice and best practices in contemporary higher education</p> | <p>1.1.5 Follow up on graduates' and Alumni survey</p> <p>1.1.6 Maintain the CCNE accreditation</p> <p>1.1.7 Maintain regional and international benchmarks for BSN program.</p> | <p>certification pass rates</p> <p>KPI 5: Sky factor report and alumni survey reports</p> <p>KPI 6: CCNE mid-term accreditation report to be submitted in 2023 and self-study draft for re-accreditation to be developed in 2027.</p> <p>KPI 7: Benchmark report</p> | | | <p>XXX</p> <p>XXX</p> <p>XXX</p> | <p>XXX</p> <p>XXX</p> | <p>XXX</p> <p>XXX</p> | <p>XXX</p> <p>XXX</p> | <p>XXX</p> <p>XXX</p> |
| <p>Objective 1.2 Develop new programs, diplomas and certificates that respond to national and regional needs</p> | <p>1.2.1 Establish a new advisory board which includes more employers, key experts in the discipline.</p> <p>1.2.2 Assess the need for new programs/diplomas/certificates</p> <p>1.2.3 Establish new programs and integrate specialized diplomas and certificates</p> | <p>KPI 1: Established Advisory Board</p> <p>KPI 2: Assessment Report</p> <p>KPI 3: Number of new programs/diplomas and certificates</p> | | <p>Dean, CAC Director,</p> | <p>XXX</p> <p>XXX</p> | | <p>XXX</p> <p>XXX</p> | <p>XXX</p> <p>XXX</p> | <p>XXX</p> <p>XXX</p> |

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| Objective 1.3: Improve the quality of teaching and student learning and recognize excellence in teaching | 1.3.1 Encourage faculty to attend CIL and simulation workshops to enhance active learning, modern pedagogical methods, and education technology. | KPI 1: Number of faculty who attended CIL or simulation workshops | | Dean, Director | XXX | XXX | XXX | XXX | XXX |
| | 1.3.2 Encourage nursing Faculty members both full time and part time to attend in house training concerning teaching and learning as well as local, regional or international conferences. | KPI 2: Number of faculty who attended such activities | | | XXX | XXX | XXX | XXX | XXX |
| | 1.3.3 Define Active Learning and innovative pedagogy | KPI 3: Definition in place | | | XXX | | | | |
| | 1.3.4 Integrate active learning and innovative pedagogy whenever possible | KPI 4: Percentage of courses with active learning or innovative pedagogy | | | | XXX | | | |
| | 1.3.5 Include innovation in the yearly faculty performance appraisal | KPI 5: Implementation in faculty performance appraisal | | | | XXX | XXX | XXX | XXX |
| | 1.3.6 Identify a Faculty member to coordinate faculty development in the technology field. | KPI 6: One faculty identified | | | | XXX | | | |

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| | <p>1.3.7 Meet the students' needs in terms of academic and co-curricularin collaboration with the Faculty</p> <p>1.3.8 Increase the integration of all levels of simulation and IPE across BSN curriculum to enhance transition into the practice environment</p> <p>1.3.9 Assign the appropriate load of teaching for each faculty rank or type to maintain the quality of teaching.</p> <p>1.3.10 Improve the delivery of courses through yearly course file discussions.</p> | <p>KPI 7a: Needs are identified KPI 7b: Needs are met</p> <p>KPI 8: % increase in integration of the simulation and IPE across BSN curriculum</p> <p>KPI 9: Report on implementation</p> <p>KPI 10: Yearly minutes of course file discussions</p> | | | <p>Yearly</p> <p>Yearly</p> | <p>XXX</p> <p>XXX</p> | <p>XXX</p> | | |
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| Goal 2: Research: Nurture research culture to motivate and improve number of publications in peer reviewed journals | | | | | | | | | |
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| Objectives | Strategic Initiative | Indicators (KPIs) | Time | Person in Charge | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
| Objective 2.1: Promote faculty research and scholarly activities | 2.1.1 Define research active faculty 2.1.2 Develop initiatives that would inspire low-active faculty to be more engaged in research and scholarship 2.1.3 Evaluate the impact of initiatives 2.1.4 Develop a criteria to grant more time for selected research active faculty 2.1.5 Build capacities of nursing faculty to actively engage in research activities 2.1.6 Encourage collaboration among faculty especially with those on non-tenure track. 2.1.7 Encourage faculty to submit research proposals and projects to internal and external funding sources | KPI 1: Definition in place KPI 2: Number of initiative KPI 3: Percent of low-active who became research active KPI 4: Criteria in place KPI 5a: Number of workshops/activities/travel/conferences that promote research skills KPI 6: % increase in collaboration especially with non-tenure track faculty KPI 7: Number of successful and unsuccessful proposals | | Dean, Director | XXX | XXX | XXX | | |
| | | | | | Yearly | | XXX Onward | XXX | |

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| | <p>2.1.8 Encourage inter-professional research collaborations with other faculty</p> <p>2.1.9 Encourage international research collaborations</p> | <p>KPI 8: % of faculty engaged in inter-professional research and scholarship collaborations</p> <p>KPI 9: % of faculty engaged in international research and scholarship collaborations</p> | | | <p>Yearly</p> <p>Yearly</p> | | | | |
| <p>Objective 2.2: Promote undergraduate student research and scholarly activities</p> | <p>2.2.1 Reshape the curriculum to include undergraduate research and scholarship.</p> <p>2.2.2 Offer students the opportunity to become research oriented and be able to use evidence-based research in the clinical practice</p> <p>2.2.3 Develop a student research award system</p> <p>2.2.4 Evaluate the impact of the award system</p> | <p>KPI 1: Number of courses promoting undergraduate research and scholarship</p> <p>KPI 2: Number of students engaged in undergraduate research</p> <p>KPI 3: Research award system established</p> <p>KPI 4: % increase in undergraduate research output</p> | | | <p>XXX</p> | <p>XXX</p> <p>XXX</p> <p>XXX</p> | <p>XXX</p> | | |

| | 4. Provide faculty with the opportunity to attend specialized professional workshops or conferences locally, regionally or internationally | KPI 4: Percentage of faculty attending specialized workshops or conferences (virtual or physical) | Yearly | | Yearly | | | | |
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| Goal 4: Students | | | | | | | | | |
| Objectives | Strategic Initiative | OUTPUTS (KPIs) | Time | Person in Charge | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
| Objective 4.1: Attract and retain qualified students | 4.1.1 Review the recruitment marketing strategy | KPI 1: A new strategy in place | Yearly | Director, recruitment office, financial Aid office | Yearly | XXX | | | |
| | 4.1.2 Coordinate with LAU recruitment office to implement the new strategy | KPI 2: Implementation plan | Yearly | | | XXX | | | |
| | 4.1.3 Increase nursing school visibility through the organization of national nursing activities such as conferences, workshops, community services... | KPI 3: Number of such activities | | | | XXX | XXX | | |
| | 4.1.4 Provide opportunities to increase student scholarships and financial aid and other funding to cover the cost of tuition. | KPI 4: List of opportunities geared toward increasing student scholarships and financial aid (Gala dinner; fund raising projects; MOUs with Hospitals to cover partial tuition). | | | | | | | |
| | | | | | Yearly | | | | |
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| | <p>4.1.5 Involve students and alumni in student recruitment visits and events.</p> <p>4.1.6 Establish and Market a premedical Nursing curriculum</p> <p>4.1.7 Assess and improve the advising services for incoming and continuing students</p> | <p>KPI 5: Number of recruitment events involving students and/or alumni</p> <p>KPI 6: A premedical curriculum on School website</p> <p>KPI 7a: Assess current advising practices and identify gaps</p> <p>KPI 7b: An updated advising strategy is implemented</p> | | | | <p>XXX</p> <p>XXX</p> | | | |
| <p>Objective 4.2: Provide students with an exceptional experiential experience</p> | <p>4.2.1 Assess existing partnerships/MOUs and identify compatible new partnerships and clinical sites for ARCSON students</p> <p>4.2.2 Increase the integration of simulation across the curriculum to enhance transition into the practice environment</p> | <p>KPI 1a: Assessment report</p> <p>KPI 1b: Number of new clinical and field experience sites.</p> <p>KPI 1c: Close the loop between student evaluations of clinical sites and experiential experiences and yearly revisions/updates to the planned experiential learning opportunities. This would be visible in yearly Course Files.</p> <p>KPI 2: % of courses with a simulation component</p> | | | Yearly | XXX | | | |

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| <p>Objective 4.3: Engage students in diverse co-curricular activities to enhance student experience</p> | <p>4.3.1 Identify the types of co-curricular activities that support attainment of learning outcomes</p> <p>4.3.2 Coordinate various co-curricular activities</p> | <p>KPI 1: Report on type of co-curricular activities</p> <p>KPI 2: Number of new co-curricular activities and percentage of participating Nursing students</p> | | <p>Yearly</p> <p>Yearly</p> | | | | | |
| <p>Objective 4.4: Promoting clinical values and competencies within the experiential learning setting.</p> | <p>4.4.1 Maintain the tracking system to evaluate the experiential learning process of students</p> <p>4.4.2 Develop a strategy to track values and core competencies implementation</p> <p>4.4.3 Document all meetings between part-time instructors/preceptors and Faculty conducted to discuss the clinical performance of students.</p> | <p>KPI 1: Tracking system fully operational</p> <p>KPI 2: Strategy established</p> <p>KPI 3: Minutes of meetings</p> | | <p>Yearly</p> | <p>XXX</p> <p>XXX Onward</p> | | | | |

| Goal 5: Outreach: Develop and maintain a constructive community relationship | | | | | | | | | |
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| Objectives | Initiative | OUTPUTS (KPIs) | Time | Person in Charge | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
| Objective 5.1: Establish a center/unit for consulting and training | 5.1.1 Set structure and objective of the training center/unit | KPI 1: Structure established with clear objectives | | Dean, Director | XXX | | | | |
| | 5.1.2 Identify potential consulting/training programs based on needs assessment | KPI 2: A list of consulting/training programs certificates | | | XXX | | | | |
| | 5.1.3 Publicize the center/unit and its offerings in coordination with the ACE and GASC | KPI 3a: MOUs with ACE and GASC KPI 3b: Number of training programs | | | XXX | | | | |
| Objective 5.2: Promote visibility and reputation of the school within Lebanon and the region. | 5.2.1 Reinforce the relationship with Alumni | KPI 1a: First Alumni Chapter in place KPI 1b: Number of acknowledgements/celebrations of our Alumni success stories | | faculty and Director | Yearly | XXX | | | |
| | 5.2.2 Engage faculty, students, alumni and staff in LAU | KPI 2: Number of such | | | | | | | |

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| | <p>initiatives that promote the image of nursing</p> <p>5.2.3 Use various opportunities to highlight activities and accomplishments of ARCSON faculty and students</p> | <p>activities</p> <p>KPI 3a: Developed Website and social media</p> <p>KPI 3b: developed communication plan with STRATCOM</p> <p>KPI 3c: Number of stories posted</p> | | | <p>Yearly</p> <p>XXX</p> <p>XXX</p> | <p>XXX</p> | | | |
| <p>Objective 5.3: Reach out to the community through health activities</p> | <p>5.3.1 Identify potential community activities across Lebanon</p> <p>5.3.2 Implementing planned community activities</p> | <p>KPI 1: List of yearly community activities</p> <p>KPI 2: Stories about performed activities</p> | | <p>School</p> | <p>Yearly</p> <p>Yearly</p> | | | | |