The Office of the Provost finalized the academic year 2013-14 (AY14) with the submission of the Periodic Program Review Report to AUB’s institutional accreditor MSCHE. The report was extremely well received and a response was submitted to address the two key concerns noted by the reviewers: shared governance related to the decision on tenure, and the need for a budgeting process that is linked to the strategic planning process. With respect to these issues, the Second Task Force on Tenure will issue a recommendation report in fall 2014 to be presented to the faculty, and the Office has coordinated with the President in improving the budgeting process that will be overseen by a budget committee formed by the President. Extensive work was carried out in the final quarter of the AY14 in completing the development of the Academic Strategic Plan 2014, key performance indicators, and an online platform for monitoring and evaluation.

Other notable achievements of the year include:

- AUB rose in the QS ranking to 249; and is the highest ranked in the Arab world on the prestigious research exclusive Scimago ranking at 716
- Finalization of the Academic Strategic Plan 2014
- AACSB Reaccreditation of OSB; JCI reaccreditation of AUBMC; ACEND accreditation of FAFS Nutrition and Dietetics Coordinated Program
- Inauguration of the Issam Fares Institute building designed by Dame Zaha Hadid
- Opening of the Ray R. Irani Oxy Engineering Complex
- Introduction of 11 new programs including (8 graduate; 3 undergraduate)
- Revision and approval of 10 academic policies and guidelines
- Establishment of the Academic Assessment Unit

Faculty/Student Profile

Faculty:

June 2014: Sixteen (16) faculty members were promoted to the rank of Professor: FAS (5), FEA (4), FM (5), HSON (1), and OSB (1); 22 faculty members were promoted to the rank of Associate Professor: FAS (9), FEA (2), FHS (2), FM (8), and OSB (1).

Fall 2014-15:

Sixty-six (66) fulltime new faculty members joined AUB in fall 2014, distributed across faculties and schools as follows: FAS (35), FAFS (2), FEA (10), FM (11), HSON (3), and OSB (5). The total number of full-time campus faculty in fall 2014-14 is 515 with the total including FM and clinical faculty of 769. The professorial faculty count is 387 for campus and 228 for FM including clinical faculty.

The percent of international faculty remained at 26%. The faculty head count including FM and part-time faculty is 1,040. The student faculty ratio remained steady at 11.1 to 1.

Students:

Fall 2014-15: The total number of students in the fall semester was 8,194: 6,767 undergraduate students (1,767 NEW), 953 graduate students (260 NEW), 81 PhD students,
379 medical students, and 14 non-degree seeking students. International students represented 22% of total enrollment.

**AUB Scholarly Standing**

**Major Research Grants, Recognition of AUB Faculties/Schools, and Awards**

- **AUB has moved up one point in its QS World Rankings to 249** from among the top 800 universities of the world with far more (over 3,000) assessed in 2014 than previously. AUB is now second in the Arab region sharing the same rank with King Saoud University and after KFUP ranked 225. In addition AUB, scored highest in the region for employer reputation and citations per faculty.
- External research funding from new grants is was $6,855,091 while internal funding for grants amounted to $1,419,000.
- OSB was ranked 109 out of 1,000 business schools worldwide; its MBA program was ranked first and its EMBA program was ranked third in Eurasia and the Middle East by Eduniversal for 2013-2014.
- Provost Ahmad Dallal was awarded the Kuwait Foundation for the Advancement of Sciences prize for his lifetime research contributions to the field of Arabic and Islamic scientific heritage.
- Professor Dr. Makhluf Haddadin was honored for his role in discovering and naming the “Davis-Beirut Reaction,” one of the highest honors in the field of chemistry.
- Dean Nahla Hwalla, the dean of the Faculty of Agricultural and Food Sciences and professor of nutrition and food science, has been awarded the 2014 Susan Bulkeley Butler Leadership Excellence Award, by the International Breast Cancer and Nutrition (IBCN) group at Purdue University.
- Associate Provost Nesreen Ghaddar was named one of the twenty most influential women in science in the Islamic World as a "pioneer" in the field of energy studies and received the Abdul Hameed Shoman 2013 Award for Arab Researchers in Green Engineering.
- In May 2014, Dr. Mohamed H. Sayegh, Vice President of Medical Affairs, and the Raja N. Khuri Dean of the Faculty of Medicine, and Dr. Nagi El Saghir, Clinical Professor of Medicine and Director of the Breast Center of Excellence, Naef K. Basile Cancer Institute at AUBMC were awarded the National Cedar Medal, rank of Officer, by former President of the Republic of Lebanon, His Excellency Michel Sleiman.

**AUB for a Global Era**

- March 2014: The provost presented the Revised Academic Strategic Plan to the BOT
- May 2014: The BOT endorsed the general goals of the Strategic Plan
- Summer 2014:
  - Marathon deans’ discussions of the final version of the Academic Strategic Plan took place and further revision of the plan took place
  - The key performance indicators for the Strategic Plan and its initiatives were developed by the Academic Assessment Unit in consultation and coordination with all faculties/schools.
  - A management retreat took place on August 22, 2014 to prioritize Academic Strategic Plan initiatives and to develop/prioritize initiatives for the critical enablers of the plan.
- A number of initiatives were developed as projects with the Office of Advancement.
- A final academic strategic plan is ready for rolling out in fall 2014-15 where the president and the provost will share the vision and goals with the Senate and each of the faculties in turn to ensure broad understanding of the new directions laid out for AUB.

**Engagement with Students and Faculty around Issues of Concern**

- **Tuition Increases:** In coordination with the president and the Dean of Students, the provost held regular discussions with student (USFC) representatives regarding the tuition crisis.

- **Faculty Contracts:** In coordination with the president, and VP Legal Affairs, the provost has engaged with Senate representatives to resolve issues with Faculty Contracts.

- **Task Force on Faculty Compensation (TFFC):** Charged by the president and chaired by the provost, the TFFC includes faculty members from all faculties as well as the Interim COO, Acting Director of HR, and the CFO. The primary goal of the Task Force is to recommend guidelines to the president for a comprehensive and sustainable faculty compensation policy and three-to five-year plan for adjusting levels of faculty compensation as needed to address three factors: market forces affecting recruitment and retention, discrepancies across schools and disciplines, and inflation. The Provost’s Office has compiled comprehensive data for AUB faculty compensation for 2008-2014. Findings and recommendations will be developed based on benchmarking with local and regional averages, and with faculty survey data from AAUP (American Association of University Professors) and CUPA (College and University Professional Association) for four-year U.S. colleges and universities. Data is also being reviewed relative to inflation as assessed by changes in the Consumer Price Index (CPI) as reported by Consultation and Research Institute (CRI) in Lebanon.

- **Transparent and Improved Budgeting Process at AUB:** The president and the provost are working on improving the budgeting process. A budgeting committee is formed and will be preparing operating budget of 2015-16.

**Accreditation**

- **ACEND Accreditation of Nutrition and Dietetics Coordinated Program in FAFS:** FAFS’ undergraduate Nutrition and Dietetics Coordinated Program in the Department of Nutrition & Food Sciences received accreditation from the Accreditation Council for Education in Nutrition and Dietetics (ACEND). It is the first nutrition program in the Middle East and the third international program to obtain this US accreditation.

- **AACSB Reaccreditation of OSB:** The S. Olayan School of Business has been reaccredited in March 2014 by the AACSB Board of Directors demonstrating the school’s academic excellence and distinction. This reaccreditation emphasizes OSB’s commitment to continuous improvement to ensure delivery of the highest quality education to its students.

- **Submission of AUB’s Periodic Review Report to MSCHE in June 2014:** The Office of the Provost submitted its Periodic Review Report (PRR) for AUB’s institutional accreditor, the Middle States Commission on Higher Education (MSCHE), which is due in June 2014. The reviewers’ comments were received. AUB is considered a “model institution, and in many ways”: a “model” General Education program; a “model”
Periodic Program Review system for academic programs; and as making “great progress” in increasing financial aid.” The PRR reviewers had two recommendations:

Recommendation (1): The reviewers recommend that the administration and faculty resolve the tenure question by 2016 and request a monitoring report on the status of these discussions, and the state of shared governance at AUB relative to MSCHE Standard 4, due to the Commission by no later than March 1, 2016.

Recommendation (2): The reviewers recommend that the administration develop a sound and integrated budgeting plan and set of budget processes…in such a manner that they are as simple as possible, able to be broadly and clearly communicated, consistent, responsive to unforeseen needs, and allocate resources properly…The reviewers recommend to the Commission that the University…present evidence in a monitoring report that such a system has been developed, relative to Standard 3, Institutional Resources, by no later than March 1, 2016.

The president responded to the reviewer’s report and is awaiting official MSCHE action on our accreditation in November.

- **JCI accreditation to AUBMC:** The American University of Beirut Medical Center (AUBMC) received officially on April 11, 2014 full re-accreditation by the Joint Commission International (JCI).

**New Appointments**

- **Mr. Fateh Azzam** was appointed as the first Director of the new Asfari Institute for Civil Society and Citizenship in February 2014. Mr. Azzam comes to AUB with more than 25 years of experience in human rights, philanthropy and support for civil society activism. Most recently, he worked as Regional Representative for the Middle East of the UN High Commissioner for Human Rights (2006-2012).

- **Ms. Hala Dimachkie** was appointed as Director of the Office of International Programs as of April 2014. A graduate of the University of Exeter (UK) and then of AUB, Ms. Dimachkie has had a wealth of international exposure and experience. She joined AUB in 2006 and has established and managed the Communications Unit at FHS.

- **Ms. Magguie Chammas** was appointed as the Senior Budget Analyst and Financial Planning Officer at the Office of the Provost in April 2014. Ms. Chammas has MBA in Finance from National University in 1999. She was a Financial Planning & Analysis Manager at AUBMC and has been a Financials Business Systems Analyst Manager at AUB since 2012.

- **Ms. Trudi Hodges** was appointed as the AUB’s Title IX Coordinator and as the Assistant to the Provost on Special projects in June 2014. Ms. Hodges has more than a decade of experience in the Middle East working on institutional development and civil society initiatives centered on legal reform, governance, and capacity building for youth. She directed the final phase of a scholarly constitutional reform project in Baghdad, is co-founder of Right to Nonviolence, a Lebanese association centered on advocacy to support human rights and the rule of law, and received an MBA from the University of Houston.

- The efforts of the CIO search committee appointed by President Dorman and chaired by Provost Dallal were culminated by **the appointment of Dr. Yousef Asfour as the AUB’s Chief Information Officer** in September 2014. Dr. Asfour is CIO with more than 25 years of experience in the U.S. and Middle East. Most recently, he was with New York University as their Associate Vice President for Global Technology Services and was previously CIO for NYU-Abu Dhabi.
• Mr. Rabih Shibli was appointed the Acting Director of the Center of Civic Engagement and Community Service starting August 1, 2014.

New Buildings Spaces

• IFI’s new home was inaugurated on May 6, 2014. The new Issam Fares Institute building was designed by renowned architect Dame Zaha Hadid. It features offices for IFI staff, several classrooms, a state-of-the-art conference room, and an auditorium for IFI’s wide variety of events. DUIP’s upcoming MA Program in Public Policy and International Affairs is housed in the building.
• The Ray R. Irani Oxy Engineering Complex at AUB was inaugurated on September 14, 2014. This is a state-of-the-art building hosting engineering labs and classrooms.

Task Force for Students with Special Needs

A University-wide Task Force for Students with Special Needs has been established to assess our current processes, practices, and capacities to serve the physical and learning needs of students with special needs and develop a meaningful comprehensive vision and implementable strategies to improve and/or initiate suitable and high quality academic experience to students with special needs. The Task Force will be co-chaired by Dr. Hala Muhtasib (Chair of the Enrollment Management Unit) and Dr. Sawsan Abdul Rahim (Associate Professor) at FHS.

Academic IT Initiatives

• The High Performance Computing Cluster (HPC) was established in fall 2013 to support research across the University. A position has been advertised to appoint an Academic HPC Director for the cluster and a High Performance Computing Committee was formed to accelerate the use of the cluster.
• The University-wide digitization initiative has reached the humanities and has begun digitizing the collections of the Natural History and Archeology museums.
• An E-learning Task Force has been formed to develop an e-learning proposal including governance, accreditation issues, direct and indirect revenue models, and assessment of current and future e-markets.
• Academic IT Committee worked closely with IT and coordinated efforts for ensuring that the Enrollment Management Banner projects are on track for completion. It also followed up on prioritizing and completing other academic projects such as the faculty information system.
• AUB’s First MOOCs (Massive Open Online Courses): The first AUB (MOOC) on Citizenship in the Arab World http://youtu.be/7AVL7MD-T18 was offered by Dr. Dina Kiwan from the Department of Sociology, Anthropology & Media Studies. Another MOOC on Professional Writing for Business Majors developed by Dr. Zane Sinno from the Department of English will soon be launched. These courses were developed with the support of a partnership agreement with Queen Rania Foundation for Education & Development.

Academic Programs (New and Revised)

Approved Programs in 2013-14:
• MA in Public Policy and International Affairs, DUIP
• Non-thesis option for M.E. in Mechanical Engineering, major applied energy
• Non-thesis option for M.E. in Mechanical Engineering, major mechanical engineering
• ME in Biomedical Engineering, FEA & FM
• PhD in Biomedical Engineering, FEA & FM
• Curricular Changes in the BSc and Coordinated Program in Nutrition and Dietetics (FAFS)

Programs offered for the first time in fall 2014-15:
• MS Energy Studies (DUIP)
• MS Health Research (FM, Scholars in Health Research Program - SHARP)
• MA Islamic Studies (FAS)
• MS Rural Community Development (FAFS)
• MS and ME Chemical Engineering (FEA)
• MS Construction Engineering (FEA)
• MS Orthodontics (FM)
• Executive MS in Health Care Leadership (FHS)
• BS Medical Audiology Sciences (FHS, FM)
• BS Medical Imaging Sciences (FHS, FM)
• BE Industrial Engineering (FEA)

New and Revised Academic Policies and Guidelines

• FAFS Departments of Agricultural Sciences (AGSC) and the Animal and Veterinary Sciences (AVSC) were merged into one Department of Agriculture (Approved by BOT in June 2014)
• Course Buyout Guideline (Approved by the BOD, September 12)
• Faculty Teaching Overload and Research Compensation Policy (Approved by the BOD, September 19)
• Revised Policy on Transfer of Credit (Approved by the Senate, October 25)
• Revised Thesis Release Policy (Approved by the Senate, November 29)
• Revised Policy on Minors (Approved by the Senate, January 31)
• New and Revised Academic Titles: The following titles definitions have been revised or introduced: Postdoctoral Fellow; Affiliate or Research Affiliate; In-Residence Faculty, Preceptor/Preceptor Associate, Adjunct Faculty, and Associate/Academic Associate (Approved by the BOT, June 2014)
• New Academic Title: Clinical Track in the Department of Psychology, FAS (Approved by the BOT, June 2014)
• Revisions to FAS Advisory Committee Composition: Seven members: two from each of humanities, sciences, social sciences, and one from mathematics and computer science (Approved by the BOT, June 2014)
• Revision of Faculty Bylaws: add guidelines for election process and runoff elections (Approved by the BOT, June 2014)

Pending:
• Faculty Workload Policy: This policy was discussed the by BOD and has been sent to the University Academic Development Committee.
• Tenure Proposal: The Second Task Force on Tenure completed its report on tenure. The full proposal is now under discussion in the BOD.
Ensuring Academic Excellence

The Academic Assessment Unit (AAU)

The Academic Assessment Unit (formerly Office of Strategy Management) was established in November to centralize University academic assessment functions and will facilitate the following activities: Periodic Program Reviews, program learning outcomes assessment, General Education program learning outcomes assessment, and KPI tracking. In addition, the AAU will provide technical assistance (training, data, KPI tracking) for unit-level quality assurance assessments as needed for non-academic administrative units. The AAU is chaired by Dr. Ali El Hajj and reports to the provost. Periodic Program Review and General Education Board updates can be found in the AAU independent report to BOT.

The Division of University Interdisciplinary Programs (DUIP)

The DUIP (http://www.aub.edu.lb/duip/Pages/index.aspx) launched its first new program, the MS in Energy Studies in fall 2014-15 and accepted its first cohort of 14 graduate students. The MA Public Policy and International Affairs program has been approved by the BOT in March 2014 and its registration application has been submitted to the New York State Education Department (NYSED) and at the Lebanese Ministry of Higher Education (MHE). The MS in Environmental Studies is pending revision by the program committee as a result of feedback received from faculties. A new master degree program is under consideration by DUIP in Integrative Health developed by faculty members from FAS, FM, FAFS, and FM. The DUIP appointed Ms. Lara El-Khoury as the DUIP executive officer in June 2014.

The USAID University Scholarship Program and MEPI Leaders of Tomorrow

These USAID funded multi-year grant programs provide full scholarships for diverse and qualified students from Lebanon and the region. The University Scholarship Program (USP) is currently offering full coverage to 154 students (50, 52, and 52 students under the USP II, the USP IV, and USP V, respectively) coming from disadvantaged socio-economic backgrounds in the 26 districts of Lebanon. USP scholars have been engaged in the integration of technology in public schools in their regions, as part of the USAID D-RASATI 2 project. The scholars also volunteered to tutor UNRWA students on math skills, and critical thinking skills as part of SAT examination preparation sessions. USP scholars are also participating in AUB’s Syrian Relief Project. AUB partners with Mercy Corps International to help students develop their community-based projects (CBP).