Provost Report 2014-15

The report is organized in the following sections: Highlights; Office of the Provost Initiatives; Educational Excellence; Research Excellence; Faculty Profile and Faculty Affairs; Student Profile and Student Affairs; and Social Impact.

Highlights
- In 2014-15, AUB awarded 1533 Bachelor’s, 435 Master's, 87 MDs, and 12 PhD degrees.
- AUB now offers over 130 undergraduate and graduate degree programs. Three new undergraduate, ten new graduate programs, and two new diploma programs have been launched since fall 2014 (including fall 2015).
- Steve Harvey, PhD, a recognized scholar in management and human resources, will assume his post as the new dean of the Suliman S. Olayan School of Business (OSB) in January 2016.
- A search for a new dean for the Faculty of Arts and Sciences (FAS) is underway, chaired by Philip Khoury and Mohamad Harajli and with representation from all of the faculties. Dr. Patrick McGreevy will continue in his capacity as dean until a new dean is appointed.
- President Dr. Fadlo R. Khuri was elected to the Academy of Sciences for Lebanon.
- Total approved grant funding in 2014-15 managed by the Office of Grants and Contracts amounted to $23.15 million, including $11.5 million in external research grants, $1.25 million in internal research grants, and $10.4 million for three external scholarship grants. In addition, FM internal research funds awarded amounted to approximately $1.17 million.
- In fall 2015, two new grants for a total of $21 million were awarded for the USP and MEPI programs to support 178 comprehensive scholarships for academically qualified students from low-income backgrounds; a $26 million proposal to support 180 students over 10 years was submitted to the MasterCard Foundation.
- Trustee Philippe Jabre gave a gift of over $3 million to support an academic program in Art History and Curating including an endowed chair (FAS). The Andrew W. Mellon Foundation awarded AUB a $2 million grant to establish the Center for Arts and Humanities.
- An endowment for FEA student scholarships was established in Professor Albert Kuran’s name through the generosity of Dr. George and Trustee Maroun Semaan.

OFFICE OF THE PROVOST INITIATIVES

Tenure
The Office of the Provost continued to advocate for reinstating tenure as the best possible means to become a world-class research university. In the past year, the Office of the Provost has responded comprehensively to BOT Academic Affairs Committee requests for information related to reinstating tenure. A number of presentations on tenure have been made to the BOT Academic Affairs Committee, most recently at the September 2015 meeting. Analysis by legal counsel was completed and reported on at the May 2015 meeting. A financial analysis has been prepared by the Acting Dean of the Olayan School of Business and the Chief Financial Officer and discussed with the BOT Finance Committee. The President plans to bring the principle of reinstating tenure before the full BOT during the November 2015 meeting.
**Strategic Planning**
A new strategic planning cycle has begun. Deans, the Office of Student Affairs, IT and REP have submitted new strategic plans and a strategic planning retreat with the Board of Deans was held on October 3, 2015. The Chief Financial Officer attended the retreat and has estimated the costs of pursuing the various strategic directions proposed. Strategic plans were requested from academic support and administrative units to be submitted in October 2015. Before the end of 2015, the Budget Steering Committee, led by the President, will prioritize the proposed strategic initiatives for resource allocation.

**Accreditation**
In preparation for the Middle States Commission on Higher Education (MSCHE) Monitoring Report due on April 1, 2016, the Office of the Provost continues to coordinate University efforts in the areas of shared governance and linking assessment, planning, and budgeting. In relation to shared governance, the administration is focusing on three main issues: tenure, improved clarity of policies and governance responsibilities, and continued involvement of faculty in issues that concern them. Efforts related to tenure are described above; efforts related to policies and governance are described below. AUB will also report on continued involvement of faculty in issues that concern them. Under the leadership of the President, collaborative efforts between the Office of Financial Planning, the Academic Assessment Unit, and the Office of the Provost will continue to improve linked processes for institutional and unit-level assessment, strategic planning, and budgeting.

**Policies and Governance**
The Policies and Procedures Review Committee (PPRC) is in the process of reviewing and updating all University policies, procedures, bylaws and manuals in order to clarify these policies and ensure harmony among existing policies. A policy management software is being deployed and the policy approval process is being clarified.

**Interdisciplinary Programs**
Following a reappraisal of its current practice, the Division of University Interdisciplinary Programs (DUIP) has been frozen in order to develop more efficient ways the unit can serve as a coordinating body for interdisciplinary education across AUB. The MA Program in Public Policy and International Affairs is now housed in FAS while the MS Degree Program in Energy Studies is now housed in FEA.

**Task Force on Faculty Compensation**
The Task Force on Faculty Compensation (TFFC) was formed in March 2014 to propose a sustainable plan for salary adjustments for the next 3-5 years, and develop recommendations for a long-term faculty compensation policy to position the University competitively. The Task Force included representation from each faculty or school, two deans, the CFO, and the Interim Director of Human Resources (HR). The Task Force has submitted a preliminary report and recommendations in May 2015. The report will be presented to the Senate in Fall 2015.
Task Force for Students with Special Needs
As part of the University’s commitment to inclusiveness, a Task Force for Students with Special Needs has developed a proposal that outlines processes for identifying and supporting students with special needs in both academic and non-academic arenas. The proposal also includes a draft policy and outlines the infrastructure and resource needs to accommodate students with special needs. The proposal is currently under discussion with the Board of Deans and relevant implementation units. FAS is piloting a framework for identifying, assessing, and implementing academic accommodations.

Educational Spaces and Research Facilities
The Space Committee has been reactivated to address the crucial needs for space for education, research, student life, and patient care across the University. A number of educational spaces and research facilities were inaugurated or renovated during 2014-15:

- In FEA, the Irani Oxy Engineering Complex opened in Fall 2014 with more than 8,000 m² of space for labs, classrooms, and offices; and renovations in the Bechtel Building resulted in 28 spacious offices through a generous donation from Bechtel Engineering.
- A number of library spaces were renovated yielding three new study rooms and the Antoine Ghattas Karam e-classroom.
- FM’s DTS Renovation project saw the completion of Phase I, which included the 3rd floor and most of the basement, including new facilities for the Anatomy Dissection Lab.
- The recently renovated Reynolds Hall will be used as a decanting facility for academic units during upcoming renovations to existing buildings.

Despite this progress, space continues to be a challenge given our student enrollment, which has steadily expanded during the past 15 years from about 6,000 to 8,500.

EDUCATIONAL EXCELLENCE
The percentage of students who graduated with Distinction in May 2015 was 22% and the percentage of students who graduated with High Distinction was 6%. The graduation rate for undergraduates was 88% in 2014, and has remained above 86% over the last five years (compared to 65% for American private non-profit colleges). The graduation rate for graduate students was 78% in 2014, up from 65% in 2009.

Academic Program Review and Program Accreditation
Periodic Program Reviews (including comprehensive departmental self-studies and external reviews) have been completed for four more departments with the support of the Academic Assessment Unit. The review process is underway for five departments and reviews of the three final departments in the six-year program review cycle for all academic programs will begin in October 2015. In fall 2015, FEA hosted an ABET reaccreditation site visit. Five specialty programs in FM are applying for Accreditation Council for Graduate Medical Education – International (ACGME-I) accreditation.
New Academic Programs
AUB now offers over 130 undergraduate and graduate degree programs. Three new undergraduate, nine new graduate programs, and two new diploma programs were launched in 2014-15:

- BE in Industrial Engineering (FEA)
- BS Medical Imaging Sciences (FHS/FM)
- BS Medical Audiology (FHS/FM)
- MS Rural Community Development (FAFS)
- MA Islamic Studies (FAS)
- MS and ME Chemical Engineering (FEA)
- MS Construction Engineering (FEA)
- MS Energy Studies (FEA)
- Executive Masters in Health Care Leadership (FHS)
- MS Health Research (FM)
- MS Orthodontics (FM)
- Diploma in Green Technologies – Pro-Green (FEA)
- Diploma in Food Security (FAFS)

New programs with particularly strong cumulative enrollment as of fall 2015, include Industrial Engineering (81), Green Technologies – Pro-Green (29), Energy Studies (22), Medical Audiology (22), Medical Imaging (19), Orthodontics (9), and Rural Community Development (7), and Health Research (6).

The MA Public Policy and International Affairs (FAS) was launched in fall 2015, with nine students in its first class. The MS and PhD in Biomedical Engineering (FEA/FM) were approved by the New York State Department of Education (NYSED) and will launch in 2016. Two programs approved by the BOT last spring, the MS in Food Security (FAFS) and the BE in Petroleum Engineering, will be submitted to NYSED in fall 2015.

Teaching Support
The Center for Teaching and Learning provided workshops and presentations for faculty, awarded three Scholarship of Teaching and Learning grants, and hosted its annual conference on Effective Teaching and Learning in Higher Education. It presented its annual AUB Teaching Excellence Award to Dr. Rima Karami Akkary (FAS) and Dr. Issam Srour (FEA).

RESEARCH EXCELENECE

Publications
- AUB Faculty produced **944 publications** in 2014 according to Scopus, the largest abstract and citation database of peer-reviewed literature.
- Faculty members reported **20 books** published in 2014-15.
Research Funding
265 research grants were awarded of which 106 were from external sponsors for a total approved funding of $12.7 million including $1.3 million from internal funding, managed by the Office of Grants and Contracts. Of note, 16 out of 18 external research grants for over $100,000 each focus on research related to societal challenges, addressing issues related to the environment, public health, policy-making, and urbanization. In addition, FM internal research funds awarded during this period amounted approximately to $1.1 million plus an additional $100,000 from the Farouk Jabre endowment fund. Other donations in support of research included close to $1 million to support PhD students in FEA.

Faculty Distinctions
- Dr. Lara Nasreddin (FAFS) and Dr. Sari Hanafi (FAS) won the 2014 Abdul Hamid Shoman Award for Arab Researchers.
- Dr. Souha Kanj Sharara (FM) and Dr. Ibrahim Osman (OSB) received the 2014 Research Excellence Award from the National Council for Scientific Research (CNRS); 11 PhD students were also recognized by CNRS in the fourth year of the Doctoral Awards.
- Dean Nahla Hwalla was elected as a member of the Scientific Advisory Board for CIHEAM (International Centre for Advanced Mediterranean Agronomic Studies).
- HSON received the Excellence Award for Distinguished Academic Institution and HSON Director Dr. Huda Huijjer received the Excellence Award for Distinguished Faculty/Researcher from the Scientific Society of Arab Nursing Faculties.
- Dr. Salma Damluji (FEA) won “the Gold Medal of the 2015 French Academy of Architecture.”
- Dr. Mona Fawaz (FAE) was awarded a fellowship by the Harvard Radcliffe Center in Cambridge, Massachusetts.
- Dr. Mona Harb won the British-Kuwait Friendship Society Book Prize.

University Libraries
Jafet Library increased ownership of electronic books from 753,231 to 791,826 and access to full text journals from 140,213 to 146,320 titles and acquired several important collections of rare books, unique archival material, and special collections. It organized several exhibits. It received a pledge of $500,000 in support of the development of a Conservation Lab in Jafet Library and $195,000 from New York University (NYU) as the first of two installments for the Arabic Books Digitization Project.

Archaeological Museum
The newly rehabilitated Islamic Section of the Museum was inaugurated under the patronage of the Minister of Culture in February 2015. The Charles Kettaneh Family donated a Funerary Stela with a Greek inscription and a Phoenician Astarte throne to the museum.

FACULTY PROFILE AND FACULTY AFFAIRS

Faculty Profile
The total number of full-time instructional faculty in fall 2015-16 is 591; in addition, there are 226 full time clinical faculty in FM, which brings the total full-time faculty to 817. The faculty
head count, including clinical and part-time faculty, is 1085. The student faculty ratio is 11.2:1. Twenty percent of the faculty are international; the gender distribution is 40% women and 60% men. The total increase since fall 2014 is 11 full time faculty and 3 part-time faculty.

Twenty-four faculty members were promoted to Associate Professor: 1 – FAFS, 9 – FAS, 4 – FEA, 6 – FM, and 4 – OSB. Ten faculty members were promoted to Full Professor: 2 – FAS, 2 – FEA, 1 – FHS, and 5 – FM.

In 2014-15, 68 new full-time faculty members joined AUB including professorial rank faculty as well as visiting appointments, instructors, and lecturers. The distribution of new full-time faculty members according to Faculty/School is: 3 – FAFS, 30 – FAS, 11 – FEA, 0 – FHS, 18 – FM, 1 – HSON, and 5 – OSB. Thirty-eight new full-time faculty members have joined AUB in fall 2015-16 including professorial rank faculty as well as visiting appointments, instructors, and lecturers. The distribution of new full-time faculty members according to Faculty/School is: 3 – FAFS, 13 – FAS, 4 – FEA, 1 – FHS, 14 – FM, 1 – HSON, and 3 – OSB.

**Faculty Affairs**

New Faculty Orientation continues to introduce new recruits with all aspects of the University, including academics, logistics, resources, policies and procedures, facilities, and life in Lebanon. Close to 50 new faculty members attended the fall 2014 orientation, 8 attended in spring 2015, and 30 attended in fall 2015. OSB filled four vacant endowed chairs following international searches. FAS, with the highest representation of international faculty, continues to report recruitment challenges, due to a number of factors including the growing perception in Europe and North America that Lebanon may not be safe or stable, heavy teaching loads, a lack of tenure, relatively low salaries, Beirut's high cost of living, and difficulty finding places for children in certain schools. In 2014-15, ten professorial faculty members resigned, in a year when only 10 professorial rank faculty members were recruited. This is an issue of importance since its international faculty has always been a hallmark of AUB and faculty diversity is a major consideration in the QS rankings.

**STUDENT PROFILE AND STUDENT AFFAIRS**

**Student Profile**

Student enrollment in the fall 2015-16 is indicated in the table below. International students represent 21% of total enrollment. Women are well represented among AUB students, making up 50% of undergraduates, 45% of medical students, and 64% of graduate and PhD Students.

<table>
<thead>
<tr>
<th>Fall 2015-16 Enrollment</th>
<th>Continuing</th>
<th>New</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate students</td>
<td>5150</td>
<td>1850</td>
<td>7000</td>
</tr>
<tr>
<td>Master’s Students</td>
<td>725</td>
<td>407</td>
<td>1132</td>
</tr>
<tr>
<td>PhD Students</td>
<td>102</td>
<td>23</td>
<td>125</td>
</tr>
<tr>
<td>MD Students</td>
<td>287</td>
<td>100</td>
<td>387</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6264</strong></td>
<td><strong>2380</strong></td>
<td><strong>8644</strong></td>
</tr>
</tbody>
</table>
Enrollment in fall 2014-15 was 6861 undergraduates and 1642 graduate students, with a total of 8503 students. The percentage of international students and the gender distribution has remained steady.

**Recruitment and Admissions**
The Office of Admissions received 4,177 regular undergraduate applications for the fall semester of 2015-16 (a 3% decrease from the previous year). The total number of standard graduate applications for the fall 2015-16 was 1035 (a 13.5% increase from the previous year). The acceptance rate for freshman and sophomores entering in 2015-16 was 82% and the yield rate (percent of accepted students who enroll) was 52%. There was an increase in the number of masters student applications, mostly due to applications from abroad (270 were received in 2014-15 as compared to 160 in 2013-14), mainly from the Arab World, in particular Egypt, Sudan, Yemen, KSA, Tunisia, and Jordan. The number of applications to the medical school for the current year 2015-16 is 218 (an increase of 21% from the previous year). The acceptance rate for master's students entering in 2015-16 was 76% and the yield rate (percent of accepted students who enroll) was 49%.

**Student Affairs**
With support from IT, technology was deployed to increase efficiency and transparency including the introduction of online applications for student housing, student work-study, and club memberships. A major success was the introduction of electronic voting in all Faculties/Schools, a first of its kind process in Lebanon. The Student Affairs team worked intensively to ensure peaceful and organized student elections in November 2014, which were praised in the community and by independent monitors. The Office of Student Affairs organized its annual job fair and other career opportunity events. The Hostler Center expansion has seen increased student participation in sports. Demand for student housing continues to exceed availability and renovations to older dorms is an urgent need.

**Financial Aid and Comprehensive Scholarship Programs**
In 2014-15, the AUB Financial Aid Office awarded $27.7 million in donor and institutionally funded financial aid to 3147 students (56 more students than the previous year) representing 76% of applicants and 42% of enrolled undergraduate students. Awards ranged between 20-100% of tuition; the average award was $8,888, including full merit scholarships and work scholarships.

In addition, AUB currently hosts three grant-funded comprehensive scholarship programs for academically capable but financially disadvantaged students. These programs target different populations, but share similar goals of transforming students into civic-minded, intellectually able, and professionally skilled leaders. All three programs offer all living expenses and support services in addition to full scholarships. The USAID University Scholarship Program serves public school graduates from each of Lebanon’s 26 districts. The US Department of State— MEPI Tomorrow’s leaders program serves students from the Arab region. The MasterCard Foundation Scholars program serves students from Lebanon and sub-Saharan Africa. All three
programs have been extremely successful; scholars set high standards in academics, engagement in University life, and community work.

<table>
<thead>
<tr>
<th>Program</th>
<th>Students</th>
<th>Grant Funding (rounded)</th>
<th>Years Covered</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Graduate</td>
<td>Current</td>
<td>Future</td>
</tr>
<tr>
<td>University Scholarship Program (USAID)</td>
<td>4</td>
<td>206</td>
<td>150</td>
</tr>
<tr>
<td>MEPI – Tomorrow’s Leaders</td>
<td>43</td>
<td>51</td>
<td>22</td>
</tr>
<tr>
<td>MasterCard Foundation Scholars (Phase I)</td>
<td>2</td>
<td>58</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>319</strong></td>
<td><strong>178</strong></td>
</tr>
</tbody>
</table>

AUB has submitted a new grant proposal to the MasterCard Foundation for an additional 180 undergraduate and graduate scholarships over nine years serving students from Sub-Saharan Africa and Lebanon, including young people from the region displaced by conflict with a special focus on Syrian refugees. The Office of the Provost has tasked a committee to develop a vision for consolidating administration of these programs in order to best utilize resources, enhance effectiveness, and raise the profile of AUB’s efforts to increase socioeconomic diversity of the student body.

SOCIETAL IMPACT

Research Addressing Societal Challenges
AUB faculty members are engaging in internationally recognized research relevant to pressing societal needs.

- Dr. Robert Habib (FM/CRI) received a Grand Challenges Explorations Grant from Bill & Melinda Gates Foundation to pursue global health and development research project.
- Dr. Mutasem El Fadel and his team (FEA), in collaboration with the Universite d’Aix Marseille, received an award of more than $300,000 for "Generating a Risk and Ecological Analysis Toolkit for the Mediterranean."
- Dr. Nesreen Ghaddar and her team (FEA) received $150,000 from Qatar University for "Body Cooling Methods for Improving Endurance in Hot Environments at Minimal Energy."
- The Nature Conservation Center (NCC) has received $100,000 from Hikma Pharmaceuticals to fund its anti-cancer research and a $70,000 grant for the project “Catalyzing Open and Collaborative Science to Address Global Development Challenges.” NCC also released its book *Trees of Lebanon*. AREC successfully renewed the research collaboration contracts with International Center for Agricultural Research in the Dry Areas (ICARDA).
• Led by Dr. Walid Saad, an AUB research team in collaboration with Cedar Environmental, has identified an innovative method for safely recycling expired pharmaceuticals.

Research centers and institutes are engines that unlock the intellectual capacity of AUB for the good of society.
• The Issam Fares Institute for Public Policy and International Affairs (IFI) produced over a dozen policy briefs and research reports. The UN commissioned a major report “Analyzing the OPCW-UN Joint Mission for the Elimination of the Chemical Weapons Program of the Syrian Arab Republic,” to be published in 2015-16.
• The World Health Organization (WHO) has designated the Knowledge to Policy-K2P-Center (FHS) as a WHO Collaborating Center for Evidence-Informed Policy and Practice funded by the International Development Research Center (IDRC).
• The AUB Grade Center (FM) was officially designated, making it the first GRADE center in the region to provide advocacy, training and support for guideline development in Lebanon, the Eastern Mediterranean region, and beyond.

Local and Regional Outreach
AUB centers, institutes, and museums engage students and faculty members in outreach to local and regional communities in various ways. Through the Center for Civic Engagement and Community Service, students participated in outreach activities related to domestic violence and education programs for underserved youth, refugees, and the disabled. CCECS supported three service-learning projects integrated into courses; six additional courses will participate in 2015-16. CCECS was awarded a grant of over $2M in partnership with the Lebanese NGO KAYANY for expanding the engaged scholarship and service-learning efforts related to the education of Syrian refugees. FM/AUBMC have been involved in Urgent Care Centers (UCCs) for the treatment of Syrian Refugees in North Lebanon and the Bekaa since June 2013, the centers have treated more than 17,000 patients supported by donations to AUBMC. The AUB Net Impact Chapter organized a conflict resolution workshop, launched the OSB Go Green initiative, and held a fund-raising event to help women who are in forced and abusive marriages.

The Nature Conservation Center (NCC) received multiple grants to support projects that promote environmental awareness, including the Biodiversity Village and Samir and Claude Abillama Eco-Entrepreneurship Awards, a school guide about nature-related activities, and local ecotourism. NCC also formed a task force of AUB students, staff and faculty, to present scientific solutions to Lebanon’s trash crisis. The Archeological Museum hosted more than 2,000 visitors, six lectures, and three children’s programs.