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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, civic responsibility, and leadership.
INTRODUCTION

/ STRATEGIC PLANNING
In the heart of a region in transition, and in light of rapidly changing global developments—economic, technological, social, political, environmental—the University understands the new imperatives for excellence in education, research, and service. The 2014 Academic Strategic Plan will guide the University in the coming years as we embrace unparalleled opportunities and face future challenges. Building upon our academic legacy, deeply-rooted liberal arts education, strong professional programs, and commitment to service, AUB is well positioned for new, higher level of excellence and impact in order to meet the needs of a global era.

/ ASSESSMENT AND BENCHMARKING
The strategic planning process began with internal assessment and benchmarking against regional and international universities. Evaluation of the implementation of the previous strategic plan, the results of AUB’s Institutional Accreditation Self-Study, along with academic and institutional assessments such as Periodic Program Reviews provided an informed starting point for analysis and discussion.

/ SYNERGY THROUGH INTEGRATION
The Academic Strategic Plan is the result of investigation and dialogue in AUB’s six faculties and schools, key academic units, and task forces on diverse issues facing the University such as expanding graduate studies, reinstating tenure, revitalizing arts and humanities, strengthening STEM fields, and promoting interdisciplinary programs. Each faculty and school developed a strategic plan. In addition, three university-wide strategic planning units were created for Enrollment Management and Student Services; Academic Support; and Institutes, Centers, and Museums.

During this thorough and inclusive process, stakeholders identified key strengths to leverage, challenges to address, and opportunities for maximum impact. Strategic goals were set and the infrastructure and resources necessary for their achievement were identified. Then, the Academic Review Committee—chaired by the Provost and comprised of the faculty deans, the chairs of the three university-wide strategic planning units, and key administrators—reviewed and assessed each strategic plan in light of the University’s priorities. Through this integrative process, the Academic Strategic Plan was developed.

/ AUB FOR A GLOBAL ERA
This plan provides an opportunity for all members of the AUB community to play an active role in shaping the future of AUB and our region. By working with a unified vision and investing our resources accordingly, we will sustain AUB’s regional leadership and legacy, and fulfill the University’s aspirations for global excellence and impact.
Founded 150 years ago, by American Protestant missionaries, AUB has shaped and been shaped by Lebanon, the region, and its people. With curriculum and values modeled on American liberal arts colleges, AUB’s distinction lies in the transformative impact on students’ minds and characters. AUB’s commitment to intellectual freedom and respect for diversity is rooted in fertile ground in one of the most open and diverse countries in the region. Professional education and service to the community have remained core to AUB’s mission since its inception when the University’s founder, Daniel Bliss, was tasked with establishing a college of higher learning that includes medical training.

Today AUB offers almost 130 undergraduate and graduate programs through its faculties and schools whose educational, research, and service activities lie at the heart of the University’s well-deserved reputation for academic excellence and regional impact.

AUB’s legacy is embodied by alumni who have had a broad and significant impact on the region – and the world – as political leaders, diplomats, intellectuals, physicians, business people, builders, and practitioners in all sectors of society. AUB alumni exemplify the values that the University seeks to instill in its graduates: a commitment to creative and critical thinking, life-long learning, personal integrity, civic responsibility, and leadership.
The FACULTY OF ARTS AND SCIENCES (FAS), AUB’s oldest faculty, embodies the University’s core commitment to the liberal arts and sciences. It provides the foundation for general education to all AUB students, and offers undergraduate and graduate degrees in the arts and humanities, in addition to the social, natural, and mathematical sciences. The faculty is dedicated to advanced research in all of these domains as well as in interdisciplinary fields in response to regional and global needs or to human curiosity and imagination. The faculty recently reintroduced doctorate degrees in four disciplines: Arabic Language and Literature; Arab and Middle Eastern History; Cell and Molecular Biology; and Theoretical Physics. At this critical historical moment in the Middle East, FAS is well positioned to engage with contemporary issues in ways that resonate far beyond the campus walls.

AUB’s service to Lebanon and the region through its medical education, research, and patient care is one of its most important public legacies. Established in 1867, THE FACULTY OF MEDICINE (FM) has trained generations of medical students and physicians. Since 1902, the AUB Medical Center (AUBMC) has served countless individuals and families in times of war and peace. Today, FM’s ambitious research efforts are helping to transform the medical field.

Established in 1905, as the first of its kind in Lebanon and the Middle East, THE RAFIQ HARIRI SCHOOL OF NURSING (HSON) has a long history of serving Lebanon and the region through nursing education and health care. It continues to set regional trends in nursing education, practice, and research by example and through regional consulting to help establish nursing colleges to develop the nursing workforce.

The first of its kind in the region, THE FACULTY OF HEALTH SCIENCES (FHS) was established in 1954 as the School of Public Health. The faculty trains professionals who promote health and wellbeing as change agents, advocates, researchers, and leaders of health care institutions. Many FHS research activities are interdisciplinary and community-based to ensure relevance and real-world impact. An active collaborator regionally and internationally, FHS serves as a hub for research and dialogue on health in the Arab world and is playing an increasingly strategic role in assessing regional health problems and developing evidence-based policy solutions.

Alumni and faculty members of THE FACULTY OF ENGINEERING AND ARCHITECTURE (FEA) have literally shaped the region since the mid-20th century – serving as the lead engineers, builders, and architects in Lebanon, the Gulf, and beyond during this crucial phase of physical and economic development in the Middle East. The faculty is now poised to guide the next generation of regional development and scientific innovation as it ventures into information technology, energy resource management, environmental engineering, and biomedical engineering.
CHANGE AGENTS

The brightest students in Lebanon attend AUB; more than half of incoming students in 2012 were in the top quarter of their classes. The University also continues to have strong international ties, with almost a quarter of its student body and faculty coming from outside of Lebanon. AUB’s dynamic students, along with alumni and faculty, carry the knowledge and values of the University beyond its gates as agents of change in Lebanon, the region, and the world.

For generations AUB has prepared well-rounded individuals for meaningful and purposeful lives. When the United Nations was founded in 1945, 19 former AUB students and graduates participated in drafting its founding charter. Numbering 55,000 and growing, AUB alumni serve as leaders in government, the business sector, civil society, medicine, public health, and academia in more than 100 countries around the world.

The liberal arts educational model that combines specialized training with general education in fundamental skills and knowledge remains the foundation of an AUB education. In order to tackle the complex challenges of today, the University is now reaching beyond the boundaries and frameworks of traditional disciplines with new interdisciplinary educational programs and research. An evolving AUB will prepare future generations of students and faculty to accelerate the pace of scientific discovery, unravel the complexities of developmental issues, and make meaningful contributions to their societies.
As a dynamic university of global recognition and impact, AUB will push the boundaries of human knowledge and potential through transformative education, basic and applied research, and engaged scholarship. AUB will serve the region as a hub of knowledge to meet the challenges and opportunities of a region in transition in a global era.

VISION

Values

/ ACADEMIC EXCELLENCE
Meeting the highest academic standards in education and research. Evolving through assessment and improvement.

/ ADVANCING AND SHARING KNOWLEDGE
Nurturing scholarship, interdisciplinary expertise and cutting-edge research. Disseminating new knowledge widely and accessibly.

/ FREEDOM OF THOUGHT AND EXPRESSION
Encouraging critical and dynamic thinking and vibrant intellectual debate.

/ SERVICE AND CIVIC ENGAGEMENT
Serving the people of the Middle East and beyond through engaged scholarship and effective outreach activities.

/ DIVERSITY, RESPECT, AND COLLABORATION
Ensuring the continued diversity of our community. Promoting a culture of collaboration and respect inside and outside the University.

/ INTEGRITY AND ACCOUNTABILITY
Acting with integrity, honesty, and accountability at every level of the University. Modeling good governance for students and the nation.

/ SUSTAINABILITY
Continually advancing our understanding, capabilities, and practices to help create a world where environmental, societal, and economic imperatives are balanced to meet the resource needs of today and of future generations.
AUB has emerged as a regional leader in international rankings, faculty productivity, and research quality and impact in the past decade. AUB is one of the highest rated universities in the Arab world and is in the top 15% of all international universities assessed by the QS 2013 World University Rankings. AUB faculty productivity and the impact of its published research have more than doubled in the last ten years outpacing all other Arab universities. Today, AUB leads the region in American-style higher education and top quality research; our peers are now global.

**QS 2013 WORLD RANKING**

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<td>King Fahd Univ. Petroleum &amp; Minerals</td>
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<tr>
<td>AUB</td>
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<td>King Saud University</td>
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<td>George Washington University</td>
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<td>American University in Cairo</td>
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QS World University Rankings is the leading comparison of international universities. The 2013 assessment included over 2,000 institutions.
The University has identified four overarching strategic goals to sustain AUB’s regional leadership and contributions, and fulfill the University’s aspirations for global excellence and impact:

1. Deliver a World Class Student Experience
   - Develop Critical Thinkers and Ethical Leaders

2. Create Knowledge and Advance Quality Research
   - Promote Interdisciplinarity & Innovation

3. Maximize Impact for Positive Change in the Region

4. Invest in the Health of the Community and the Arab World

GOAL 1

DELIVER A WORLD CLASS STUDENT EXPERIENCE

Develop Critical Thinkers and Ethical Leaders

Education and student life at AUB inspire students to become critical thinkers and ethical leaders able to engage with the new challenges of a changing world, and to solve real life problems in their societies. Strategic initiatives in the following key areas will enhance the intellectually rigorous and transformative nature of education at AUB, strengthening its position as the premier educational institution in the region.

- Academic Excellence
- The Liberal Arts
- Curricular Innovation
- Affordable Education
- Diversity of Student Body
- Student-Centered Services
- Inspiring Spaces for Learning and Living
Academic Excellence
Providing students with an unparalleled educational experience by meeting or exceeding the highest academic and professional standards across the University.

RECRUITING AND DEVELOPING THE BEST FACULTY IN THE REGION
In the past five years, AUB has reached a record high in recruitment of top faculty for campus and the Medical Center. AUB applies rigorous policies for appointments, promotion, and reappointment and is working to enhance the work environment of our faculty through revising compensation and tenure policies. The University provides ongoing support for excellence in teaching and research.

ENSURING HIGH-QUALITY EDUCATIONAL PROGRAMS THROUGH CONTINUOUS ASSESSMENT AND IMPROVEMENT
AUB engages in ongoing institutional and program accreditation and Periodic Program Reviews to systematically evaluate and enhance its academic programs.

INSTITUTIONAL AND PROGRAM ACCREDITATION AT AUB
Accreditation affirms that AUB as an institution, as well as specific programs, meet or exceed international standards based on both internal and external assessments. The accreditation process strengthens and sustains the quality of the University, faculties/schools, and programs. In many cases, AUB’s faculties are the first or only of their kind outside of the United States to have programs accredited by a US institution.

AUB’s Institutional Accreditation
/ Middle States Commission on Higher Education
AUBMC and Faculty of Medicine Accreditations
/ Accreditation Council for Graduate Medical Education – International (ACGME-I), Joint Commission International (JCI), ANCC Magnet Recognition, College of American Pathologists (CAP)
Faculty of Agricultural and Food Sciences
/ Accreditation Council for Education in Nutrition and Dietetics
Faculty of Engineering and Architecture
/ Engineering Accreditation Commission ABET
The Faculty of Health Sciences
/ Council on Education for Public Health
Rafiq Hariri School of Nursing
/ Commission on Collegiate Nursing Education
Suliman S. Olayan School of Business
/ Association to Advance Collegiate Schools of Business

All degree programs offered at AUB are approved and registered with both the New York State Department of Education and the Lebanese Ministry of Higher Education.
The Liberal Arts
Emphasizing the liberal arts foundation of education to ensure students master a range and reach of knowledge conducive to free inquiry, critical and imaginative thinking, and ethical reasoning.

REVITALIZING GENERAL EDUCATION
Successful implementation of a comprehensive general education program in the last five years demonstrates AUB’s sustained commitment to liberal arts education. Students choose from over 400 courses that provide essential communications skills and broad exposure to the humanities, the natural and social sciences, and quantitative thought.

ENHANCING SPACE FOR ARTS, MUSIC, AND THEATER
Since 2012 the University has opened the AUB Art Gallery and the AUB Byblos Bank Art Gallery, and hosted intellectually stimulating exhibitions. The University will continue to seek opportunities to develop instructional, gallery, exhibition, and performance spaces for the arts.

PROVIDING CO-CURRICULAR OPPORTUNITIES FOR STUDENTS TO DEVELOP AS ETHICAL LEADERS
Civic engagement—through volunteerism, and participation in clubs, societies, and athletics—plays a pivotal role in the development of social understanding and responsibility. AUB is committed to cultivating student leadership skills, teamwork, and empathy.

STIMULATING HUMANISTIC INQUIRY
The new Farouk K. Jabre Center for Arabic and Islamic Science and Philosophy and the proposed Center for Arts and Humanities will provide opportunities to broaden students’ perspectives and invigorate faculty critique and creativity.

Curricular Innovation
Diversifying the curriculum to correspond to shifting job markets, the increasing role of technology in society, and the complexity of regional and global challenges.

OFFERING NEW DEGREE PROGRAMS
AUB has introduced over twenty new programs in recent years to prepare students with emergent skills and the capacity to cross intellectual boundaries.

EXPANDING E-LEARNING
Ongoing and new initiatives will harness the potential of new technologies to increase the impact and reach of education at AUB.

INCREASING INTERNATIONAL AND REGIONAL STUDENT EXCHANGE OPPORTUNITIES
With over 100 active agreements with institutions worldwide, and plans to expand to universities in Asia and South America, AUB offers wide access to student study abroad opportunities.

EMPHASIZING EXPERIENTIAL AND COMMUNITY-BASED LEARNING
Students in every faculty experience courses that involve hands-on learning through practicums, internships, projects, or service-learning, opportunities AUB continues to integrate and expand.
Affordable Education
Providing affordable education to deserving students and contributing to the diversity of AUB's student body.

INCREASING UNDERGRADUATE SCHOLARSHIPS
AUB will continue its strong drive to raise funds for student financial aid. In 2013-14, AUB provided almost $26 million in financial aid for students, including scholarships. The University plans to grow this figure even more with the help of dedicated donors and alumni.

SUSTAINING REVAMPPED FINANCIAL AID AND LOAN PROGRAMS
Over the past five years, AUB has more than doubled its annual financial aid awards to students with the assistance of new financial aid policies and programs.

DIVERSIFYING REVENUE SOURCES TO REDUCE TUITION RELIANCE
Identifying new revenue sources such as continuing and executive education and external research funding to keep education at AUB affordable.

PARTICIPATING IN GRANT PROGRAMS THAT PROVIDE FULL SCHOLARSHIPS FOR DESERVING STUDENTS
In 2013-14, grant programs provided full scholarships for 170 students.

SCHOLARSHIPS MAKING A DIFFERENCE
Multi-year grant programs provide full scholarships for diverse and qualified students from Lebanon and the region who otherwise could not attend a university like AUB. These programs share a similar goal of developing a cadre of university-educated leaders who are civic-minded, intellectually able, and professionally skilled, who will become the community, business, and national leaders of the future. In 2013-14, 170 students benefitted from these programs.

The University Scholarship Program (USP-USAID) / 100 students
The Tomorrow’s Leadership Scholarship Program (MEPI-USAID) / 40 students
The Mastercard Foundation Scholars Program / 30 students

I want to be held up to that name, a MEPI leader of tomorrow, and make everyone proud, to get involved in my community to help facilitate change...As an Arab, we have a role to do things for our region. This is just the beginning."
Alia Al-Zeiny, a scholarship recipient from Egypt

Diversity of Student Body
Ensuring a diverse student body to enhance the AUB learning experience. Diversity stimulates dialogue and increases understanding of peoples, cultures, and perspectives.

PURSUING RELATIONSHIPS WITH UNIVERSITIES WORLDWIDE
AUB will increase student exchange agreements that encourage international students to study abroad at AUB.

DEVELOPING NEW GRADUATE PROGRAMS WITH INTERNATIONAL APPEAL
New graduate degree programs with a regional focus, such as the MA in Public Policy and International Affairs, build on the strength of AUB’s location in Lebanon and attract international students.

RECRUITING INTERNATIONAL STUDENTS
Increased recruitment efforts for undergraduate and graduate students from abroad boosts the diversity of the student body.

Student-Centered Services
Enhancing the student experience at AUB with student-centered services.

IMPROVING CAREER SERVICES, ADVISING, REGISTRATION, ADMISSIONS, AND NEW STUDENT ORIENTATION
The new Enrollment Management Unit is coordinating efforts to upgrade all student services.

PROVIDING A HIGH QUALITY ACADEMIC EXPERIENCE TO STUDENTS WITH SPECIAL NEEDS
A University Task Force is developing a plan to enhance the educational opportunities for students with special needs.
THE CENTER FOR CONTEMPORARY STUDIES OF THE ARAB REGION (CCSAR)

CCSAR will position AUB at the center of contemporary studies of the Arab region. This custom-designed building on the site of Jesup Hall will manifest AUB’s long-standing commitments to both the scholarship of the Middle East and the liberal arts.

At the heart of CCSAR will be the Asfari Institute for Civil Society and Citizenship with its mission to support the development of an informed citizenry engaged at all levels of Arab associational life and to promote openness, transparency, and accountability in the region. CCSAR will serve as an interdisciplinary hub for the scholarly analysis of current trends in the region by housing relevant social science departments, the Center for Arab and Middle Eastern Studies, and the Center for American Studies and Research, along with the Asfari Institute, under one roof. The space will be designed to promote interaction and collaboration to support innovative thinking and the development of new models to address the unique needs of civil society in the region at this time of transition.

Including an auditorium, classrooms, graduate seminar rooms, and labs, this space will provide much needed facilities for education and research. The building will also strengthen AUB’s liberal arts education by providing enhanced space for the functioning of Faculty of Arts and Sciences (FAS) departments of Economics; Political Science and Public Administration; Psychology; and Sociology, Anthropology, and Media Studies and the FAS dean’s office. Additionally, the facility includes space for advising and career services, addressing a strategic initiative to improve student-centered services on campus.

Inspiring Spaces for Learning and Living

Creating physical and intellectual spaces for transformative education, ground-breaking research, and an unparalleled student experience.

MODERN FACILITIES FOR THE FACULTY OF AGRICULTURAL AND FOOD SCIENCES

This state-of-the-art facility will embody AUB’s position at the vanguard of research and teaching and enable the Faculty of Agriculture and Food Sciences (FAFS) to achieve its educational and research mission to address issues of local and global relevance at the nexus of human nutrition, food security, and sustainable use of resources.

The building will serve as a hub for interdisciplinary research and education housing new FAFS centers of excellence and research groups alongside the departments of Nutrition and Food Sciences, Agriculture, and Landscape Design and Ecosystem Management. Equipped with modern laboratories, studios, conference rooms and classrooms, the new building will amplify the Faculty’s extensive experience in experiential learning and community outreach, and will help train a new generation of graduates with practical skills relevant to regional needs.

On the shore of the Mediterranean on the site of the current FAFS Wing B, this new building and its outdoor extensions will showcase sustainable technologies reflecting FAFS’ mission to promote the health and wellbeing of people and nature.

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UPGRADED INSTRUCTIONAL SPACES AND LABS ACROSS CAMPUS

With AUB student enrollment surpassing 8,000 each year in an era of rapid technological innovation, it is imperative that AUB upgrade instructional spaces and labs across campus to better fulfill its educational mission. Planned improvements include the development of flexible learning spaces that can be used for multiple educational purposes and smart classrooms that facilitate the use of innovative teaching technologies.

SCIENCE COMPLEX RENOVATION

To enable AUB to continue to provide a superior education in the basic and applied sciences and contribute to the development of a culture of research in Lebanon in mathematical and natural sciences, upgrades to aging science labs and classrooms are necessary.

HERITAGE BUILDINGS AND CAMPUS ENHANCEMENTS

AUB has been blessed with beautiful historic buildings that remain essential to campus life and activities. They require careful renovation as important campus landmarks that are also functional spaces for education and research.

GREEN CAMPUS

Preserve and enhance the beauty and biodiversity of the middle campus landscape.

ACCESSIBILITY FOR STUDENTS WITH SPECIAL NEEDS

Accessibility is a primary issue for students with special needs on campus. In the coming years, AUB will work to make the campus more welcoming and easier to navigate in order to offer its high quality educational experience to students with special needs.

STUDENT HOUSING IMPROVEMENTS

Dormitory life can be the pinnacle of student experience on campus as students thrive personally and academically within the vibrant AUB community. Bringing student housing up to date is crucial to maintaining a diverse student body made up of students from across Lebanon, the region, and the world.
GOAL 2

CREATE KNOWLEDGE AND ADVANCE QUALITY RESEARCH

Promote Interdisciplinarity and Innovation

AUB’s academic community will produce knowledge of importance to their fields and pursue research of regional and international relevance. The University strongly supports interdisciplinary and innovative research to address the complex issues of our times, and over the past decade has emerged as a regional leader in faculty productivity, as well as research quality and impact. Strategic initiatives in the following areas will bring international recognition and advance AUB’s position as the premier university in the region.

Faculty Recruitment and Retention
New Graduate Programs
Research Centers of Excellence
Innovative and Interdisciplinary Research
Faculty Recruitment and Retention

Recruiting and retaining excellent faculty and leading scholars as the essential foundation of AUB’s dynamic vision to push the boundaries of human knowledge and potential.

CREATING ENDOWED CHAIRS FOR FACULTY IN STRATEGIC FIELDS OF RESEARCH

Endowed chairs honor exceptional faculty members for their intellectual contributions while also supporting their research. Establishing endowed chairs is critical to attracting and retaining outstanding scholars who will lead AUB’s intellectual contributions in strategic fields of research.

DEVELOPING A TENURE POLICY THAT MEETS THE ASPIRATIONS OF THE FACULTY AND THE INSTITUTION

Tenure is offered at all world-class universities and is essential to the academic freedom and critical inquiry that lead to groundbreaking research. Tenured faculty with long-term institutional commitment play an essential role in sustaining and improving the University.

ENSURING LONG TERM COMMITMENT AND CONNECTION TO THE UNIVERSITY

Revising compensation policies will create a work environment in which faculty can thrive as researchers, educators, and contributors to the life of the University.

New Graduate Programs

Creating a critical mass of graduate students, faculty, and resources to support research productivity in strategic fields of research through new graduate programs.

LAUNCHING AND SUSTAINING NEW MASTER’S PROGRAMS

AUB has recently introduced new Master’s degrees in Energy Studies, Chemical Engineering, Construction Engineering, Health Care Leadership, Health Research, Islamic Studies, Public Policy and International Affairs, and Rural Community Development. Sustaining these programs and pursuing new possibilities increases the University’s research capacity in emerging fields.

LAUNCHING AND SUSTAINING PHD PROGRAMS

The reintroduction of PhD programs in 2008 has significantly boosted AUB’s research capacity with PhDs currently offered in Arab and Middle Eastern History, Arabic Language and Literature, Biomedical Sciences, Cell and Molecular Biology, Civil Engineering, Electrical and Computer Engineering, Environmental and Water Resources Engineering, Mechanical Engineering, and Theoretical Physics. A new PhD in Biomedical Engineering will be launched in 2015, with other programs in development.

STRATEGIC FIELDS OF RESEARCH

The University has identified strategic fields of research to respond to regional and global issues in which AUB possesses capacity for significant impact:

- Biomedical Engineering
- Biomedical Sciences
- Computational Science
- Corporate Governance and Social Responsibility
- Energy and the Environment
- Family Business
- Food Security
- Health Policy
- Global Health
- Information Technology and Communication Technology
- Innovation Management and Entrepreneurship
- Integrative Medicine
- International Affairs and Public Policy
- Material Science and Engineering
- Middle Eastern and Islamic Studies
- Nutrition for Health
- Regional Architecture and Urbanism
- Sustainable Development
- Water Quality and Resources
Research Centers of Excellence

Establishing and sustaining interdisciplinary research centers of excellence in strategic fields to generate interdisciplinary scholarship and reinforce AUB’s role as a knowledge hub for the region and beyond.

**NEW AND EXISTING CENTERS OF EXCELLENCE**
- Asfari Institute for Civil Society and Citizenship
- Center for Advanced Mathematical Sciences (CAMS)
- Center for American Studies and Research (CASAR)
- Center for Arab and Middle Eastern Studies (CAMES)
- Center for Research on Population and Health (CRPH)
- Darwazah Center for Innovation, Management and Entrepreneurship
- Farouk K. Jabre Center for Arabic and Islamic Science and Philosophy
- Issam Fares Institute for Public Policy and International Affairs (IFI)
- Munib and Angela Masri Institute of Energy and Natural Resources
- Nature Conservation Center (NCC)

**FUTURE CENTERS OF EXCELLENCE**
- Center for Arts and Humanities Center
- Center for the Advanced Study of the Built Environment
- Center for Contemporary Studies of the Arab Region
- Center for Sustainable Infrastructure Research
- Environmental Studies Center
- Institute for Food Security
- Knowledge to Policy (K2P)
- Center for Health

AUB A KNOWLEDGE HUB FOR ENERGY SOLUTIONS

The discovery of offshore oil and gas fields positions Lebanon at a crucial moment in the country’s development. Globally, the need for sustainable energy solutions is driving advances in green technologies. AUB is uniquely poised to increase local and regional capacity to respond to these opportunities.

**RESEARCH**

The Munib and Angela Masri Institute of Energy and Natural Resources is a catalyst for advanced interdisciplinary research about alternative energy and energy efficiency, the exploration and recovery of oil and gas, water and mineral resources, energy management and resource planning, and related policy issues. It is a focal point for collaborative efforts across AUB as well as with the public and private sectors.

**EDUCATION AND TRAINING**

AUB has a number of undergraduate and graduate programs in engineering and sciences related to energy and natural resources and will introduce two new programs in 2014:

- **MS in Energy Studies** / An interdisciplinary graduate program that spans engineering, the sciences, economics, and public policy with the goal of developing research and human resources to address energy issues within the context of sustainability and development in the region
- **ProGreen Diploma** / An online program catered to professionals seeking training in green technologies for sustainable energy, water conservation, and green building

A new program in Petroleum Engineering is in development with the first cohort admitted in the fall of 2016.

**ENGAGEMENT**

AUB engages with government and industry to increase collective capacity.

**Collaboration** / MOU with Lebanese Ministry of Energy and Water Resources to promote exchange of expertise, capacity building, training opportunities, and sharing of research and data

**High Impact Conferences and Seminars:**
- Big Data, Big Computing and the Oil Industry: Opportunities for Lebanon and the Arab World, and International Conference on Efficient Building.
Support for Innovative and Interdisciplinary Research
Facilitating truly transformative and cutting-edge research.

INECREASING FINANCIAL AID FOR GRADUATE STUDENTS
Talented graduate students create the teams necessary for advanced research.

INECREASING FUNDING FOR RESEARCH
Internal and external funding enables and sustains research efforts.

ESTABLISHING A HIGH PERFORMANCE COMPUTING CLUSTER AND BIOSTATISTICS UNIT
These units will support the increasingly technical needs of researchers across the University.

CREATING A WEB OF INSTITUTIONAL SUPPORT
The new Division of University Interdisciplinary Programs and the Graduate Council, as well as the ongoing support for the Office of Grants and Contracts and its Technology Transfer Unit, create an environment conducive to interdisciplinary and innovative research. A Graduate Research Center would further enhance this environment.
MAXIMIZE IMPACT FOR POSITIVE CHANGE IN THE REGION AND BEYOND

At this historic moment, AUB plays a leading role in societal advancement through knowledge production and education to expand human potential and meet the aspirations of the communities with which we engage. Strategic initiatives in targeted areas will amplify AUB’s unique contributions to the improvement of our region and our planet, fulfilling a core aspect of the University’s mission "to serve the peoples of the Middle East and beyond."

Knowledge and Education to Meet Regional Challenges
Strategic Partnerships and Collaborations
Entrepreneurship and Innovation
Civic Engagement

Designed by AUB and built by students working hand in hand with Syrian refugees, the ghatta (cover) can serve as a temporary shelter or a classroom. The Community Development Unit of the Center for Civic Engagement and Community Service, along with faculty and students, is leading efforts to expand the use of this innovative and low cost design in humanitarian relief efforts. Two schools serving 1,200 students have been built in refugee encampments in collaboration with donors and municipalities.
Knowledge and Education to Meet Regional Challenges
Harnessing the intellectual power of AUB to address pressing societal, economic, cultural and political challenges.

DISSEMINATING EVIDENCE-BASED KNOWLEDGE AND POLICY/PRACTICE RECOMMENDATIONS
AUB will identify and share relevant research with governments, civil society, professional bodies, and industry through publications, conferences, the media, and consulting.

DEVELOPING NEW DEGREE PROGRAMS TO ADDRESS REGIONAL CHALLENGES AND COMMUNITY NEEDS
Many of AUB’s new degree programs have been designed to meet this goal, for example: Rural Community Development, Health Research, and Energy Studies, MSN/MBA, and Agribusiness.

EXPANDING ENGAGED SCHOLARSHIP AND COMMUNITY-BASED LEARNING
Engaged Scholarship and Community-Based Learning provide opportunities for faculty and students to connect their research and learning to real world problems. Faculty and students from Health Sciences to Engineering, English and Math, Agriculture and Nutrition, and many other disciplines are integrating service to society with curricular learning and research.

OFFERING EFFECTIVE EDUCATIONAL PROGRAMS GEARED TOWARDS PROFESSIONALS AND PRACTITIONERS
AUB enhances the skills of the wider community through training opportunities, non-degree programs, consulting, as well as continuing and executive education.

POSITIONING REP AS AUB’S GATEWAY TO THE CORPORATE WORLD
Regional External Programs (REP) provides consulting services and technical expertise for institutions across the region.
Strategic Partnerships and Collaborations
Creating synergy to maximize impact through meaningful collaboration with other universities, governmental bodies, the business sector, and civil society organizations.

COLLABORATING WITH UNIVERSITIES
Collaborations with universities like the American University in Cairo, Sciences Po, Lund University, Boston University, Johns Hopkins University, and George Washington University increase educational and research opportunities and enhance knowledge dissemination efforts.

COLLABORATING WITH GOVERNMENTAL BODIES
AUB engages with governmental bodies in multifaceted ways. For example, Memorandums of Understanding (MOUs) between FEA and the Lebanese Ministry of Energy, and between FAFS and the Ministry of Tourism, promote economic and sustainable development. Faculty members across the University regularly serve as advisors for national policy makers and boards.

COLLABORATING WITH THE BUSINESS SECTOR
Mutually beneficial partnerships with the business sector will provide training and employment opportunities for students and increase the use of best practices in industry.

COLLABORATING WITH CIVIL SOCIETY ORGANIZATIONS
AUB has established and sustained reciprocal relationships with local, regional, and international civil society organizations that enable the University to understand existing needs and contribute to societal improvement.

Entrepreneurship and Innovation
Establishing the Center for Research and Innovation as an incubator for start-up businesses and inventions emerging from faculty, staff, and student projects.

CENTER FOR RESEARCH AND INNOVATION
A start-up business incubator organized to reshape the way faculty, students, and staff members think about their work and research, the Center for Research and Innovation (CRI) is a platform for transforming ideas and research into viable enterprises.

/ CRI will provide space and technical assistance to emerging academic entrepreneurs, and opportunities for networking, research presentations, and collaborative work to address critical contemporary challenges.
/ CRI activities will promote stronger linkages with industry facilitating research contributions to innovation and economic growth.
/ CRI is also part of an entrepreneurial strategy for generating revenue for the University to reduce reliance on tuition fees.
Civic Engagement

Effectively engaging with communities from Lebanon and the region to enhance social, economic, and cultural well-being.

**SUPPORTING AND INTENSIFYING COMMUNITY SERVICE AND OUTREACH ACTIVITIES**

AUB students and faculty members participate in myriad public service and outreach activities through the schools and faculties as well as the Center for Civic Engagement and Community Service, the Nature Conservation Center, and the Neighborhood Initiative.

**ENHANCING PUBLIC SPACES FOR INQUIRY AND DISCOURSE**

The University will facilitate public dialogue and thought through improved conference facilities, galleries, spaces for the performing arts, and displays of AUB collections.

**COMMUNITY SERVICE AND OUTREACH AT AUB**

All faculties and schools at AUB engage in outreach activities. Three independent units provide additional opportunities for the University to connect with the broader community.

With the establishment of the Center for Civic Engagement and Community Service (CCECS) AUB formalized its long standing commitment to public service. Early CCECS programs focused on campus-wide and local issues including help for disabled students and computer renovation for NGOs. The Community Development Unit (CDU) within the CCECS engages students and faculty in rehabilitation projects such as the renovation of Sabra Market and the steps at Karm El Zeitoun. The Merwahin reservoir and village project involved faculty from multiple disciplines and resulted in the building of an agricultural extension center. In response to the Syrian Refugee Crisis, the CDU is working with faculty and students from across the University, as well as with donors and NGOs, to coordinate the design and construction of water and sanitation facilities as well as school rooms for refugee communities. Evolving out of this is a student volunteer education project for Syrian children among other initiatives.

The AUB-Nature Conservation Center (NCC) was established in 2002 as a platform for faculty, staff, students, and friends to engage in education, research, and community outreach to accomplish the Center’s mission: “for people to become guardians of their nature.” The community outreach program enriches the Center with ecological, social, cultural, and economic information for more than 100 Lebanese villages, data that forms the basis of green maps produced and shared with the Lebanese Ministry of Tourism. The Center also educates the next generation with an environmental curriculum adopted by the Ministry of Education.

The Neighborhood Initiative was established to reignite a community spirit between the campus and its neighbors in Ras Beirut. Collaborations of students, faculty, and community members resulted in seminal plans towards improving the local environment such as the reconfiguration of Jeanne D’Arc and Bliss Street to reduce traffic congestion and improve pedestrian accessibility; and the Ras Beirut Noise Map to measure noise levels and lobby for change. The University for Seniors evolved out of work with neighborhood residents and gives older adults the opportunity to share their wisdom and to learn in a friendly academic environment.
GOAL 4

INVEST IN THE HEALTH OF COMMUNITIES IN LEBANON AND THE ARAB WORLD

Achieving this goal will increase AUB’s capacity to contribute to individual and community health by leading the region in medical, nursing, and public health research and practice. Human suffering whether from disease, political conflicts, economic inequality, or environmental degradation takes on specific regional dynamics that AUB is uniquely poised to address. Strategic initiatives in four key areas will enable AUB to provide leadership in the development of the necessary human and intellectual resources to respond to the health issues of our times.

Excellence in Health Education
Leadership in Health Research
Exceptional Health Care Delivery
Strategic Partnerships and Collaborations
Excellence in Health Education
Providing outstanding medical, nursing and public health education with a curriculum that is responsive to advances in the field and tailored to the changing needs of the region.

INNOVATING IN EDUCATION
Raising the level of health education in the region through new programs and approaches. The Faculty of Medicine has established the Program for Research and Innovation in Medical Education (PRIME) and an educational track for faculty. The Faculty of Health Sciences now offers an Executive Master in Health Care Leadership and is developing a Global Master in Health and Sustainable Development with EARTH University in Costa Rica.

EXPANDING JOINT HEALTH EDUCATIONAL PROGRAMS
Expanding and sustaining joint health educational programs between the Faculty of Medicine and other faculties will meet the needs for highly-skilled and well-rounded health professionals in the region.

ENSURING QUALITY AND RELEVANCE THROUGH ACCREDITATION
Achieving and maintaining accreditation for AUBMC/FM as well as Nursing and Nutrition programs. The Faculty of Health Sciences with an accredited graduate program of public health is in transition to becoming an accredited School of Public Health.
Leadership in Health Research
Pushing the boundaries of knowledge to address the complex health issues of our times.

ESTABLISHING RESEARCH CENTERS OF EXCELLENCE
Establishing and sustaining interdisciplinary research centers of excellence to lead the region in basic and translational health research in the areas of health policy, nursing, nutrition, and biomedical sciences such as cancer biology, cardiovascular sciences, immunotherapeutics, therapeutic stem cells, and neurogenetics.

PRODUCING AND TRANSLATING KNOWLEDGE FOR HEALTH POLICY
SPARK – A World Health Organization Center for Systematic Reviews on Health Policy and Systems Research
A joint collaboration between the Faculty of Health Sciences and the Faculty of Medicine, SPARK produces high-quality systematic reviews that respond to health policy and systems priority issues at the national and the regional level. The Center will also develop the capacity of young researchers in the region in conducting systematic reviews of Health Policy and Systems Research.

Knowledge to Policy (K2P) Center for Health
Based in the Faculty of Health Sciences, K2P synthesizes evidence and context specific knowledge by producing policy briefs and conducting policy dialogues to impact health policy agendas and action.

SUPPORTING INTERDISCIPLINARY HEALTH RESEARCH
Providing resources including funding, space, and equipment for interdisciplinary health research programs across the University. Units such as the Clinical Research Institute and future Biostatistics Unit will facilitate cutting edge collaborative research.

Exceptional Health Care Delivery
Transforming the medical field and improving patient care through excellence in patient-centered care based on clinical research, outstanding medical education, and service to the community.

CLINICAL CENTERS OF EXCELLENCE
Establishing and sustaining Clinical Centers of Excellence to develop and provide pioneering health care aligned with the needs of communities in Lebanon and the region. Four new and existing centers – the Abu-Haidar Neuroscience Institute (AHNI), Children’s Cancer Center of Lebanon (CCCL), the Multiple Sclerosis (MS) Center, and the Naef K. Basile Cancer Institute (NKBCI) – will be augmented by the new Heart and Vascular Center for Excellence.

BUILDING A STATE-OF-THE-ART MEDICAL FACILITY
The 2020 AUB Medical Complex will be a modern six-hundred bed facility to include a new adult hospital, a new pediatric hospital (one of the first in the Middle East), and two new administrative and academic buildings. The Diana Tamari Sabbagh building that houses the Medical School is being renovated.

BOLSTERING THE MEDICAL AND NURSING WORKFORCE
Meeting local and regional demands for skilled doctors, nurses, researchers, and other health care professionals through education and training.

MEETING HEALTH NEEDS OF UNDERSERVED COMMUNITIES
Meeting health needs of underserved communities through effective outreach and community service activities.

Strategic Partnerships and Collaborations
Establishing AUB as the regional resource and hub for medicine, nursing, public health, and nutrition through collaboration with regional and international universities, non-governmental organizations, hospitals, and governments.

BUILDING CAPACITY THROUGH EXTERNAL MEDICAL AFFAIRS
Partnerships provide training opportunities and cater to clinical exchange and collaboration. FM/AUBMC will be the institution of choice for medical institutions in the region looking for a partner to help with capacity building in the establishment, operation, and assessment of healthcare institutions, as well as education and training of physicians, students, nurses, and other healthcare providers.

INFLUENCING REGIONAL AND GLOBAL DISCOURSE, POLICY, AND PRACTICE
Leading and participating in networks and convenings that provide opportunities for AUB’s knowledge and expertise to inform evidence-based discourse, policy, and practice related to health in the region.
GOALS

1. Deliver a World Class Student Experience
   - Develop Critical Thinkers and Ethical Leaders

2. Create Knowledge and Advance Quality Research
   - Promote Interdisciplinarity and Innovation

3. Maximize Impact for Positive Change in the Region

4. Invest in the Health of the Community and the Arab World

CRITICAL ENABLERS

Critical Enablers provide the requisite institutional structure for the achievement of the strategic goals.

CRITICAL ENBLER: GOVERNANCE AND ACCOUNTABILITY

In the last six years, thirty-five policies have been developed or refined.

Ensuring Academic Excellence:
Nine policies including those required to strengthen the faculty and streamline the Periodic Program Review in order to guarantee high quality undergraduate and graduate programs.

Improving Students’ Educational Experience:
Seven policies including the establishment of the Enrollment Management Unit, dual and joint degrees, and the Graduate Council.

Facilitating Academic Governance and Administration:
Fourteen policies including the Unified Faculty Bylaws that uphold values of shared governance and the creation of the Division of University Interdisciplinary Programs to facilitate interdisciplinary graduate programs and research.

Promoting Institutional Integrity:
Five policies including Principles for Ethical Conduct and policies for integrity in research.

GOVERNANCE AND ACCOUNTABILITY

Policies for governance and accountability help to ensure academic excellence, improve students’ educational experience, facilitate academic governance and administration, and promote institutional integrity.

PEOPLE

Best practices for administration and staff development will be followed to ensure organizational effectiveness.

PHYSICAL AND IT INFRASTRUCTURE

Appropriate and up-to-date facilities and information technology capacity are required for effective 21st century education, research, and administration.

STRATEGIC BUDGETING AND FINANCIAL HEALTH

The University budget model and process will utilize strategic planning and assessment to optimize resource allocation for achieving strategic objectives and fulfilling the institutional mission.
The challenges that lie ahead are also opportunities for the development of innovative and equitable solutions for the improvement of society, our region, and our planet.

Who will develop these solutions?
How will knowledge be produced that informs the future and expands the horizons of what is possible?
What will our legacy be?

AUB is committed to a comprehensive strategic plan to achieve the following:

/ DELIVER A WORLD CLASS STUDENT EXPERIENCE; DEVELOP CRITICAL THINKERS AND PRODUCE ETHICAL LEADERS

/ CREATE KNOWLEDGE AND ADVANCE QUALITY RESEARCH; PROMOTE INTERDISCIPLINARITY AND INNOVATION

/ MAXIMIZE IMPACT FOR POSITIVE CHANGE IN THE REGION AND BEYOND

/ INVEST IN THE HEALTH OF COMMUNITIES IN LEBANON AND THE ARAB WORLD

WE ARE

AUB FOR A GLOBAL ERA
As a dynamic university of global recognition and impact, AUB will push the boundaries of human knowledge and potential through transformative education, basic and applied research, and engaged scholarship. AUB will serve the region as a hub of knowledge to meet the challenges and opportunities of a region in transition in a global era.

Academic Excellence / Advancing and Sharing Knowledge / Freedom of Thought and Expression / Service and Civic Engagement / Diversity, Respect, and Collaboration / Integrity and Accountability / Sustainability

## Academic Strategic Plan
### 2014 Performance Tracking

### AUB VISION

### AUB VALUES

### STRATEGIC GOALS

**GOAL 1**
Deliver a World Class Student Experience

**GOAL 2**
Create Knowledge and Advance Quality Research

**GOAL 3**
Maximize Impact for Positive Change in the Region and Beyond

**GOAL 4**
Invest in the Health of Communities in Lebanon and the Arab World

### STRATEGIC INITIATIVES

**Critical Enablers**

- Academic Excellence
- The Liberal Arts
- Curricular Innovation
- Affordable Education
- Diversity of Student Body
- Student-Centered Services
- Inspiring Spaces for Learning and Living
- Faculty Recruitment and Retention
- New Graduate Programs
- Research Centers of Excellence
- Innovative and Interdisciplinary Research
- Knowledge and Education to Meet Regional Challenges
- Strategic Partnerships and Collaborations
- Entrepreneurship and Innovation
- Civic Engagement
- Excellence in Health Education
- Leadership in Health Research
- Exceptional Healthcare Delivery
- Strategic Partnerships and Collaboration
- Governance and Accountability
- People
- Physical and IT Infrastructure
- Strategic Budgeting and Financial Health

### CORE PERFORMANCE INDICATORS

**GOAL 1**
- Enrolment Trends
- Caliber of Entering Students
- Student Diversity
- Faculty Qualifications
- Student to Faculty Ratio
- Teaching Excellence
- Quality of Educational Programs
- New Degree Programs
- International, Experiential and E-Learning Opportunities
- Dynamic General Education Program
- Financial Aid Awards
- Tuition Dependency
- Effectiveness of Student Services
- Improvements to Educational Facilities
- International Rankings

**GOAL 2**
- Research Productivity
- Five-year H-index
- Faculty Recruitment Success
- Endowed Chairs
- New Graduate Programs
- Graduate Student Enrollment
- New Research Centers
- Interdisciplinary Research Projects and Publications
- Internal and External Research Funding
- Long Term Contracts
- Faculty Satisfaction
- Faculty Compensation

**GOAL 3**
- Research Impact on Policy/Practice
- Forums for Regional or International Issues
- Impact of Executive Education Programs
- REP Consulting Revenue
- Formal Agreements and Collaborative Activities
- Knowledge Exchange Metrics (Patents, Start-ups)
- Engaged Scholarship and Service-Learning
- Community Service and Outreach
- Enhanced Spaces for Public Engagement

**GOAL 4**
- Outcomes of “Impact” Curriculum
- Accreditation
- Enrollment and Graduation Rates for related programs
- Joint Health Educational Programs
- Active Collaborations and Partnerships
- Status of AUB Medical Complex Construction
- Effective Outreach and Community Service
- Impact of Clinical and Research Centers

### STRATEGIC PRIORITIES

- Development and Implementation of Policies
- Communication and Transparency
- Efficient Use of Resources
- Participation in Staff Development
- Improvements to Campus Facilities
- IT Systems and Infrastructure
- Financial Health of the University
- Operating and Capital Budget Indicators
- Proportional Distribution of Operating Budget
- Expenditures on Strategic Priorities
- Endowment and Gift Income
- Alternative Revenue Streams