
INTRODUCTION

The College was opened on December 3, 1866, with a service of prayer. I read the third chapter of First Corinthians; Dr. W.W. Eddy offered prayer. There were present sixteen students. We were housed for two years in four or five rooms of an insignificant building.

Dr. Daniel Bliss

Since its founding 135 years ago, the American University of Beirut has grown to a student population of over 6,200, housed in a campus comprised of approximately 70 buildings on a 73-acre site. Today, the university has over 40,000 alumni worldwide, many of whom serve in influential positions, both in Lebanon and internationally. It has long set the standard for higher education in the region.

This master plan effort seeks to establish a framework for future campus development that will support the university's role as an internationally recognized institution.

The Mission

The American University of Beirut (AUB) is a teaching-centered research university, founded with the conviction that excellence in teaching and research go hand-in-hand. Its mission is to enhance the education of the peoples of the Middle East, to serve society through its educational functions, and to participate in the advancement of knowledge. AUB bases its educational perspective and methods and its academic organization on the American model of higher education.

The university emphasizes scholarship that enables students to think for themselves, stresses academic excellence, and promotes high principles of character. It aims to produce men and women who not only are technically proficient in their professional fields, but who are life-long learners and who have breadth of vision, a sense of civic and moral responsibility, and devotion to the fundamental values of human life. AUB encourages freedom of thought and expression. It expects, however, this freedom to be enjoyed in a spirit of integrity and with a full sense of responsibility.

Synopsis Of Goals and Strategies From AUB's Vision And Mission Statement

Following are strategic goals from AUB's mission statement that influence the conceptual physical organization of the campus.

AUB's Core Strategic Goals

- **Excellence in Education**

To provide excellent and fully-accredited liberal arts and professional education for students from the Middle East and the world.

- **High-quality Research**

To promote a high-quality faculty and student research environment, with centers of excellence in areas of comparative advantage and regional and international need.

- **Leadership and Integrity**

To foster within the university community the values of strong leadership, intellectual curiosity, ethical behavior, mutual cooperation, civic responsibility and social tolerance.

- **Commitment to Service**

To offer high-quality healthcare and training, consultative and outreach services to Lebanon, the Middle East, and the world.

- **Continual Quality Improvement**

To develop within the institution efficient, effective, service-oriented and continually improving administrative processes.

Specific Points Noted in Vision/Mission Statement

- AUB bases its educational perspective and methods and academic organization on the American higher education model.
- AUB's natural competition for students is global; the university wants to draw from the Middle East, Europe and North America.
- AUB needs to balance class size, course material, seniority of faculty and teaching load to ensure delivery of quality education in an efficient manner.
- Core requirements should be met earlier rather than later in the undergraduate experience; students need earlier exposure to different learning modes and fields of knowledge to help them form their career goals and clarify their intellectual interests.
- One-quarter to one-third of each undergraduate's course of study should be taken outside the individual's major/concentration.
- Faculties need to renew a continuous involvement in research. Faculty research will need to have three crucial support elements: libraries, internet access and well-equipped laboratories. Specialized support facilities for research should be centralized for economy.
- Interdisciplinary and inter-faculty research will be fostered through "centers of excellence"; opportunities for independent and collaborative research will be institutionally supported.



Student Activities on the Historic Green Field

Creating the Plan

The master planning process is a continuation of the academic review and planning process begun in 1998. An overarching requirement for this master planning effort has been to optimize the existing resources of the university.

It should be understood that, for purposes of creating this master plan, an eventual student and faculty population of 8,500 FTE was used. This population does not represent a recommendation by the university administration or consultant team.

Goals for the Plan

These goals and others were confirmed in Phase I through an interactive process with faculty, staff and students, and meetings with the Steering Committee.

- Establishment of a long-range vision for the future to encompass the strategic direction, physical planning and design goals, and academic plans for the campus. The intent was to create a more user-friendly, aesthetically appealing campus that will attract traditional and non-traditional students.

- Establishment of a framework for future campus development to guide the siting of key capital projects. This framework will identify appropriate future use of campus lands.
- Creation and implementation of a program to establish a unique physical identity for the campus.

The Campus Team

AUB hired a campus master plan coordinator who worked directly with the consultant team and campus constituencies, the Steering Committee, Campus Planning Committee, and a technical advisory committee. The process included regular presentations to and input from these committees. Along with the formal committees, the process included creating an Internet site for distribution of information and regular presentations to the community.

The Consultant Team

AUB hired a consultant team to assist in the creation of the master plan. The consultant team consisted of Sasaki Associates, Inc. of Watertown, Massachusetts, Machado

and Silveti Associates, Inc. of Boston Massachusetts, MGT of America of Olympia, Washington, and Dar Al-Handasah Consultants (Shair and Partners) of Beirut, Lebanon. Sasaki Associates/Machado and Silveti Associates performed in a collaborative manner, with Sasaki taking the lead in site planning and landscape architecture issues, and Machado and Silveti overseeing architectural issues. The firms shared urban design responsibilities. They were assisted by MGT of America for academic programming and Dar Al-Handasah Consultants for engineering issues and local support. These four firms constituted the consultant team. Sasaki Associates, Inc. was the prime consultant and managed the consultant team.

Planning Process

Based on the consultant team's visit to the campus, and as a result of several meetings with the Steering Committee, the consultant team proposed a scope of work, with each phase having a defined work product to be completed, reviewed and refined before advancing to the next phase. The master plan scope of work included four phases of work:

• Phase One: Definition of Scope, Inventory, Assessment and Program

Goal: This phase of the work had three goals: First, to establish the objectives of the study; second, to assess the existing situation; and third, to establish a program on which to base the campus master planning effort.

• Phase Two: Alternative Master Plan Concepts

Goal: To develop alternative master plan concepts for the campus from which the university and the consultants could then rationally select a preferred direction.

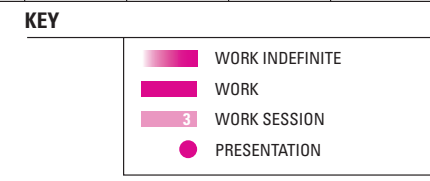
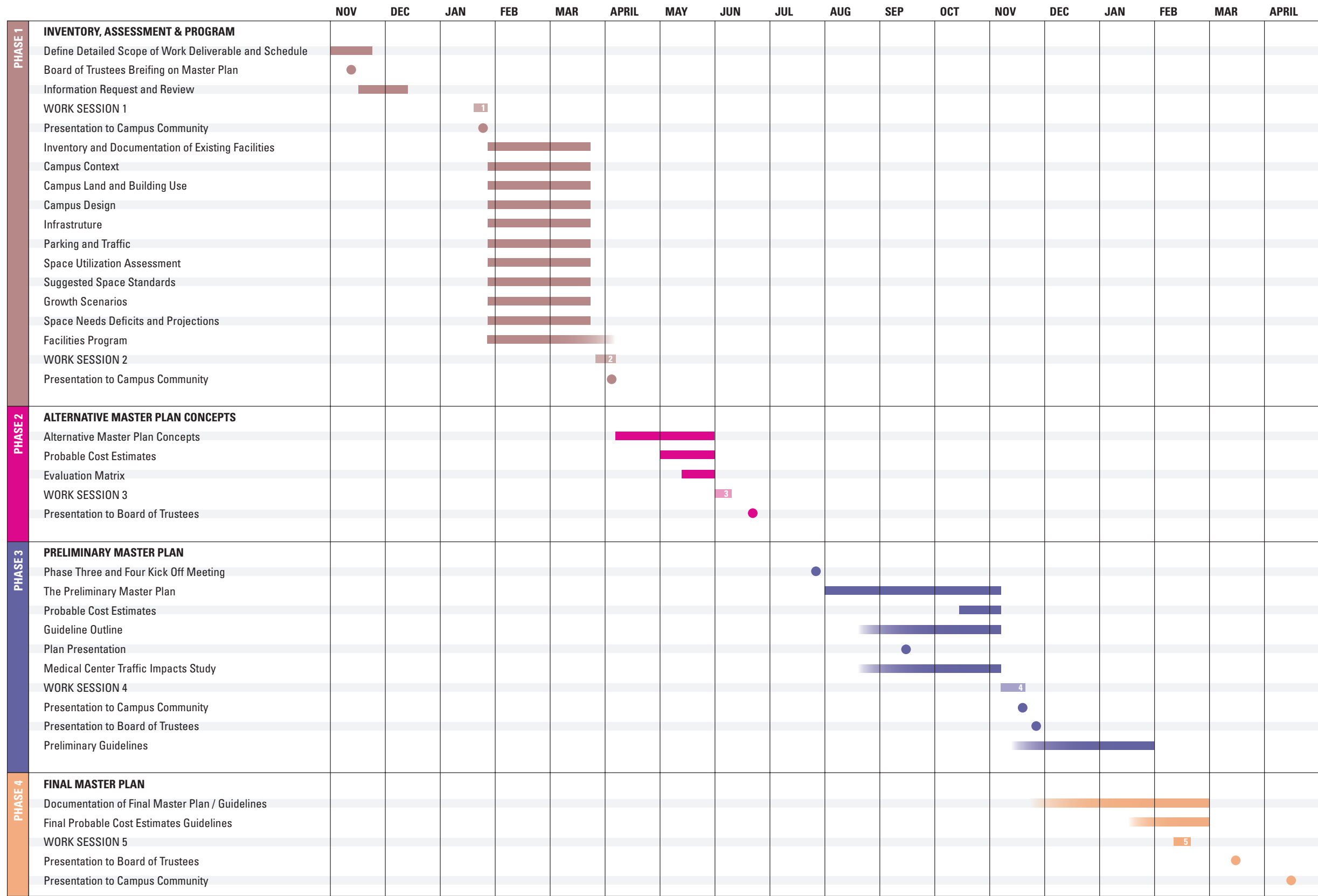
• Phase Three: The Preliminary Master Plan

Goal: To establish the detailed basis for the master plan.

• Phase Four: Final Master Plan

Goal: To prepare and document the detailed master plan, facilitating its use by the university as both a management and a capital campaign tool.

The chart on the following page illustrates the process and timetable for creating the master plan.

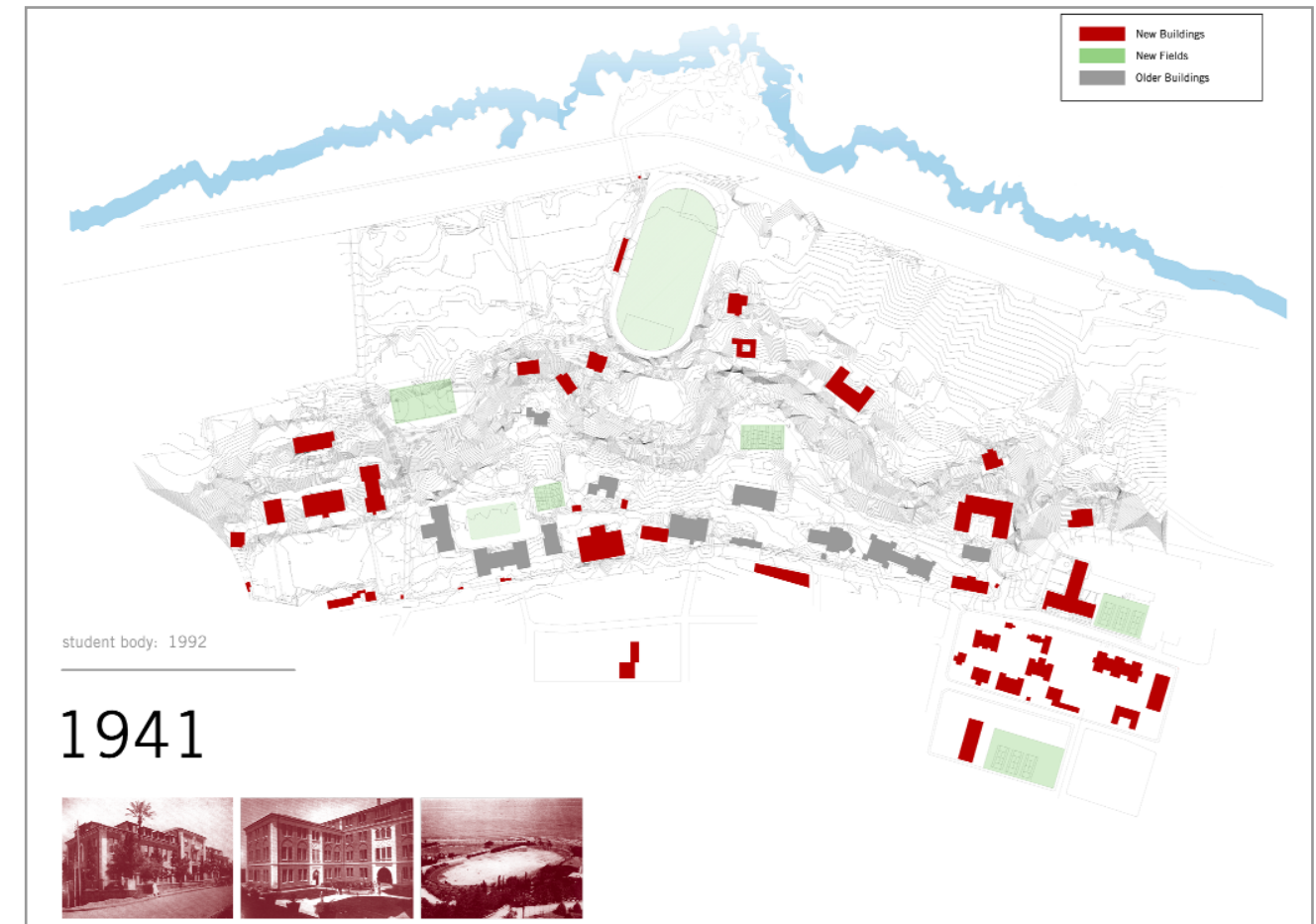
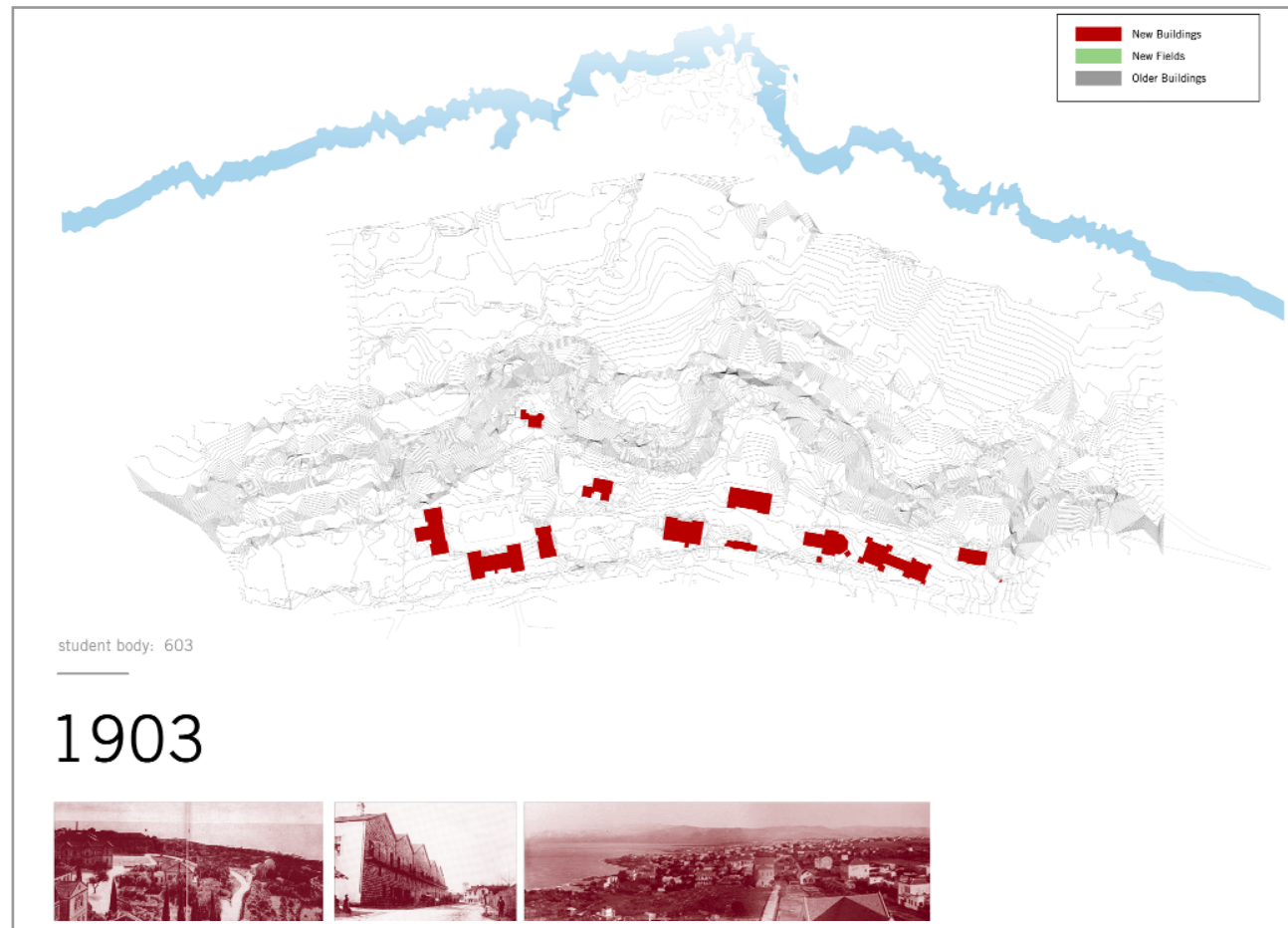


Master Planning Process and Schedule

History of Campus Development

In 1862, American Protestant missionaries in Lebanon and Syria, under the American Board of Commissioners for Foreign Missions, asked Dr. Daniel Bliss to withdraw from the evangelical work of the mission in Lebanon in order to found a college of higher learning

that would include medical training. It was decided that this college should have an American educational character, should be administered independently from the mission, and should be self-maintaining. Dr. Bliss sailed for the United States in the summer of 1862 to solicit funds for the new enterprise. He returned in 1866 to preside over the first day of classes.



Figures 1-4. History of Campus Development

1903 Development of the Upper Campus

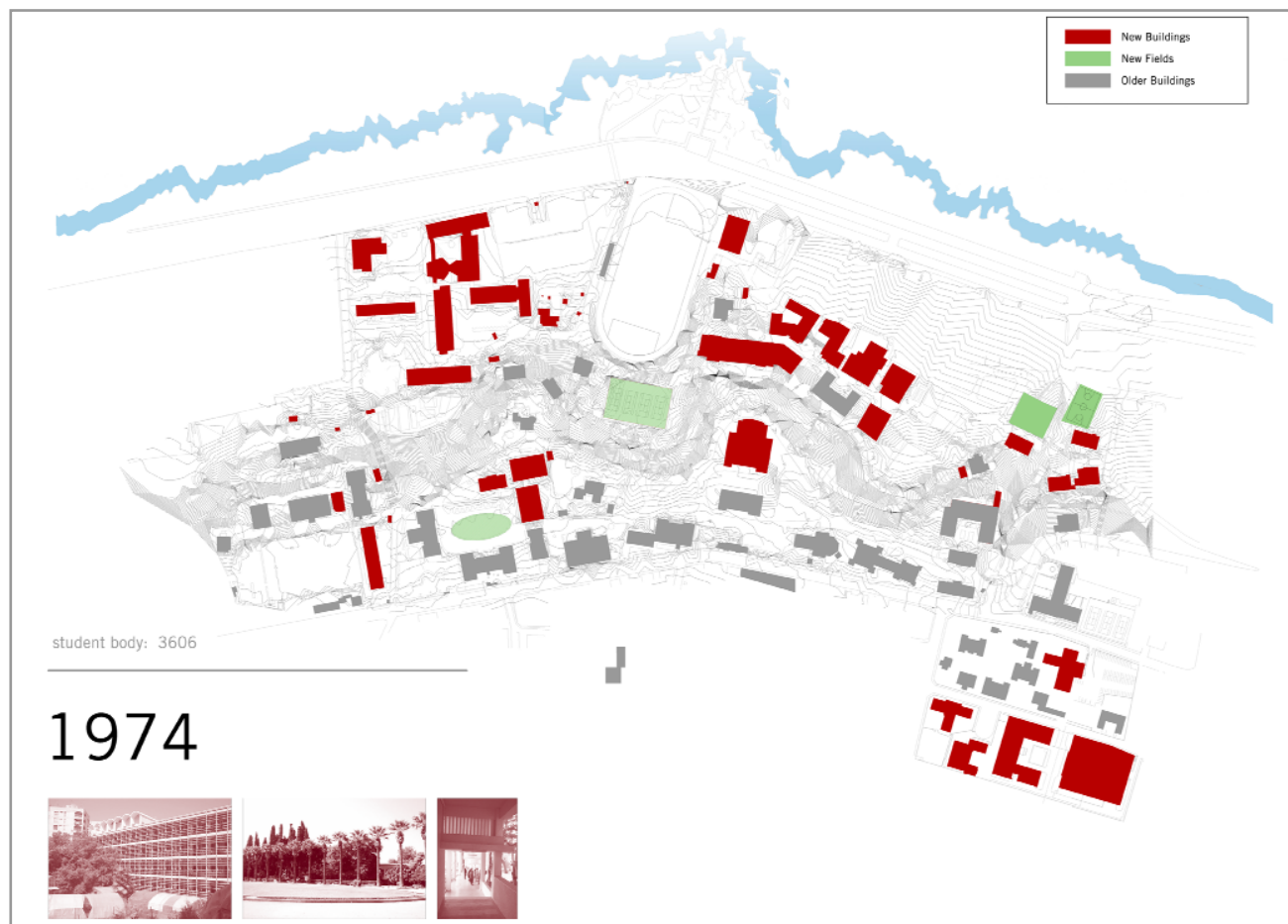
By the beginning of the twentieth century, the first phase of major construction had been completed. The now-iconic buildings of the Upper Campus, including

College Hall, Marquand House, and Assembly Hall, were erected during this period, and a wall was built to encircle the campus.

1941 First Forays to the Lower Campus

Between 1903 and 1941, more Upper Campus buildings were completed, including the original International College buildings. Additionally, the Medical Center was developed. The proliferation of green spaces—

particularly sports fields—during this time is evidence of AUB's commitment to physical education. Finally, with the construction of the Old Chemistry Building (now known as Architecture), AUB began its development of the Lower Campus.



1974 Build-out of the Lower Campus

A major push occurred between 1940 and 1974 with the development of the Science and Agriculture Campus, the Engineering Campus, the Faculty Housing in the west and the Women's Housing in the

east. Some major efforts were also completed on the Upper Campus, namely Jafet Library and Nicely Hall. Moreover, Phases I and II of the Medical Center were built during this period.



2001 Adding to the Pattern

A few key constructions—the Medical Library and the Issam Fares Hall on the Medical Campus, and the Diana Tamari Sabbagh Building on the Main Campus—were completed by the end of the twentieth century. The faculty and women and men's residential areas each

received a new building to accommodate the growing demand to live on campus. Following an explosion that destroyed College Hall, AUB and its alumni rebuilt the structure, making it 40% larger and placing it in a slightly different location. The Raymond Ghosn Building is the latest addition to the campus.

