



Balanced Scorecard Initiative

Analysis of the Institution-Wide BSC

The Big Picture

1. Mission/ Values/ Vision
2. Strategic Themes
3. Objectives
4. Measures
5. Initiatives

AUB Mission and Core Values

AUB is a teaching-centered research university, convinced that excellence in teaching and research go hand-in-hand. Its mission is to enhance the education of primarily the people of the Middle East, to serve society through its education 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.

AUB Mission and Core Values

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 competent 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. The University believes in and encourages freedom of thought and expression. It expects, however, that this freedom will be enjoyed in a spirit of integrity and with a full sense of responsibility.

AUB Vision

AUB is a private institution for higher education, that attracts faculty, students and patients who seek excellence in education and medical services

Vision

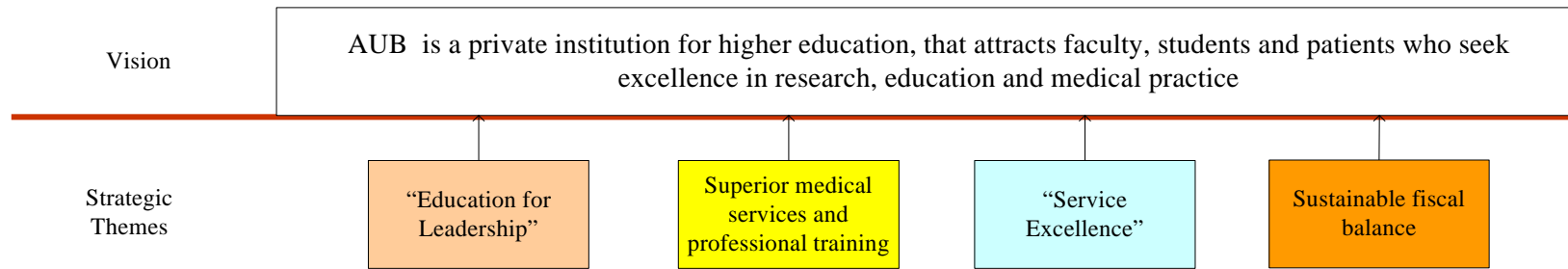
AUB is a private institution for higher education, that attracts faculty, students and patients who seek excellence in research, education and medical practice

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AUB Strategic Themes

- “Education for Leadership”
- “Superior medical services”
- “Service Excellence”
- “Sustainable fiscal balance”



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BSC Strategic Objectives for AUB

“Education for Leadership” theme

- Student Perspective:
 - Promote student growth and preparation
 - Enhance competitiveness
- Internal Process Perspective:
 - Continuously update education design and delivery
 - Increase marketing effectiveness
- Learning and Growth perspective
 - Continuously improve academic skills
 - Instill a climate for continuous improvement
- Financial perspective:
 - Increase productivity
 - Achieve and maintain fiscal balance

BSC Strategic Objectives for AUB

“Superior medical services” theme

- Patient/Payer Perspective:
 - Deliver effective medical services
 - Enhance competitiveness
- Internal Process Perspective:
 - Continuously update medical procedures and processes
 - Increase marketing effectiveness
- Learning and Growth perspective
 - Continuously improve medical skills
 - Instill a climate for continuous improvement
- Financial perspective:
 - Increase productivity
 - Achieve and maintain fiscal balance

BSC Strategic Objectives for AUB

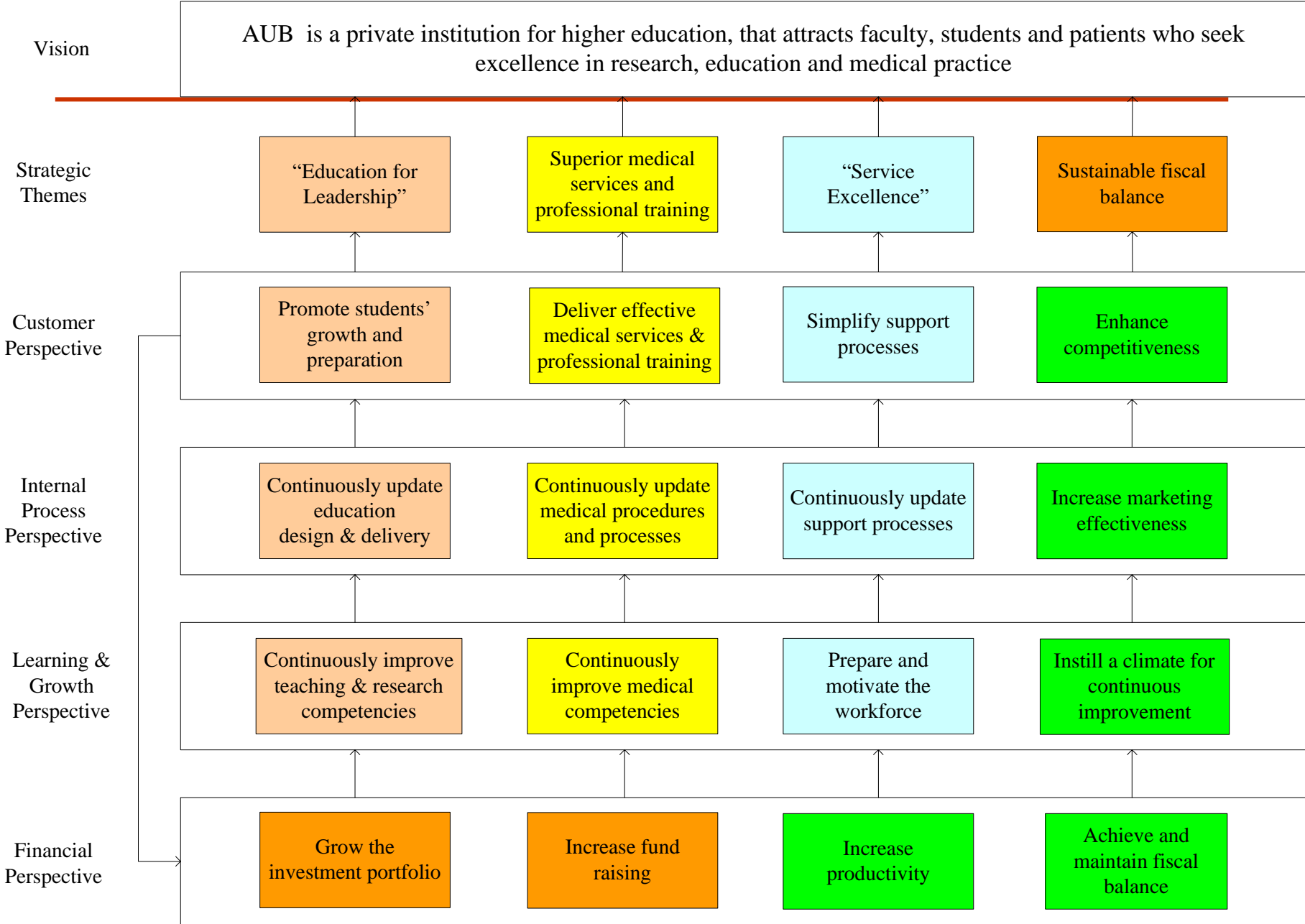
“Service Excellence” theme

- “Customer” Perspective:
 - Simplify support processes
- Internal Process Perspective:
 - Continuously update support processes
- Learning and Growth perspective
 - Prepare and motivate the workforce
 - Instill a climate for continuous improvement
- Financial perspective:
 - Increase productivity

BSC Strategic Objectives for AUB

“Sustainable fiscal balance” theme

- Financial perspective:
 - Grow the investment portfolio
 - Increase fund raising
 - Increase productivity
 - Achieve and maintain fiscal balance



The Big Picture

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Measures of “Education for Leadership” - *Customer Perspective*

OBJECTIVES:

- Promote students’ growth and preparation

Measures :

- ACT College Outcomes Survey: Average score on questions relating to college contribution to
- "intellectual growth“
 - "personal growth“
 - “social growth”
 - "preparation for further study“
 - "preparation for career"

Measures of “Education for Leadership” - *Customer Perspective*

OBJECTIVES:

- Enhance competitiveness

Measures :

- Percent of the average tuition at AUB to the average tuition at selected institutions

Measures of “Education for Leadership” - *Internal Perspective*

OBJECTIVES:

- Continuously update education design & delivery

Measures :

- Percent of respondents answering favourably to questions on course design and course delivery (Graduating Student Surveys)
- Average age since last revised of all academic programs

Measures of “Education for Leadership” - *Internal Perspective*

OBJECTIVES:

- Increase marketing effectiveness

Measures :

- Percentage of responding students answering favourably to the questions on “Impressions” (Entering Student Survey)
- Size of the applicants’ pool for the fall semester
- Yield (enrolled/admitted students) in fall semester

Measures of “Education for Leadership” - *Learning & Growth*

OBJECTIVES:

- Continuously improve academic skills

Measures :

- Percent of full-time instructional Faculty members that have a Ph.D or top terminal degree
- Percent of Faculty members that are full time with AUB
- Average number of AUB research papers per Full-Time faculty member at professorial rank, published in peer reviewed journals
- Percent of responding students answering favourably to the questions on “Instruction & Faculty” (Student Opinion Survey)

Measures of “Education for Leadership” - *Learning & Growth*

OBJECTIVES:

- Instill a climate for continuous improvement

Measures :

- Average score on questions relating to "Inviting and Using Feedback" (College Outcomes Survey)

Measures of “Education for Leadership” – *Financial Perspective*

OBJECTIVES:

- Increase Productivity

Measures :

- Constraints:
 - Total number of FTE students enrolled in fall semester
 - Student to faculty ratio in fall semester
- Net “Total Operating Costs’ per FTE student

Measures of “Education for Leadership” – *Financial Perspective*

OBJECTIVES:

- Achieve and maintain fiscal balance

Measures :

- Net "Operating Margin" for Academic Affairs

Measures of “Superior medical services” - *Customer Perspective*

OBJECTIVES: Measures :

- Deliver effective medical services
- Percent of respondents answering favourably to the question on overall satisfaction with hospital services in satisfaction surveys for:
 - Inpatients
 - Outpatients
 - Referring physicians
- Average number of meetings per year with major insurance companies

Measures of “Superior medical services” - *Internal Perspective*

OBJECTIVES:

- Continuously update medical procedures & processes

Measures :

- Percentage of all Hospital policies and procedures (Clinical, nursing and administrative) that are less than 24 months old since last revised

Measures of “Superior medical services” - *Internal Perspective*

OBJECTIVES:

- Increase marketing effectiveness

Measures :

- Percentage annual growth in number of hospital admissions
- Percentage annual growth in outpatient visits
- Percentage annual growth in number of hospital procedures performed

Measures of “Superior medical services” - *Learning & Growth*

OBJECTIVES:

- Continuously improve medical skills.

Measures :

- Percent of physicians that have completed their annual continuing education requirement
- Percent of nurses that have completed their annual continuing education requirement.

Measures of “Superior medical services” - *Learning & Growth*

OBJECTIVES:

- Instill a climate for continuous improvement

Measures :

- Number of active Performance Improvement projects (in clinical, nursing and administrative units)

Measures of

“Superior medical services” — *Financial Perspective*

OBJECTIVES:

- Increase
Productivity

Measures :

- Average inpatient's length of
stay

Measures of

“Superior medical services” — *Financial Perspective*

OBJECTIVES:

- Achieve and maintain fiscal balance

Measures :

- Hospital Receivables expressed as Outstanding Billing Days
- Net "Operating Margin" for Medical Affairs

Measures of “Service Excellence” - *Customer Perspective*

OBJECTIVES:

- Simplify support processes

Measures :

- Percent of students answering favourably to the questions on "Admissions" and "Registration" (Students satisfaction survey)
- Percent of responding inpatients answering favourably to the questions on "Admissions" (Inpatients satisfaction survey)
- Percent of responding outpatients answering favourably to the questions on "Waiting-Time" (Outpatients satisfaction survey)

Measures of “Service Excellence” - *Internal Perspective*

OBJECTIVES:

- Continuously update support processes.

Measures :

- Average age since last revised of institution-wide administrative procedures and processes

Measures of “Service Excellence” - *Learning & Growth*

OBJECTIVES:

- Prepare and motivate the workforce

Measures :

- Percent of non-academic staff that have completed their annual minimum 20 hours of training & development
- Percentage of responding academic and non-academic staff answering favourably to questions on the following topics (Employees satisfaction survey):
 - ”Overall Preparedness”
 - ”Overall Satisfaction”
- Percent of non-academic staff that have a formal “Individual Development Plan” document prepared / updated during the year

Measures of “Sustainable fiscal balance” — *Financial Perspective*

OBJECTIVES:

- Grow the investment portfolio

Measures :

- Percentage annual increase in value of investment portfolio

- Total value of annual gifts to endowment.

Measures of “Sustainable fiscal balance” — *Financial Perspective*

OBJECTIVES:

- Increase Fund Raising

Measures :

- Total value of annual scholarship giving
- Total value of annual support excluding scholarship giving

Measures of “Sustainable fiscal balance” — *Financial Perspective*

OBJECTIVES:

- Increase
Productivity

Measures :

- Cost of fund raising as percent of
amount raised.

Measures of “Sustainable fiscal balance” — *Financial Perspective*

OBJECTIVES:

- Achieve and maintain fiscal balance

Measures :

- Net overall "Operating Margin"

**American University of Beirut
Institution-wide Balanced Scorecard
Measures & Targets**

Pers- pectives	Strategic Objectives	Measures							Target
Customer	Promote students' growth and preparation (C1)	C1a	ACT College Outcomes Survey- Average score on questions relating to college contribution to "intellectual growth"	A	Aug	OIRA	Karma El-Hassan	Provost	4.00
		C1b	ACT College Outcomes Survey- Average score on questions relating to college contribution to "personal growth"	A	Aug	OIRA	Karma El-Hassan	Provost	3.85
		C1c	ACT College Outcomes Survey- Average score on questions relating to college contribution to "social growth"	A	Aug	OIRA	Karma El-Hassan	Provost	3.80
		C1d	ACT College Outcomes Survey- Average score on questions relating to college contribution to "preparation for further study"	A	Aug	OIRA	Karma El-Hassan	Provost	3.85
		C1e	ACT College Outcomes Survey- Average score on questions relating to college contribution to "preparation for career"	A	Aug	OIRA	Karma El-Hassan	Provost	3.85
		C1f	Average MCAT score- Biology	A	Aug	Medical Dean's Office	Mahmoud Harb	VP Medical Affairs	
		C1g	Average MCAT score- Physics	A	Aug	Medical Dean's Office	Mahmoud Harb	VP Medical Affairs	
		C1h	Average MCAT score- Verbal	A	Aug	Medical Dean's Office	Mahmoud Harb	VP Medical Affairs	

**American University of Beirut
Institution-wide Balanced Scorecard
Measures & Targets**

Pers-pectives	Strategic Objectives	Measures							Target
Customer	Deliver effective medical services & professional training (C2)	C2a	Inpatients satisfaction survey- Percent of responding inpatients answering favourably to the questions on overall satisfaction with hospital services	Q	All	Hospital Administration	Daad Timani	VP Medical Affairs	
		C2b	Outpatients satisfaction survey- Percent of responding outpatients answering favourably to the questions on overall satisfaction with hospital services	Q	All	Hospital Administration	Daad Timani	VP Medical Affairs	
		C2c	Average number of meetings per year with major insurance companies	A	Dec	Hospital Administration	Marlene Jubran	VP Medical Affairs	
		C2d	External referring physicians satisfaction survey- Percent of responding physicians answering favourably to the questions on overall satisfaction with hospital services	A	Dec	Hospital Administration	Daad Timani	VP Medical Affairs	
		C2e	Rate of completion of professional training program at AUH	A	TBD	Medical Dean's Office	Mahmoud Harb	VP Medical Affairs	
		C2f	Success rate in the Lebanese Colloquium	A	TBD	Medical Dean's Office	Mahmoud Harb	VP Medical Affairs	
	Simplify support processes (C3)	C3a	Entering Student Survey- Percent of responding students answering favourably to the questions on "Admissions" and "Registration" processes	A	Aug	OIRA	Karma El-Hassan	Provost	
		C3b	Inpatients satisfaction survey- Percent of responding inpatients answering favourably to the questions on "Admission" process	Q	All	Hospital Administration	Daad Timani	VP Medical Affairs	
		C3c	Outpatients satisfaction survey- Percent of responding outpatients answering favourably to the questions on "Waiting-Time"	Q	All	Hospital Administration	Daad Timani	VP Medical Affairs	
	Enhance competitiveness (C4)	C4a	Percent of the average tuition at AUB to the average tuition at selected institutions	A	Dec	University Statistician	Nizar Jawhar	Provost	

American University of Beirut Institution-wide Balanced Scorecard Measures & Targets									
Pers-pectives	Strategic Objectives		Measures					Target	
Internal Processes	Continuously update education design & delivery (IP1)	IP1a	ACT College Outcomes Survey- Percent of responding students answering favourably to the questions on Course Design	A	Aug	OIRA	Karma El-Hassan	Provost	
		IP1b	ACT College Outcomes Survey- Percent of responding students answering favourably to the questions on Course Delivery	A	Aug	OIRA	Karma El-Hassan	Provost	
		IP1c	Average age since last revised of all academic programs	A	Mar	Faculty Deans	Provost/ Maral	Provost	
	Continuously update medical procedures and processes (IP2)	IP2a	Percentage of all Hospital policies and procedures (Clinical, nursing and administrative) that are less than 24 months old since last revised	A	Mar	Hospital Administration	Nadia Saimua'a	VP Medical Affairs	
	Continuously update support processes (IP3)	IP3a	Average age since last revised of institution-wide administrative procedures and processes	A	Mar	VP Admin Office	Soha Homeidan	VP Administration	
	Increase marketing effectiveness (IP4)	IP4a	Entering Student Survey- Percentage of responding students answering favourably to the questions on "Impressions" (B1, B5, B6, B11, B17, B20)	A	Dec	OIRA	Karma El-Hassan	Provost	
		IP4b	Size of the applicants pool for the fall semester	A	Dec	Admissions Office	Salim Kanaan	Provost	
		IP4c	Yield (registered/accepted students) in fall semester	A	Dec	Admissions Office	Salim Kanaan	Provost	
		IP4d	Percentage annual growth in number of hospital admissions	Q	All	Hospital Administration	Vartan Vartanian	VP Medical Affairs	
		IP4e	Percentage annual growth in number of outpatient visits	Q	All	Hospital Administration	Vartan Vartanian	VP Medical Affairs	
	IP4f	Percentage annual growth in number of hospital procedures performed	Q	All	Hospital Administration	Vartan Vartanian	VP Medical Affairs		

American University of Beirut Institution-wide Balanced Scorecard Measures & Targets										
Pers-pectives	Strategic Objectives	Measures		Measures		Measures		Measures		Target
Learning & Growth	Continuously improve teaching and research competencies (LG1)	LG1a	Percent of full-time instructional Faculty members that have a Ph.D. or top terminal degree	A	Mar	University Statistician	Nizar Jawhar	Provost	90%	
		LG1b	Percent of instructional Faculty members that are full time with AUB	A	Mar	University Statistician	Nizar Jawhar	Provost	90%	
		LG1c	Average number of AUB research papers per full-time faculty member at professorial rank, published in peer reviewed journals	A	TBD	Faculty Deans	Nizar Jawhar	Provost		
		LG1d	ACT College Outcomes Survey- Percent of responding students answering favourably to the questions on "Instruction and Faculty"	A	Aug	OIRA	Karma El-Hassan	Provost		
		LG1e	Number of publications per faculty member (FM)	A	TBD	Medical Dean's Office	Boushra Rahhal	VP Medical Affairs		
		LG1f	Percent of articles with journal impact factor of 2 or more (FM)	A	TBD	Medical Dean's Office	Boushra Rahhal	VP Medical Affairs		
	Continuously improve medical competencies (LG2)	LG2a	Percent of physicians that have completed their annual continuing education requirement	A	TBD	Dean of FM	Luma Sidani	VP Medical Affairs		
		LG2b	Percent of nurses that have completed their annual continuing education requirement	A	TBD	Nursing Administration	Gladys Mouro	VP Medical Affairs		
	Prepare and motivate the workforce (LG3)	LG3a	Percent of non-academic staff that have completed their annual minimum 20 hours of training and development	A	TBD	HR	George Bitar	VP Administration		
		LG3b	Percent of non-academic staff that have a formal "Individual Development Plan" document prepared / updated during the year	A	TBD	HR	George Bitar	VP Administration		
		LG3c	Employee Satisfaction Survey- Percentage of responding academic staff answering favourably to the "Overall Preparedness" question (Q73)	A	Aug	OIRA	Karma El-Hassan	Provost	50%	
		LG3d	Employee Satisfaction Survey- Percentage of responding non-academic employees answering favourably to the "Overall Preparedness" question (Q73)	A	Aug	OIRA	Mary Jaber	VP Administration	50%	
		LG3e	Employee Satisfaction Survey- Percentage of responding academic staff answering favourably to the "Overall Satisfaction" question (Q70)	A	Aug	OIRA	Karma El-Hassan	Provost	70%	
	Instill a climate of continuous improvement (LG4)	LG3f	Employee Satisfaction Survey- Percentage of responding non-academic employees answering favourably to the "Overall Satisfaction" question (Q70)	A	Aug	OIRA	Mary Jaber	VP Administration	70%	
LG4a		ACT College Outcomes Survey- Average score on questions relating to "Inviting and Using Feedback" (C9)	A	Aug	OIRA	Karma El-Hassan	Provost			
LG4b		Number of active Performance Improvement projects (in clinical, nursing and administrative units)	A	TBD	Hospital Administration	Nadia Saimua'a	VP Medical Affairs			

American University of Beirut Institution-wide Balanced Scorecard Measures & Targets									
Pers-pectives	Strategic Objectives		Measures						Target
Financial	Grow the investment portfolio (F1)	F1a	Percentage annual increase in value of investment portfolio	A	Dec	Comptroller	Howard Ray	BOT Invest. Committee	3%
		F1b	Total value of annual gifts to endowment (Million US\$)	A	Dec	Comptroller	Howard Ray	VP Development	17.0
	Increase fund raising (F2)	F2a	Total value of annual scholarship giving (Million US\$)	A	Dec	Comptroller	Howard Ray	VP Development	2.5
		F2b	Total value of annual support excluding scholarship giving (Million US\$)	A	Dec	Comptroller	Howard Ray	VP Development	15.0
	Increase productivity (F3)	F3a	Total number of FTE students enrolled in fall semester	A	Mar	University Statistician	Nizar Jawhar	Provost	7,000
		F3b	Net "Total Operating Costs" per FTE student	A	Dec	Comptroller	Howard Ray	VP Finance	
		F3c	Student to faculty ratio in fall semester	A	Mar	University Statistician	Nizar Jawhar	Provost	12.0
		F3d	Average inpatient's length of stay	Q	All	Hospital Administration	Vartan Vartanian	VP Medical Affairs	
		F3e	Cost of fund raising as percent of amount raised	A	Dec	Comptroller	Howard Ray	VP Development	
	Achieve and maintain fiscal balance (F4)	F4a	Hospital Receivables expressed as Outstanding Billing Days	Q	All	Hospital Administration	Vartan Vartanian	VP Medical Affairs	
		F4b	Net "Operating Margin" for AUB Medical Center	Q	All	Hospital Administration	Vartan Vartanian	VP Medical Affairs	
		F4c	Net "Operating Margin" for AUB Campus	A	Dec	Comptroller	Howard Ray	VP Finance	
F4d		Net overall "Operating Margin"	A	Dec	Comptroller	Howard Ray	VP Finance		

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Strategic Initiatives for “Education for Leadership” - *Customer Perspective*

OBJECTIVES:

- Promote students’ growth and preparation
- Enhance competitiveness

INITIATIVES:

Enhance:

- Academic advising
- Job placement services
- personal counseling services
- informal contact with faculty
- Achieve accreditation by the “Middle States commission for higher education”

Strategic Initiatives for “Education for Leadership” - *Internal Perspective*

OBJECTIVES:

- Continuously update education design & delivery

INITIATIVES:

- Each faculty to review annually 20% of all its academic programs with the objective of modernizing the content and the method of delivery

Strategic Initiatives for “Education for Leadership” - *Learning & Growth*

OBJECTIVES:

- Instill a climate for continuous improvement

INITIATIVES:

- Implement the recommendations proposed by the accreditation task teams
- Implement recommendations proposed by the experts of administrative reviews

Strategic Initiatives for “Superior medical services” - *Customer Perspective*

OBJECTIVES:

- Enhance competitiveness

INITIATIVES:

- Achieve accreditation by the “Joint Commission International”

Strategic Initiatives for “Superior medical services” - *Learning & Growth*

OBJECTIVES:

- Instill a climate for continuous improvement

INITIATIVES:

- Implement the recommendations identified by the accreditation task teams
- Implement recommendations proposed by the experts of administrative reviews

Strategic Initiatives for “Service Excellence” - *Customer Perspective*

OBJECTIVES:

- Simplify support processes

INITIATIVES:

- Each support work unit to provide training sessions to its internal customers on key policies, procedures and processes related to that work unit

Strategic Initiatives for “Service Excellence” - *Internal Perspective*

OBJECTIVES:

- Continuously update support processes.

INITIATIVES:

- Each support work unit to review all its processes at least once every five years
- Conduct administrative reviews
- Initiate multi-disciplinary process reengineering projects

Strategic Initiatives for “Service Excellence” - *Learning & Growth*

OBJECTIVES:

- Instill a climate for continuous improvement

INITIATIVES:

- Implement the recommendations proposed by the accreditation task teams
- Implement recommendations proposed by the experts of administrative reviews
- Conduct at least one new administrative review per year

Strategic Initiatives for “Service Excellence” - *Learning & Growth*

OBJECTIVES:

- Prepare and motivate the workforce

INITIATIVES:

- Implement the 20+ hours of annual development for all administrative employees
- Implement the new Performance Appraisal methodology for all non-academic employees
- Implement a “Pay-for-Performance” salary management system for all non-academic employees

Strategic Initiatives for “Sustainable fiscal balance” — *Financial Perspective*

OBJECTIVES:

- Grow the endowment

INITIATIVES:

- Monitor the performance of the new investment managers

Strategic Initiatives for “Sustainable fiscal balance” — *Financial Perspective*

OBJECTIVES:

- Increase Fund Raising

INITIATIVES:

- Capital Campaign
- Millennium scholarship initiative

Strategic Initiatives for “Sustainable fiscal balance” — *Financial Perspective*

OBJECTIVES:

- Achieve and maintain fiscal balance

INITIATIVES:

- Develop and implement an HIP turn-around plan
- Outsource non-core services

American University of Beirut Balanced Scorecard Initiatives			
Perspectives	Strategic Objectives	Initiatives	Responsibility
Customers	C1. Promote students' academic, personal and social growth		
	C2. Deliver effective clinical and nursing services		
	C3. Simplify support processes	Each support work unit to provide training sessions to its internal customers on key policies, procedures and processes related to that work unit	VPs
	C4. Enhance the "value proposition"	Achieve accreditation by "Middle States Commission for Higher Education" Achieve accreditation by "Joint Commission International"	Provost VP Medical Affairs
Internal Process	IP1. Continuously update education design & delivery		
	IP2. Continuously update medical procedures and processes		
	IP3. Continuously update support processes	All support work units to review regularly all their processes Conduct "Administrative Reviews" Initiate multi-disciplinary Process Reengineering projects	VPs Director SQOI Director SQOI
	IP4. Increase marketing effectiveness		

American University of Beirut Balanced Scorecard Initiatives			
Perspectives	Strategic Objectives	Initiatives	Responsibility
Learning & Growth	LG1. Continuously improve academic skills		
	LG2. Continuously improve clinical and nursing skills		
	LG3. Prepare and motivate the workforce	Mandate the 20+ hours of annual development for all administrative employees	VPs
		Implement the new Performance Appraisal methodology for all non-academic employees	VPs
		Implement a "Pay-for-Performance" salary management system for all non-academic employees	VP Admin
	LG4. Instill a climate of continuous improvement	Implement the recommendations proposed by the accreditation task teams	VPs
		Implement the recommendations proposed by the experts of administrative reviews	VPs
		Rejuvenate the Performance Improvement program currently in use at AUBMC	Director SQOI
	Introduce a Performance Improvement program on Campus similar to the one in use at AUBMC	Director SQOI	
Financial	F1. Grow the endowment	Monitor the performance of the new investment managers	VP Finance
	F2. Increase fund raising	Capital Campaign	VP Development
		Millennium scholarship initiative	VP Development
	F3. Increase productivity	Reduce headcount via the Early Retirement Plan	VP Admin
		Reduce headcount via the Early Departure Plan	Director SQOI
	F4. Achieve and maintain fiscal surplus	Develop and implement an HIP turn-around plan	Provost
		Outsource non-core services	VP Admin
Maintain enrolment growth at 3% per annum		Provost	

Performance Management Map

