



**AUB** American  
University  
of Beirut

الجامعة الأمريكية في بيروت

**AUB**

Beirut, Lebanon

## PROVOST

### POSITION SPECIFICATION

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**WITT / KIEFFER**

## **THE OPPORTUNITY**

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The American University of Beirut (AUB) seeks a Provost to serve as the Chief Academic Officer for the pre-eminent institution of higher learning in the Arab Middle East and the only private STEM (Science, Technology, Engineering, and Medicine) university in the region.

AUB, founded in 1866 as a private, not-for-profit, coeducational, independent, non-sectarian institution of higher learning, is accredited by the Middle States Commission on Higher Education. AUB has grown into a major university with over 7,000 students, including over 900 graduate students and 300 medical students. They come to AUB, considered one of the premier universities in the Middle East, from 68 countries. AUB is located on a beautiful 73-acre campus on the Mediterranean in Beirut. AUB also manages an internationally recognized 330 bed teaching and research hospital, ranked first in Lebanon, and a 247-acre agriculture research and training facility in the Bekaa Valley.

The University has six faculties: Arts and Sciences, Medicine (including the School of Nursing), Engineering and Architecture, Agricultural and Food Sciences, Health Sciences, and the Olayan School of Business. AUB offers programs leading to bachelor's, master's, PhD, and MD degrees. It has been coeducational since 1922; its student body is 49 percent male and 51 percent female. There are 652 full-time equivalent faculty; 83 percent of the faculty members are full-time. English is the language of instruction in all programs, except for coursework in the Department of Arabic and in foreign language courses. AUB's endowment is approximately \$470 million.

For additional details and further information about AUB and the Provost opportunity, please see below and visit the websites at [www.aub.edu](http://www.aub.edu); <http://staff.aub.edu.lb/~weboira/FB200708.pdf> and at [www.aub.edu.lb/activities/public/2008/provost\\_search/](http://www.aub.edu.lb/activities/public/2008/provost_search/).

## **AMERICAN UNIVERSITY OF BEIRUT: AN OVERVIEW**

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### **Mission Statement**

The American University of Beirut (AUB) is an institution of higher learning founded to provide excellence in education, to participate in the advancement of knowledge through research, and to serve the peoples of the Middle East and beyond. Chartered in New York State in 1863, the University bases its educational philosophy, standards, and practices on the American liberal arts model of higher education. The University believes deeply in and encourages freedom of thought and expression and seeks to foster tolerance and respect for diversity and dialogue. Graduates will be individuals committed to creative and critical thinking, life-long learning, personal integrity and civic responsibility, and leadership. (*Published 2005*)

## **Institutional History**

Prior to the 1975-1989 war, AUB was the regional university of choice; the war eroded its status, but its strong academic leadership and new financial resources have enabled AUB to rebound quickly. The University is emerging as a leading center in the Middle East for interdisciplinary teaching and research.

In addition to its educational mission, AUB is one of the key institutions in the Middle East with the ability to bring diverse people together and to quietly demonstrate the value of tolerance across diverse communities, setting an example of co-existence and harmony for Lebanon and for the region. It is this unstated addition to the educational mission of the University that gives particular urgency and importance to attracting strong leadership for AUB. This will be an unusually rewarding assignment for a candidate who is drawn to the larger mission of the University and its influence for good across the region.

## **Background**

Founded by missionaries who deliberately chose to register the University as part of the public system of higher education in New York State rather than as an evangelical institution, AUB has always seen itself as a uniting force where differing cultures, races, and religions can find intellectual common ground and mutual respect. Founded as the Syrian Protestant College, its name was changed to American University of Beirut in 1920. In 1867, the College opened the first school on the American model of medical education. Today the AUB Medical Center is renowned in the Middle East. When the nursing school was opened in 1905, it not only led that field of study in the region, but it also brought women into the University. Today, roughly half of AUB students are women and increasing numbers of women have joined the faculty. In the early 1950's, schools of engineering/architecture, public health, and agriculture were also added. More recently, in 2000, the school of business (founded as the Department of Commerce in 1902) separated from the Faculty of Arts and Sciences, and acquired its own dean and independent MBA and executive MBA programs. Consistently, over all of its 140 years, AUB has maintained a fundamental commitment to a challenging undergraduate liberal arts curriculum.

The University offers 25 degrees or diplomas and over 100 undergraduate and graduate programs organized into six schools or faculties, headed by distinguished academics and medical professionals in their respective fields.

- Faculty of Agricultural and Food Sciences: Dean Nahla Hwalla, PhD (AUB)
- Faculty of Arts and Sciences: Dean Khalil Bitar, PhD (Yale University)
- Faculty of Engineering and Architecture: Dean Ibrahim Hajj, PhD (University of California, Berkeley)
- Faculty of Health Sciences: Dean Huda Zurayk (Johns Hopkins University)

- Faculty of Medicine, including a School of Nursing, and a tertiary-care University Hospital: Dean Nadim Cortas, MD (AUB)
- Suliman S. Olayan School of Business: Dean George Najjar, PhD (University of Southern California).

The undergraduate college remains the University's largest and signature program. Meanwhile, the launch of a range of selective PhD programs in 2007 is a significant indicator that AUB will soon be acknowledged as the region's leading producer of outstanding PhDs for the Arab Middle East's rapidly growing higher education and research market. These PhD programs are in Arabic Language and Literature, Arab and Middle Eastern History, Cell Biology, and Theoretical Physics in the Faculty of Arts and Sciences; and in Civil, Environment, Mechanical, Electrical and Computing Engineering in the Faculty of Engineering and Architecture.

There are 546 full-time and 262 part-time instructional (including clinical) faculty members and nearly 3,000 staff. AUB has awarded a total of some 70,000 degrees and has over 46,000 living alumni in approximately 90 countries with a strong majority in Lebanon and the Middle East. The annual budget totals over \$180 million. AUB recently completed the largest university fund raising campaign ever in the Arab Middle East, reaching its \$140 million goal ahead of schedule. The University's endowment is \$470 million.

## **Facilities**

The University operates 81 buildings on its wooded, Beirut campus overlooking the Mediterranean, including the hospital complex, three museums, six dormitories, athletic venues, and numerous classroom, laboratory, and administrative facilities. There is considerable green or garden space and the campus does not have the feel of an urban location. It is a beautiful oasis in the city. The University is currently in the early stages of an \$80 million building program over several years designed to thoroughly modernize the campus. New buildings recently completed or at different stages of design and construction include the C.C.C. Scientific Research Building, the Charles Hostler Student Center, the Olayan School of Business, the new School of Nursing, the Abu Khater Outpatient Building, the Issam Fares Institute for Public Policy and International Affairs, and the Irani Oxy Engineering Complex. AUB was among the first universities in the region to completely wire its facilities for internet and LAN activity and recently added wireless capability. A growing number of courses actively use these resources for instruction. These initiatives are likely to be financed by blending Lebanese funding, US government money, private donor resources and debt instruments. A campus master plan is in place to govern facilities development and, while there will always be pressing facility needs, particularly at the busy medical center, AUB is fortunate to have an attractive, modern, and effective campus.

## Accreditation

AUB functions under a Charter of the Education Department of the State of New York, which registers and certifies AUB's curricula, degrees, and certificates. The Lebanese government also recognizes AUB degrees through the equivalence committees of the Ministry of Education and Higher Learning. AUB received accreditation from the Middle States Commission on Higher Education in June 2004 (New York State is within the Middle States region). Membership in the Middle States Association includes a commitment to continuous self-improvement through self-study and review by peers. AUB's institutional Self-Study report and the review report of The Middle States Commission on Higher Education may be viewed on the AUB web site <http://staff.aub.edu.lb/~webaccr/> or [www.aub.edu](http://www.aub.edu) under accreditation.

Besides Middle States accreditation, the University's professional schools are either accredited or actively working on their own accreditations with established U.S. professional accreditation bodies. The AUB Medical Center has been accredited by the Joint Commission International, and the School of Nursing has been accredited by the Commission on Collegiate Nursing Education (CCNE) – the first school of nursing to be accredited by CCNE outside the US territories. The Faculty of Engineering and Architecture is working toward ABET accreditation, the Olayan School of Business on AACSB accreditation, and the Faculty of Health Sciences has recently had its graduate public health program accredited by the Council on Education for Public Health (CEPH) in the US; it is the first CEPH-accredited program outside North America.

## Organizational Structure

### The Board of Trustees

AUB's Board of Trustees is autonomous and actively engaged in supporting the University. It is made up of 45 international leaders in business, education, diplomacy, engineering, philanthropy, science and medicine. AUB also maintains a distinguished International Advisory Council. ([www.aub.edu.lb/about/bot.html](http://www.aub.edu.lb/about/bot.html))

### The Faculty

“Faculty quality is the sine qua non of our enterprise. It is the magnet that leads to student quality.” (*Former President John Waterbury, 2006*)

There are 546 full-time and 262 part-time instructional (including clinical) faculty members providing a student to faculty ratio of 13/1. The majority of faculty members have advanced degrees from leading institutions in the US, Europe and the Middle East. A number previously served on the faculties at leading U.S. and British research universities and medical schools.

Sixty-three percent of all AUB faculty members are Lebanese citizens. Of the remainder, 24 percent hold Lebanese and another (often North American) nationality, while 13 percent are non-Lebanese. Women comprise about 37 percent of full-time faculty. AUB faculty are committed

to and involved in teaching and enabling student learning; advising and mentoring students in the achievement of career goals; sharing in academic policy- and decision-making; conducting and publishing quality research; participating in University governance; and serving the broader community. A significant number of AUB faculty take part in externally-funded research by private or public sources (from the region, Europe or the U.S.), as well as in other scholarly activities that are strongly supported by AUB.

During the Lebanon war, faculty tenure was suspended at AUB owing to financial exigencies. Currently, the faculty, administration and trustees are discussing proposals focused on how faculty tenure might be re-introduced at AUB. This will continue to be a significant issue when the new Provost is appointed.

### **The Students**

The University's total enrollment is 7,047 students, representing 68 countries. Of these, 80 percent are undergraduates and mainly from Lebanon. Currently, almost one-fifth of AUB students attended a secondary school or university outside of Lebanon before coming to AUB, with 10 percent of undergraduates coming from the region (the UAE, Saudi Arabia, Jordan, Syria, and Kuwait). Women comprise 49 percent of the student population. Twenty seven percent of admitted students in 2007-08 were among the top 10 percentile of their high school graduating class and 78 percent of admitted students were among the top 50 percentile. The retention rate is 92 percent, and the graduation rate is 84 percent.

Undergraduate tuition varies between roughly \$10,000 and \$14,000. Approximately \$10.5 million in total aid and assistantships are awarded each year.

### **The Community: Beirut, Lebanon**

Today's Republic of Lebanon is an ancient crossroads. It is a small country of 3.7 million people, carved out of the mountains at the eastern end of the Mediterranean. It emerged from the collapse of the Ottoman Empire at the World War I and gained its independence in 1943, after nearly a quarter century of French rule. Lebanon's population is a constellation of Muslim and Christian sects that cut across a variety of socio-economic groups. Roughly 90 percent of the population is literate and per capita GDP is about \$5,500.

The country suffered an extended internal war from 1975-1989, fought along sectarian and socio-economic lines and exacerbated by foreign military interventions. A period of recovery began in the late 1990s. However, the country is currently experiencing a difficult political situation. At the same time, Lebanon is renowned for the resilience of its people and most institutions continue to operate normally, notably AUB.

Beirut is a cosmopolitan city of 1.5 million people. It is Lebanon's capital and the heart of its exciting, diverse cultural, artistic, and entertainment life. The city is recovering the entrepreneurial and banking roles it played prior to the 1975-1989 war as the "Paris of the

Middle East.” The Lonely Planet Middle East travel guide observes that “Coolly combining the ancient with the ultramodern, Lebanon is one of the most captivating countries in the Middle East... The rejuvenation of the Beirut Central District is one of the largest, most ambitious urban redevelopment projects ever undertaken... Lebanon’s cuisine is considered the richest of the region...” As home to AUB, Beirut is a wonderful host city. The University plays a leading role in Beirut’s intellectual and cultural life. As one of those institutions open across all religious and political lines, AUB seeks to help the city heal and to assist it as it rebuilds its economic and cultural vitality.

The AUB campus is gated and very safe. Even during the civil war, the campus was not invaded, and there have been no incidents in the last 10 years. There is a comprehensive emergency plan that has been implemented successfully in the recent past.

The President, Provost and Deans all live on the AUB campus and are provided with excellent, heavily subsidized family housing.

## **STRATEGIC PLANNING FOR THE FUTURE OF AUB**

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### **Strategic Vision**

AUB pursues its goals of excellence in education, research, and service in a rapidly changing environment for higher education. Globally, higher education is challenged by rapid developments in technology, heightened expectations of increased academic and service quality from internal and external constituents, and intense competition for resources and outstanding students and faculty. In the region, competition is becoming more severe, with the number of institutions increasing at a significant rate. Countries without a university 20 years ago now have ‘Education Cities’ where universities from the four corners of the world converge and offer programs in higher education and research. In Lebanon, the number of private higher education institutions has tripled in the last decade. AUB retains its prominence, but it is clear that in this more competitive environment, the University must delineate its priorities, focus its efforts, and concentrate its resources on achieving clear goals.

The University is articulating the ways in which it seeks to strengthen its undergraduate liberal arts education even as it also meets the demands of its professional schools. It seeks the correct balance between undergraduate and graduate education, between teaching and research, and between basic and applied research. It is renewing its dedication to the ideals of service and identifying new ways to make this a more prominent component of its educational training. It is exploring the opportunities that new technologies offer for improving educational and institutional practices. The University needs to plan better and further develop its internal assessment processes so that institutional improvement remains constant. It seeks to recruit and retain the most highly trained and professional qualified faculty possible and the most diverse and intellectually dynamic student body. With a major teaching hospital, it has to promote further excellence in professional training and patient treatment even as it overcomes the challenges – clinical, practical and financial – that face modern medicine. AUB needs to fit its

scale of operations within the constraints of its resources even as it actively seeks to expand the resources available to it.

A major goal of the University remains student and faculty diversity. The student body should become more diverse in terms of national, economic, and social origin. And these students should study in a cosmopolitan intellectual environment. Highly qualified and internationally trained faculty must have a supportive professional environment that enables them to flourish and fulfill their potential for excellence in research and teaching.

Recruiting the academically qualified but diverse student body that AUB seeks will require higher levels of financial assistance as well as strengthened remedial programs in English communication, study skills, and information literacy. Students from outside Lebanon will require greater availability of residential facilities and a healthy and stimulating social and intellectual atmosphere. AUB will need to significantly increase its supply of on-campus housing and continue to enhance campus life in general through its Office of Student Affairs.

Any strategic plan must take into account that AUB is highly tuition-dependent and that it operates in a fragile economy. This combination makes the University vulnerable to external and internal pressures. In order to weather economic uncertainties and introduce successfully the programs that are essential for its future, AUB must carefully husband its resources, diversify its sources of funding, and expand its endowment.

AUB is poised to thrive in the face of the transformation that is taking place in the higher education environment and to adapt to the social and technological changes that it faces. The purpose of the strategic plan is to chart successfully that path. Relying on its 140-year tradition of leadership and excellence, AUB is overcoming its challenges to ensure that its future is bright.

### **Strategic Plan**

With encouragement from the Middle States Commission on Higher Education, AUB is bringing together a number of planning initiatives. All of these initiatives will involve assessments of the financial impact of current activities and various alternatives. The new Provost will play a key role in the leadership of the University, working closely with the new President as AUB builds an integrated and widely understood plan linking mission, priorities, assessment tools, operating/capital budgets, and a careful analysis of the University's Lebanese and American circumstances. Campus planning, budget planning, hospital planning, institutional research, and the quality improvement/balanced scorecard initiatives all offer useful planning information. The University has recently completed a strategic plan to implement the main components of its mission and vision. The new Provost will support the President as he makes choices and translates plans into active strategies.

AUB's Medical Center has completed a strategic plan to consolidate its preeminent position in the region as a medical, research and teaching hospital and to achieve this within its broader mandate to become a net contributor to the financial strength of AUB as a whole.

## Strategic Goals

The following strategic goals are the results of AUB's planning process:

- Strengthen undergraduate liberal arts education and maintain it as the core academic component of an AUB education;
- Attract and retain world class faculty;
- Promote basic and applied research;
- Enhance regional and international profile;
- Enhance community service;
- Be a model of sustainable urban growth;
- Review governance to ensure that organizational structures and human capital are actively engaged and aligned in achieving institutional objectives;
- Maintain fiscal balance.

## Enrollment

The University has in the past decade restored and advanced its position as the highest quality teaching and research university in the region. But, as described above, there is increasing competition from programs in other Middle Eastern countries that are built on the US model.

AUB is tuition dependent. With hospital operations removed, tuition pays for nearly 90 percent of AUB costs. Enrollment, the combination of admission and retention patterns, is therefore a critical element that, along with hospital operations, drives the financial health of AUB. At present, undergraduate admission scores are improving, about 65 percent of those applying are admitted, the yield rate is about 60 percent, and the graduation/retention rate is in the 85 percent range. Graduate student numbers are also healthy, although generally a bit lower. Currently 20 percent of undergraduates are from other countries; AUB is working to raise its foreign student enrollment to 30 percent. Undergraduate financial aid is now at about 18 percent of tuition income, including need-based and merit grants, work study, and loans.

## Finances

AUB has an overall budget of some \$188 million that includes a budget deficit in hospital operations. In the past few years the overall operating budget has been in balance. Medical activity (hospital, medical school, school of nursing) accounts for about half of the total budget. The consolidated budget was in a planned deficit tied to recovery from the war until the 2002-03

fiscal year (the fiscal year begins on October 1). An endowment of \$470 million produces income for the budget at a spending rate of 4.75 percent of a 20-quarter rolling average of the market value of the endowment. Grants, contracts, and Regional and External Programs (R.E.P.) together generate approximately \$2 million in overhead and “profit” for the budget, not including ASHA (American Schools and Hospitals Abroad) and USAID funding. There are currently about 350 active grants with total funding of some \$23 million.

In late 2006, the five-year Campaign for Excellence surpassed its goal of \$140 million. AUB development activity is divided between efforts coordinated through Beirut and New York City offices. The New York office, known as the Debs Center, serves as a corporate and trustee headquarters monitoring the endowment and seeking funds in the United States.

## **THE ROLE OF THE PROVOST**

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The new Provost will be successor to Dr. Peter Heath, who was recently appointed Chancellor of American University in Sharjah. Dr. Peter Dorman, the newly appointed President of AUB, took office on July 1, 2008, and has decided to serve as Provost until Dr Heath’s successor is appointed, providing Dr. Dorman with a unique opportunity to become familiar with the deans, faculty, and academic issues of AUB. Dr. Dorman is an international leader in the study of the ancient near east, and in particular the field of Egyptology, in which he is a noted historiographer, epigrapher and philologist. His bio can be found at <http://www.lb.aub.edu.lb/~webpres/biography.html>.

Reporting to the Provost are:

- The Associate Provost
- The six Deans of Faculties, listed above, with the exception that the Dean of the Faculty of Medicine is also the Vice President of Medical Affairs and, in that capacity, reports directly to the President regarding the operation of the AUB Medical Center.
- Computing and Networking Services (CNS)
- Grants and Contracts
- Academic Computing Center
- AUB Press
- Interfaculty Programs
- The Center for Advanced Mathematical Sciences (CAMS)
- Isam Fares Institute for Public Policy and International Affairs
- Dean, Student Affairs
- Registrar
- University Libraries

- Archaeological Museum
- Admissions
- Financial Aid
- Office of Institutional Research and Assessment (OIRA)

The Provost's responsibilities include the following:

### **University Leadership**

- Serve as the chief academic officer of AUB, and as deputy to the President and acting chief executive officer in the absence of the President;
- Assume a major role, with the President, in leading strategic planning for all aspects of University life;
- Articulate the academic mission and goals of the University effectively to both internal and external audiences, and engage others in the implementation of the strategic plan;
- Be a member of and work cooperatively with the President's senior management team to formulate institutional strategic plans and to participate in the development of the annual budget.

### **Strategic Planning and Resource Allocation**

- Work in partnership with the other senior officers to realize the academic potential of the University through development and implementation of its long-term academic planning and its administrative and budgetary management;
- Assume a key role in strategic planning, with special responsibility for guiding the strategic planning for and integration of all educational programs;
- Oversee annual budgets for the units within Academic Affairs, ensuring fair and equitable allocation of resources in support of academic service programs.

### **Leadership and Management for Academic Affairs**

- Serve as a strong and exemplary leader of the faculty and all academic support services managers and employees;
- Provide effective leadership, management, and supervision for academic and administrative units under her/his responsibilities including guiding the activities and performance of the six Deans of Faculties in achieving institutional goals and objectives and evaluating progress toward these goals and objectives;
- Oversee enrollment management, assuring alignment of enrollment and resources.

## **Leadership for Programs**

- Responsible for the conduct, coordination, and quality of the University's academic and research programs, and for the encouragement of excellence in both teaching and research;
- Oversee the review of all academic programs and policies;
- Promote academic excellence and integrity, and lead innovations in programs and in the methods of delivery that respond in a timely manner to a rapidly changing and complex environment;
- Oversee policy development, review and implementation, subject to Presidential and Trustee approval, as needed, concerning all facets of the units under the Provost's supervision;
- Foster the University's research environment, including overseeing faculty development and intramural research, and overseeing the development of research units and their related facilities;
- Oversee the process of University accreditation and the accreditation of professional programs.

## **Personnel**

- Oversee the processes of appointment, promotion, and compensation of the faculty and of professional personnel in the academic divisions of the University (with the exception of compensation for Clinical Faculty who are part of the Practice Plan in the School of Medicine);
- Oversee the University's academic Deans and its academic support units, interfaculty research and teaching units; the VP/Dean of the Faculty of Medicine reports to the Provost on academic matters, but to the President regarding the operation of the AUB Medical Center;
- Oversee the systematic and routine assessment of senior academic managers and their academic programs and services to ensure continuous improvement.

## **Governance**

- Represent the academic interests and student needs of the University and present the concerns of both faculty and students to the President and other administrators;
- Serve as an ex-officio member of general University academic committees, such as the Board of Deans and the University Senate and its committees;
- Upon invitation, accompany the President to the meetings of the Board of Trustees;

## Support Services

- Provide vision, support and direction for a comprehensive array of support services designed to enhance students' success in meeting their educational goals;
- Provide clear direction for the academic support services leadership team to promote collaborative, cohesive, and highly effective communication and cooperation between and among the academic and administrative entities;
- Develop and execute academic support services strategic plans that promote student success and oversee the creation and implementation of annual operating plans for each area of supervision.

## External Relations

- Serve as the primary contact for Lebanese and United States public agencies, private foundations, and accreditation agencies in matters pertaining to the academic program and academic support services;
- Oversee the development of academic relationships with other universities in the areas of faculty and student exchange and joint research;
- Serve as an active fund raiser in coordination with the President and the Vice President for Development.

## Communication

- Facilitate clear, cohesive and effective working relationships between and among all academic units and support services departments and employees to promote student success;
- Maintain effective communication and working relationships with other cabinet members, Deans of Faculties and employees of the University, keeping them informed of current activities and working collaboratively with them to achieve institutional priorities.

## **OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP**

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The new Provost will be asked to address the following leadership opportunities and challenges:

- Enhance the structures and processes of governance and management: Working closely with the President and the Deans, the Provost will clarify the expectations associated with key positions and encourage delegation and appropriate faculty involvement in decision-making.
- Continue to address tenure issues: As noted above, faculty tenure was suspended at AUB owing to financial exigencies of the war. Currently, the faculty, administration and

trustees are discussing proposals focused on how faculty tenure might be re-introduced at AUB. These issues will still be under discussion when the Provost arrives.

- Provide leadership for the Deans: As AUB strives to expand its research mission, the Provost will provide leadership for the Deans in building new and interdisciplinary programs of teaching and research,

## **QUALIFICATIONS AND QUALITIES**

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The ideal candidate will have the following professional qualifications and personal qualities:

- Credentials and accomplishments: An earned doctorate from an accredited university, and an outstanding record in research and education commensurate with the appointment to the rank of full professor.
- Cultural awareness: Successful experience living and working in an international setting, including sufficient familiarity with the Middle East and Lebanon.
- Strategic planning and resource allocation: Demonstrated successful experience in strategic planning, fiscal management, resource allocation and supervision of personnel.
- Leadership for academic quality: Readiness to address issues of academic quality, expectations for faculty, and strengthening of research activities.
- Administrative excellence: Demonstrated excellence in academic and administrative leadership at the level of dean, provost and/or other senior administrative position of a complex university.
- Program experience: Demonstrated successful experience in curricular and program development and assessment, as well as development and assessment of support programs; understanding of the wide range of programs offered at AUB, including medicine.
- Shared governance: Demonstrated commitment to shared governance and a collegial environment.
- Communication: Excellent interpersonal and communication skills.
- Diversity: Demonstrated commitment to the employment and development of an ethnically, religiously and culturally diverse workforce; demonstrated ability to work with all employees and students from diverse academic, socioeconomic, cultural and ethnic backgrounds. Previous overseas living and working experience is an advantage.

- Collaborative style: A leadership style that emphasizes collaboration, team building, accessibility and open communication
- Fundraising: Readiness to support the President's fundraising activities, and to support and encourage the Deans' involvement in resource development.

## **COMPENSATION**

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Compensation for this position is competitive, and includes the benefits package normally associated with overseas positions, including housing and family travel. The Provost is expected to live in Beirut, and a very attractive home is provided on campus where the President and Deans also live.

## **PROCEDURE FOR CANDIDACY**

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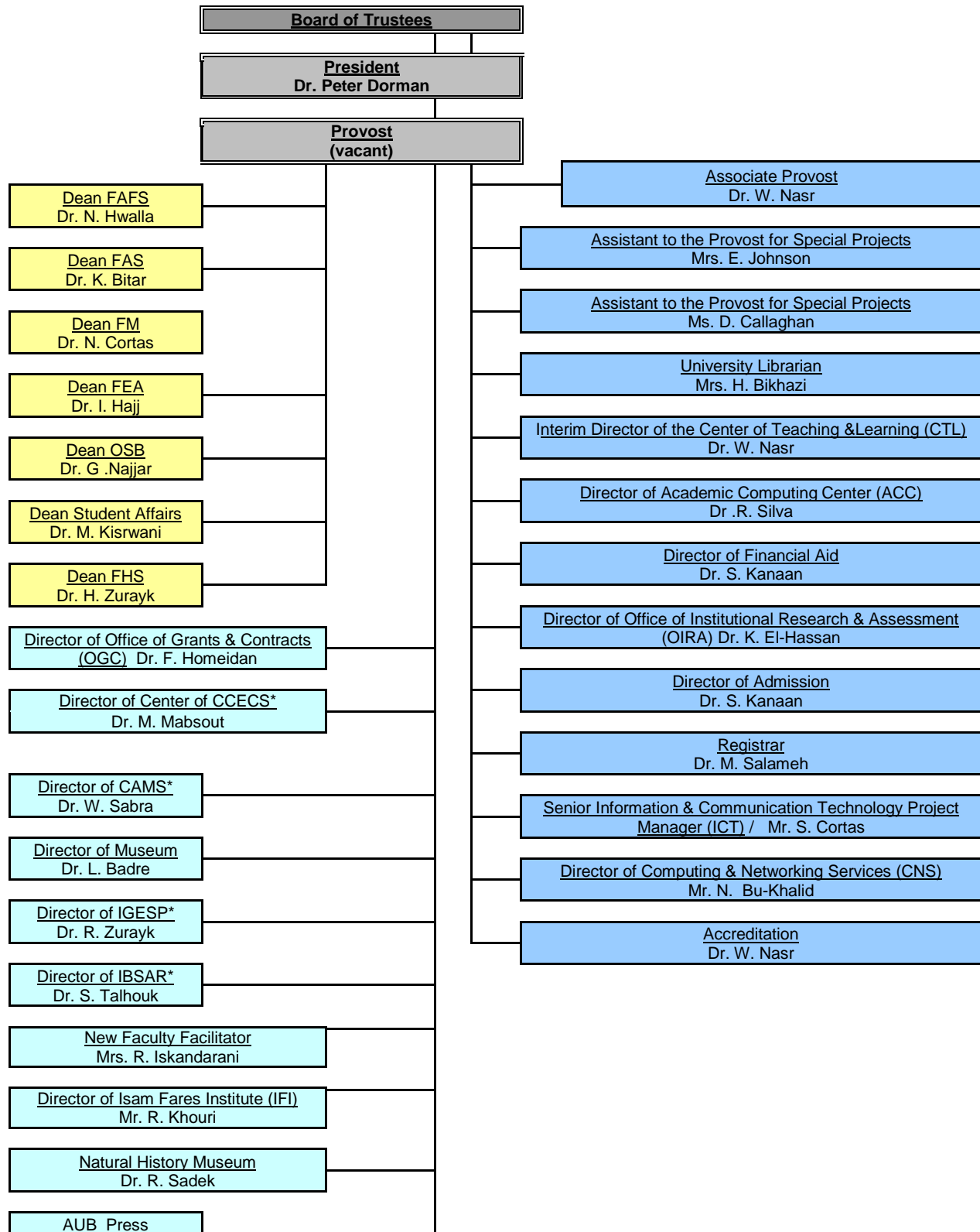
Inquiries, nominations and applications are invited. For fullest consideration, materials should be received by September 15, but recruitment will continue until the position is filled. Candidates should send a *curriculum vitae*, and a letter describing interest in the position to [AUBprovost@wittkieffer.com](mailto:AUBprovost@wittkieffer.com). The names and contact information for five references should also be provided; candidates will be notified before references are contacted. Material that cannot be emailed may be sent to Jean Dowdall, Ph.D., Alexander (Sandy) Williams, and Jane Courson, Witt/Kieffer, 2015 Spring Road, Suite 510, Oak Brook IL, 60523. Confidential inquiries and questions concerning this search may be directed to the consultants at 630-575-6131. The position is available in January 2009 or as soon thereafter as possible.

*The American University of Beirut is an Affirmative Action, Equal Opportunity Employer.*

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The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from AUB documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

# APPENDIX I: ORGANIZATION CHART



**\*Abbreviations**

- CCECS/ Center for Civic Engagement & Community Service
- CAMS/ Center for Advanced Mathematical Sciences
- IGESP/ Interfaculty Graduate Environmental Science Program
- IBSAR/ Initiative for Biodiversity Studies in Arid Regions

[Witt/Kieffer](#) is the nation's leading executive search firm dedicated to serving education, health care, and not-for-profit communities nationwide. Our mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. Witt/Kieffer has served more than 800 colleges and universities, as well as community, cultural, and service organizations. We focus on searches for presidents/chancellors; provosts; vice presidents for advancement, finance, student affairs, enrollment management, and technology; deans; and directors of major service/academic units.