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American University of Beirut

Draft Strategic Plan Overview 2009

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Introduction

Since its establishment in 1866, the American University of Beirut has endeavored to merge the American philosophy and system of education with the creative and intellectual energy of its Middle Eastern constituency. The University was originally charged with providing the residents of Lebanon and the region with an independent, American-style institution of higher learning that included medical training. We have surpassed this objective many times over and, in so doing, created a distinctive community and environment. Today, AUB is an established and respected regional leader in undergraduate education.

While the American liberal arts model has guided our development, the people of Beirut, Lebanon, and the Middle East have helped to shape the University's character and identity – and have been influenced by it in their turn. AUB attained its present position because of the dialogues, relationships, and interactions that underlie any successful collaborative effort. Generations of faculty and staff, students, and alumni worked to ensure that the University stood for integrity, tolerance, and the free exchange of ideas. We pledge to continue sustaining the dynamic intellectual environment that arises when cosmopolitan faculty and staff interact with motivated students who are representative of the region and, indeed, the world.

As an institution, we face major challenges in the rapidly evolving environment for higher education. Like other universities, we are confronted by revolutionary developments in technology, heightened expectations from internal and external constituents, and intense competition for both financial resources and talented students and faculty. Within the Middle East, the educational landscape has become almost unrecognizable: not only are universities proliferating at a startling rate, but so are “education cities” that offer degrees and research programs from some of the finest institutions in the world. In Lebanon alone, the number of private universities has quadrupled over the last decade.

Challenges like these inspire us to aim even higher as we strive to strengthen our relevance and our impact. During the last decade, we have invested substantial sums in modernizing our entire infrastructure in line with the holistic approach of the Campus Master Plan, from the construction and renovation of new and existing buildings, including student dorms, to the installation of first-rate laboratories and equipment. Even more important, we channeled considerable energy into recruiting additional faculty; revising undergraduate and graduate programs; enhancing the ties between faculties and disciplines; increasing research funding; creating specialized research centers; and pursuing institutional and discipline-specific accreditations.

AUB was first granted university-wide accreditation by the Commission on Higher Education of the Middle States Association of Colleges and Schools in 2004 and the University Medical Center (AUBMC) was accredited by Joint Commission International in 2008. Three academic units recently obtained professional accreditation: the Suliman S. Olayan School of Business was accredited by the Association to Advance Collegiate Schools of Business in April

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2009; the Rafic Hariri School of Nursing was accredited by the Commission on Collegiate Nursing Education in 2007; and the Graduate Public Health Program of the Faculty of Health Sciences was accredited by the Council on Education for Public Health in 2006. The Faculty of Engineering and Architecture is currently pursuing the same goal with the Accreditation Board for Engineering and Technology. In addition, AUBMC Nursing Services achieved MAGNET status through the American Nurses Credentialing Center in June 2009.

With the reintroduction of PhD programs in eight selected disciplines, AUB has become the only US-accredited university in the Arab world to offer doctoral degrees. The decision to reinstate the PhD after a 20-year hiatus is a measured step in AUB's transition to a doctoral/research university – a gradual process that will build on our most recent accomplishments and our competitive advantages in relation to peer institutions in the region. It positions AUB as a full-service university and, thus, a necessary reference point for excellence in education, research, and health care in the Middle East. Needless to say, the implications of this transition are enormous and we are mindful of its potential effects on the relations between basic and applied research, undergraduate and graduate education, and the ways in which the University achieves its mission.

Faculty members now conduct and publish significant amounts of original research disseminated in international forums; they are also active participants in global research collaborations. The new doctoral programs will help to attract and retain outstanding faculty, support their research agendas, and enhance the University's overall research environment. The planned focus on topics of special interest to the region is intended to increase scientific knowledge in support of its social and economic development; at the same time, pure research also stands to benefit due to the theoretical orientation of some doctoral programs.

In the two years since their launch, these new programs have proven to be highly attractive to Lebanese students from all socio-economic backgrounds; in the longer term, they are expected to bring more regional and international students to the University as well. Their impact on diversity will not be restricted to advanced students, however, since prospective undergraduate students and their influencers will rightly expect a doctoral/research institution to offer them a superior education at all levels. Undergraduates will further benefit from the physical presence of PhD students, who will serve as mentors and role models, and from the research activities of faculty, who will bring exciting new theories and findings into the classroom.

Strong undergraduate programs will remain at the heart of the University's mission. One of the defining characteristics of an AUB education has been our focus on the liberal arts, which broaden the skills and experience of students preparing for professional careers. Although new pedagogical approaches have led to shifts in emphasis and changes in the materials and techniques that we use to prepare students for a life that is thoughtful, meaningful, purposeful – in short, a life lived “abundantly” – our commitment to the rationale behind liberal education has not wavered. We must prepare our students to think critically and analytically, to express their thoughts clearly and convincingly, and to participate actively in civic initiatives. At the same time, however, we must strike a careful

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balance between our decision to support the development of life-long learners and engaged citizens and the requirements of professional schools and associations.

We will also continue to emphasize one of our strongest values – service to the community. The Faculty of Medicine commenced operations in the second year of AUB’s existence, bringing medical and scientific training to a corner of the world which lacked them, and establishing a prominent teaching hospital. While educational and research goals will always guide Medical Center planning, friendly and effective patient care supported by quality hospital services has become an end in itself, rather than another means to achieve those objectives. AUBMC has extended its reach in recent years by providing Telemedicine and other services through government-run institutions and in conjunction with local and regional partners. The faculties of Health Sciences and Agricultural and Food Sciences have also broken new ground with research and other initiatives to improve the quality of life for rural and urban populations in such areas as public health, human nutrition, eco-management and agricultural production. However, as the University’s many relief, reconstruction, and development projects indicate, the sense of social responsibility which AUB encourages in faculty, staff and students is not restricted to particular faculties or disciplines. We are constantly striving to identify new ways to make service a more prominent and effective component of educational training and a valuable part of our research activities.

As we build upon our recognized strengths for the fulfillment of our mission and vision, we should bear in mind that developments at AUB are monitored by regional institutions of higher learning and often inform their separate initiatives. By striking out in new directions and adapting innovative techniques and best practices to local and regional frameworks, we enhance our role as a model, mentor, and effective collaborator, thereby increasing our regional impact as an agent for positive change. At the same time, we raise our global profile as a valued member of international networks for education and research.

This strategic plan contains our best ideas on how to reinforce our current competitive advantages as we make the transition to a doctoral/research university. Its eight goals strike the necessary balance between the University’s heightened emphasis on graduate studies and research on the one hand and its longstanding strengths in liberal education and community service on the other. We believe that it will concentrate the efforts of our dynamic faculty, staff, and students and encourage their active participation in the societies in which they live. We also believe that it will help to secure the University’s position as a regional leader in research and graduate education.

Our university-wide goals and the strategies to achieve them are organized into two broad categories: *core* activities, which center on students, faculty, staff, and the communities that sustain us, and *foundational* activities, which strengthen AUB’s institutional capacity to achieve its mission and vision. Although the goals are numbered, this is for ease of reference and should not be taken to indicate that some have precedence over others: all goals are equally important because they are highly interdependent.

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Each goal has been drafted to include an anticipated benefit chosen for its close ties to the target area. In many cases, attaining another goal will help in the realization of the same benefit. The same is also true of the benefits assigned to most strategies. Some of these strategies will serve to advance multiple goals.

Many strategic activities are targeted for completion in five years, but the overall goals will remain in effect for the next decade.

CORE ACTIVITIES

Students

**UNDERGRADUATES AND LIBERAL EDUCATION
A DIVERSE STUDENT BODY**

Faculty and Staff

**FACULTY AND STAFF EXCELLENCE
RESEARCH AND GRADUATE EDUCATION**

Broader Community

COMMUNITY AND THE ENVIRONMENT

FOUNDATIONAL ACTIVITIES

**TECHNOLOGICAL EDGE
GOVERNANCE AND ADMINISTRATION
INSTITUTIONAL RENEWAL**

These goals have been established to support the achievement of AUB's mission:

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.

Goals and Strategies

1 UNDERGRADUATES AND LIBERAL EDUCATION

Undergraduate education lies at the heart of AUB's mission. Our greatest impact on values and cognitive processes occurs at this stage of the learning process, when we can truly *educate* students and influence their development as individuals as well as budding professionals. For this and other reasons, we are firmly committed to the liberal education approach to undergraduate studies. One of the two essential components of liberal education is proficiency in a specific discipline through one of our six faculties and schools. The other is a balanced and cohesive general education program that exposes all students, no matter what their major, to key areas of the liberal arts and active learning environments, including independent research. Our approach cultivates critical thinking in students by encouraging them to test the limits of ideas, theories, and systems while exploring a broad range of human achievement. It teaches students the value of knowledge for its own sake, so that they become life-long learners, and develops qualities of integrity, tolerance, and social responsibility, so that they can lead their communities during times of transformative change.

GOAL ONE: *By strengthening liberal education at AUB*, we will also reinforce the powers of critical and creative thinking in students and prepare them for roles as lifelong learners, engaged citizens, and community leaders.

Strategies:

- Articulate General Education program and course learning outcomes that are fully representative of the University's mission
- Coordinate implementation of the new General Education requirement across faculties
- Broaden and strengthen the University's core curriculum to increase its effectiveness
- Improve choice and flexibility in undergraduate majors to meet the requirements of students and employers
- Explore and utilize the potential offered by new forms of course delivery, such as blended learning
- Reinforce student support units, such as the University Preparatory Program, Writing Center and Library Information Services, that prepare students to be life-long learners
- Control undergraduate enrolment to ensure close student-faculty interaction

2 A DIVERSE STUDENT BODY

Generations of the Middle East's most gifted young men and women have left AUB with the knowledge, skills, and values essential to leading full and meaningful lives. Today, our aspirations are as much global as regional. We believe that international diversity plays a vital role in the AUB learning experience because it stimulates dialogue and increases understanding of peoples, cultures, and perspectives. The reintroduction of doctoral programs at

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AUB is one recent step intended to bring students of all nationalities to the University. To encourage an even broader array of social and educational experiences, we must also seek to attract students who reflect the varied socio-economic and learning environments that exist in our regional neighborhood. At the same time, we need to support students as they pursue a wider range of personal interests and forge new paths toward the achievement of educational goals. Indeed, increasing the flexibility of educational tracks is a task for the University as a whole. AUB strongly believes in promoting diversity in all of the above senses and views it as a critical element for the balanced development of undergraduate and graduate students. However, in seeking to increase diversity, we will not sacrifice our high academic standards or otherwise impair the vigor of AUB's educational and research environment.

GOAL TWO: *By attracting more undergraduate and graduate students from diverse national, socio-economic, and educational backgrounds,* AUB will broaden the learning experiences of the peoples of Lebanon and the region.

Strategies:

Involve academic and administrative units in the development and implementation of a cohesive, institution-wide diversification plan:

- Revise student selection criteria to broaden the pool of applicants to AUB while maintaining academic quality
- Strengthen remedial programs, such as the UPP, as a step to enhancing diversity
- Increase the financial assistance provided to needy students
- Accept more students seeking advanced degrees in disciplines that are not directly related to their undergraduate training
- Establish parallel professional programs that appeal to regional students not aiming for Lebanese syndicate memberships
- Expand meaningful student-exchange agreements to attract international and regional students
- Broaden and institutionalize market intelligence to identify gaps and devise responses that improve AUB's regional position in higher education

Bolster existing outreach initiatives and create new ones to connect with a larger audience:

- Strengthen internal coordination and institutional support for external programs and collaborative efforts that project a positive image of AUB locally and regionally
- Increase marketing and recruitment efforts to target prospective students, their influencers and their sponsors
- Expand summer programs to introduce AUB and its campus to students from high schools and universities outside of Lebanon
- Test pilot off-campus programs

3 FACULTY AND STAFF EXCELLENCE

Our faculty and staff are essential to AUB's character and reputation as one of the finest universities in the Middle East. We are deeply cognizant of their value and strive continuously to provide them with a supportive professional environment that will enable them to flourish and to realize their potential. Diversity in the nationality, experience, and educational background of faculty members creates an intellectually vibrant community of learning and contributes to the quality of a liberal arts education. Strongly credentialed faculty with a demonstrated commitment to the proposition that excellence in teaching and in research go hand-in-hand are critical to the multiple missions of the University. Their success depends, however, on the dedicated administrative and support staff who work behind the scenes as enablers for the achievement of institutional goals. AUB recognizes the abilities and commitment of faculty and staff by delegating greater authority and responsibility across academic and administrative units. Shared faculty governance in overseeing our academic programs must remain a core principle of University operations.

GOAL THREE: *By recruiting, developing, and retaining exceptional faculty and staff*, AUB will strengthen the quality of the institution and the students that it attracts.

Strategies:

Intensify efforts to reinforce the faculty and staff base and foster a dynamic and supportive environment:

- Attract a diverse international faculty with outstanding qualifications and the ability to mentor PhD students and to compete successfully for extramural funding
- Reinstate long-term contracts and, possibly, tenure to draw qualified candidates to the University and ensure program continuity for doctoral students
- Raise funds for additional endowed chairs to increase candidate interest and faculty retention
- Adjust faculty workloads in selected disciplines and assess the effort expended in teaching, research, and service for equity in promotion and compensation
- Establish flexible, university-wide mentoring guidelines to promote collegiality and advise junior faculty on policies/procedures and their professional development
- Increase intramural support for research, particularly for new recruits
- Use competency-based systems to improve professional development and career advancement programs
- Establish career ladders and succession plans to prepare and motivate staff

Pursue administrative initiatives to support excellence in education at AUB:

- Strengthen educational support programs, such as those provided by the Center for Teaching and Learning, University and Medical Libraries, Academic Computing Center, and Center for Civic Engagement and Community Service, to broaden teaching practices and methods

- Promote an ‘advising culture’ and improve advising load distribution and the advising process, including advisor training and assessment

4 RESEARCH AND GRADUATE EDUCATION

AUB faculty have made a strong collective contribution to pure and applied research during the last ten years. Their recent accomplishments owe much to the importance currently given to research at AUB, where it is encouraged, supported, and recognized, alongside teaching and service excellence, as one of the three complementary foundations of the institution and its mission. Research energizes AUB’s intellectual environment, benefiting faculty, students, and the broader community, and increases our ability to educate students at all levels for the future. While undergraduates must remain our primary focus, we will continue to strengthen graduate education through the regular review of existing programs and the launch of new ones at the Master’s and, possibly, the PhD levels. The reintroduction of doctoral programs in 2007-08 has already had positive consequences for AUB’s research productivity, while spurring MA/MS and undergraduate students to pursue advanced degrees. We are confident that these programs will also enhance AUB’s reputation for university-based collaborative research and its role as a center of innovative research in the Arab world and beyond.

GOAL FOUR: *By promoting pure and applied research,* AUB will become an acknowledged leader in graduate education and a respected member of the global network of research institutions.

Strategies:

Increase support for university-based research and related activities:

- Restructure the governance system and faculty evaluation measures to facilitate and acknowledge greater interdisciplinarity, including research collaboration
- Raise funds for new academic centers of excellence and for research in targeted areas
- Prioritize research initiatives that emanate from regional needs
- Encourage research in areas with high potential for competitive scientific productivity and commercial application
- Develop new research partnerships and programs with peer institutions and manufacturers in key industries
- Continue upgrading core research laboratories on a regular basis to ensure correspondence to research needs

Strengthen the role of research in educational programming:

- Enhance student participation in research activities at all program levels in each faculty
- Review existing Master’s programs regularly to concentrate resources on those which are viable and terminate those which are not
- Introduce new majors, tracks, and minors, as well as innovations in programming, in response to the region’s changing needs

- Design courses and programs that encourage independent learning and the pursuit of individual interests
- Establish quality work spaces for Master's and PhD students
- Provide maximum support to recently re-established doctoral programs to attract outstanding faculty and students and to generate further research opportunities
- Plan for the addition of doctoral programs where resources, demand and relevance justify them
- Strengthen post-graduate training programs and promote collaborations and exchanges with regional and international institutions

5 COMMUNITY AND THE ENVIRONMENT

Community service at AUB is more than just a tradition: it is an intrinsic part of our identity and an expression of the sense of collective social responsibility that we celebrate and support in faculty, staff, and students. The people at AUB serve a range of communities in multiple ways. While the most visible of these may be our Medical Center, where clinical and support staff strive to provide the best in patient-based care, the University is also home to the Continuing Education Center and Regional External Programs, which bring faculty and staff expertise to non-traditional students and to new and established institutions in Lebanon and the region. The Agricultural Research and Education Center (AREC), a 247-acre off-campus facility in the Beqa'a valley, provides hands-on training to both AUB students and local farmers, while serving as a testing ground for pilot projects in organic agriculture, renewable energy and water management. We are working to enhance and build on AREC's numerous strengths so that it realizes its full potential. Closer to home, we are developing practical initiatives for the sustainable development of our 73-acre campus, one of Beirut's few remaining green spaces, while our Neighborhood Initiative focuses on related issues, such as urban congestion and decreasing public space. The public policy and social challenges faced by the diverse societies of Lebanon and the Middle East have been targeted by several other AUB research centers, such as the Center for Research on Population and Health, the Issam Fares Institute for Public Policy and International Affairs, and the University's new Center for Civic Engagement and Community Service (CCECS). Born of an initiative to alleviate the wartime suffering of Lebanese civilians, the CCECS is seeking new ways to sustain the commitment of faculty, staff, and especially students to volunteerism and other forms of community service, including in-service learning.

GOAL FIVE: *By emphasizing service to the community and respect for the environment*, AUB will actively participate in development and conservation efforts to benefit existing and future generations.

Strategies:

Foster a commitment to community service in all areas of University activity:

- Promote community service and volunteerism at all levels to establish these values early in students' lives

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- Support the Continuing Education Center in providing non-credit courses to mature students interested in pursuing opportunities for personal growth and professional advancement
- Encourage applications for research and other grants that support service and development activities
- Advocate faculty and staff involvement and interfaculty collaboration when devising community outreach programs
- Support the development of incubator projects in areas that can strengthen national and regional economic opportunity
- Serve as a consultant body to emerging and established institutions with educational or training programs in Lebanon and the region
- Strengthen relationships between AUB and its neighboring communities
- Establish a university-wide task force to define a new vision and mission for AREC and to maximize its positive impact on a wide range of constituencies

Serve as a regional model for environmental best practices:

- Practice sustainable urban growth to exemplify the scientific principles and practices that can improve the quality of metropolitan life
- Implement the next phases of the Campus Master Plan on time and within budget, taking transitional requirements, including flex space, into consideration
- Preserve and enhance the biodiversity of the Middle Campus landscape
- Update regularly AUB guidelines and procedures to improve energy management and conservation and to manage hazardous waste, reduce waste production, and promote recycling

6 TECHNOLOGICAL EDGE

Like all complex organizations, a 21st-century university must keep abreast of developments in Information and Communications Technology (ICT) that can improve administrative efficiency – for example, when managing University finances, processing admissions applications, or operating specific offices or units. Unlike most such organizations, however, universities also require specialized laboratories, equipment, and applications to sustain innovative research, as well as smart classrooms, advanced learning systems, and multimedia tools to support educational goals. Our aspiration to be a regional model for best practices in such service areas as community health, sustainable development, and resource conservation similarly compels us to acquire the technologies appropriate to these tasks. The rapid advance of technology makes it challenging to anticipate our needs and related expenditures for the next five years – let alone the next decade – but it represents a major strategic link between our academic and non-academic undertakings and a valuable tool for the accomplishment of their separate aims. Competency in cutting-edge technologies is critical if AUB’s faculty and students are to excel in today’s information society.

GOAL SIX: *By appropriately structuring and continuously upgrading our technological capabilities, AUB will provide stakeholders with the modern tools needed for effective teaching, research and service.*

Strategies:

- Create an Office of Information Technology to complement the efforts of the ICT Steering Committee in providing strategic oversight and setting priorities for the acquisition, development, and use of technology
- Promote a culture of scientific computing throughout the University
- Integrate, upgrade and acquire essential ICT software, hardware, and medical equipment and use them to their full potential
- Strengthen technological support for graduate education and research
- Make agreements with IT suppliers to facilitate students' acquisition of technology
- Continue expanding the use of course management systems and experiment with blended learning and, in selected areas, online courses
- Continue to introduce new pedagogical methods and multi-media applications that improve learning, skill development, and medical care
- Utilize web-enabled processes in the University's various support units
- Increase bandwidth as needed in a cost-effective manner
- Reassess the IT needs of classrooms and develop a university-wide plan for upgrades

7 GOVERNANCE AND ADMINISTRATION

In recent years, AUB has been moving to optimize the participation of all constituents in policy development and decision-making. This involves assigning, delegating, and sharing authority and responsibility for the achievement of the University's mission and its goals for education and research. At the same time, we are trying to ensure that the right people with the right incentives are correctly positioned to carry out these objectives. If our aims are not readily apparent, then it is difficult to know what kinds of personnel are needed and where – let alone how to train, motivate, and reward them appropriately. This strategic plan overview helps to clarify AUB's objectives to our constituents, ensuring transparency, communication, active participation, and accountability. It also helps us to improve planning and develop internal assessment processes so that institutional progress remains constant despite future challenges to our initial assumptions.

GOAL SEVEN: *By regularly reviewing and enhancing AUB's governance and administrative practices,* we will ensure that human capital and organizational structures are actively engaged and aligned to achieve institutional objectives.

Strategies:

Monitor and reinforce institutional governance and administration at all levels:

- Re-examine governance bylaws and administrative practices on a regular basis to confirm that they are up-to-date and effective
- Promote delegation of authority wherever appropriate

- Clarify and expand the responsibilities of academic chairs; provide training and support to enhance their administrative skills; and offer faculty members inducements to serve in this capacity
- Revise promotion procedures to enhance faculty participation at the departmental level
- Increase transparency and accountability regarding administrative roles and processes
- Cascade strategic planning to academic departments to encourage the development of bottom-up initiatives in faculties and programs
- Regularize process review to ensure continuous improvement in service quality, delivery, and outcomes
- Develop and regularly update policy and procedures manuals for all key units, including academic departments

Continue improving employment conditions for faculty and staff:

- Optimize human capital cost structure within a balanced operating budget
- Reassess faculty and staff retirement plans to ensure their suitability

8 INSTITUTIONAL RENEWAL

We establish strategic goals based on our mission and we develop the initiatives and allocate the resources needed to attain them. Effective planning also requires the collection and review of quantitative and qualitative data to determine whether we are achieving our goals and to help in identifying areas that call for corrective measures or a fresh approach. This continuous cycle of assessment, planning, and resource allocation results in institutional renewal. It involves the entire AUB community, from management and staff, who design, implement, and monitor the plans of administrative units, to faculty and students, who focus on academic programs and courses, the ways in which they are taught, and what students actually learn. It also requires balanced operating budgets that allow the University to fund the research and other initiatives essential to its future while remaining responsive to the dynamic environment in which it exists. We must always fit the scale of our operations to our resources even as we actively seek to expand the resources available to us.

GOAL EIGHT: *By linking assessment with planning and budgeting,* we will actively and continuously improve our performance in the achievement of AUB's mission.

Strategies:

Accelerate initiatives for the assessment of student learning:

- Provide the resources needed for the university-wide articulation of course and program learning outcomes and the identification of appropriate assessment tools
- Support faculties in the establishment of processes to assess student learning and to evaluate and improve results on a regular basis

Complete AUB's first formal strategic planning and assessment cycle:

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- Develop a comprehensive university-wide assessment plan to inform and sustain institutional renewal
- Establish Key Performance Indicators that span all measurable elements of the various accreditation standards and monitor them annually alongside the outcomes of performance improvement initiatives
- Communicate strategic goals, indicators, and their measurement and significance to all members of the AUB community
- Institutionalize the strategic review and assessment of existing academic programs and the planning and development of new ones in order to ensure that AUB meets the needs of students and employers
- Continue to review educational offerings specifically for alignment with University, faculty, department, and program mission statements
- Seek further faculty- and program-level accreditations from local governmental and international bodies, while maintaining campus-wide accreditation with Middle States Commission on Higher Education and Medical Center accreditation with Joint Commission International

Continue to control expenditures, draft rational budgets and seek out new sources of funding:

- Reduce AUB's accounts receivable
- Eliminate the Medical Center deficit by fiscal year 2014-15
- Redouble Development Office efforts to secure funds, particularly to support student diversity, academic programs, and the Campus Master Plan
- Develop a multi-year plan for predicted increases in such items as tuition fees, operational expenses, library costs, and health premiums
- Persist in containing non-academic support costs