

# Academic Strategic Plan Performance Tracking - Academic Assessment Unit

## 1. Student Learning Experience

Strategic Priority	Core KPIs	Metrics
Revisit the <b>core curriculum</b> and <b>General Education</b> requirements	GE Program Improvements	GE Program Improvements (Learning outcomes, assessment, requirements, courses, etc.)
<b>Transform</b> learning experience to be more contextual, digital, and hybrid	International, Experiential and E-Learning Opportunities	Percent of AUB students who study abroad (Exchange program)
		Number of Internship/Practicum Courses
		Percent of majors with capstone courses
		Number of Service Learning courses
		Percent of course sections using learning management system (LMS)
		Percent of faculty members using technology (e.g. simulations, clickers) during classes
Establish <b>holistic</b> student wellness activities that provides opportunities for students to learn about and practice physical, emotional, mental, vocational, intellectual, and social wellness (activities including projects, internships, writing reflections, undergraduate research, study abroad, and others)	Co-Curricular Offerings	Number of and type of clubs and student societies and student
		Average time spent per week on co-curricular activities
		Number of students engaged in community service activities
		Number of students on varsity teams by type of sport
		Number of students who are part of the Outlook newspaper team
		Number of students participated in the organization of the outdoors event
	Outside Classroom Curricular Activities	Number of Students working under the work study program
		Number of Internship/Practicum Courses
		Percent of majors with capstone courses
		Number of Service Learning courses
		Responses on number of internships in undergraduate years
	Study Abroad	Responses on undergraduate research
		Responses on field experience
Initiate <b>new</b> graduate programs (MS and PhD)/schools based on regional relevance	New Graduate Programs	Percent of AUB students who study abroad (Exchange program)
		Number of New Master's Programs over past three years
	Graduate Student Enrollment	Number of New PhD Programs over past three years
		Master's Student Enrollment
		PhD Student Enrollment

Improve <b>student services</b> (advising, career, mental and physical health, housing, athletics, and others)	Advising	Responses on interaction with advisors
		Student Satisfaction with "Overall Experience with the Advising Process"
	Housing	Student Satisfaction with "Overall experience with Dormitories"
	Mental and Physical Health Services	Number of students with disabilities by type
		Number of cases/visits of students at the Counseling center
		Responses to institution support for overall well-being
	Career Services	Number of firms that Career and Placement Services (CPS) networked with
		Number of students employed through CPS
Overall satisfaction of the services provided by the CPS		
Athletics	Number of students on varsity teams by type of sport	
Financial Aid	Student Satisfaction with "Overall Experience with Financial Aid Process"	
Student Services Staff	Responses to interactions with student services staff	
Infuse the <b>values</b> of citizenship, social responsibility, sustainability, and globalization in our student body and community	Community Projects and Activities	Number of community service projects
		Number of volunteering activities
		Number of students engaged in community service activities
		Number of volunteering hours
		Responses on time commitment in community service or volunteer work
	Citizenship and student elections	Responses on "Being an informed and active citizen"
		Positive student participation in student elections and governance
	Service learning, global learning, and ethics courses	Number of "Global Learning" courses
		Number of "Ethics" courses
		Number of "Service Learning" courses offered
		Number of students enrolled in service learning courses
		Number of faculty offering service learning courses
		Number of AUB students engaged in leadership development training workshops
		Number of training workshops delivered to increase capacity in disadvantaged communities
		Number of hours of training workshops delivered to increase capacity in disadvantaged communities

## 2. Infrastructure and Academic Support

Strategic Priority	Core KPIs	Metrics
Establish new state-of-the art buildings, classrooms, laboratories and student learning facilities	Instructional Space	Total new instructional space within AUB
		Percent of projects completed on time
	Campus Master Plan	Campus master plan: # and list of capital projects completed
		Campus master plan: total cost of capital projects completed
Renovate and upgrade the existing infrastructure in support of research, learning, teaching and creativity (be more digital, adaptive, flexible, interactive, and others)	Renovations & Upgrades of facilities for research and teaching	Capital Expenditures on facility upgrades
		Number of facility upgrades per year
		Number of up-to-date computers available for students
		Plant reinvestment rate (PRR)
		Facilities Condition Index (FCI)
		Number of new equipments purchased per year for research and teaching
	Student Satisfaction with research and teaching facilities	Amount spent on new equipments purchased per year for research and teaching
		Student satisfaction with "classrooms, labs, etc."
		Number of seats provided for quiet study in libraries
		Student satisfaction with "Library study space"
Invest in the recruitment, mentorship and retention of the most qualified faculty and staff and properly oversee resource sustainable success and impact	Faculty Recruitment	Number of new faculty
		Student to faculty ratio in fall semester (UG)
		Percent International faculty
	Faculty Mentorship	Faculty responses to questions on training and development
		Faculty responses to questions on mentoring process at AUB
	Faculty Promotion and Retention	Percent of instructional professorial faculty members on long term contract (7+ years or tenured)
		Percent of promotions to Associate Professor (promotion success rate)
		Percent of promotions to full Professor(promotion success rate)
		Percent of faculty leaving the institution in the past year for reasons other than age retirement
	Faculty Satisfaction	Faculty responses on thinking about leaving AUB in the next two years
		Faculty responses on questions about equity of salary, job benefits and teaching load

	Faculty Qualifications	Percent of approved proposals for external funding
		Amount of external research award
		Percent of FTE instructional Faculty members at professorial rank to FTE instructional faculty
		Number of attendees of workshops/seminars organized by CTL
		Overall Teaching effectiveness (ICE)
	Staff Recruitment	Average number of non-academic employees during the year
		Average interview evaluation score of selected candidates based on required job competencies
	Staff Promotion and Retention	Succession planning based on competencies and standards
		Staff responses on leaving AUB in the next two years
		Number of internal promotions per year
	Staff Qualification	Amount in USD spent on Staff education
		Average number of training hours per employee based on identified gaps
		Number of gaps identified based on evaluation of competencies
		Percent of jobs with competencies identified
		Responses on Staff training and development

### 3. Collaboration/Engagement/Outreach

Strategic Priority	Core KPIs	Metrics
Connect the university internally by integrating and enhancing synergy (areas of excellence)	Internal Email Communication	Number of email communications from Administrators to Various Campus Constituencies
	Town Hall Meetings	Town Hall Meetings held by Administrators with Various Campus Constituencies
	Interdepartmental Programs	Number of multi-disciplinary programs
Connect the university externally (strategic partnerships)	Collaborating with universities	Number of signed agreements with other universities and resulting in faculty collaborative activities (e.g. joint faculty projects)
		Number and list of joint degrees with other universities
		Number of agreements with quality universities that yield mobility
		Host delegations from interested or partner universities at AUB and connect them with interested faculty/administration (OIP)
		Number of institutional memberships with international organizations (OIP)
		Number of Visiting International Student terms- Agreement
	Collaborating with governmental bodies	Number of memorandums of understanding and other collaborations with governmental bodies
	Collaborating with international organizations	Number of collaborations with international organizations
	Collaborating with the business sector	Number of signed agreements and other types of collaboration with the business sector
		Number of corporate partners with CEC
		Number of impacted NGOs by CEC programs
	Collaborating with civil society organizations	Number of firms that Career and Placement Services (CPS) networked with
		Number of local or international non-governmental organizations engaged with
Number of strategic partnerships to address societal challenges		
Capitalize on our location and strengthen community engagement	Community Activities & Projects	Number of contractual agreements established with the non-profit civil society organizations
		Number of community-service projects
		Number of volunteering activities
		Number of volunteering hours
		Number of beneficiaries that are directly impacted
		Percent of research projects that are community based

		Number of events organized by the Neighborhood Initiative
Improve effort and effectiveness of outreach programs and centers	Continuing Education Center	Total number of students enrolled in courses offered by CEC per year (Qualitative: Types of Programs, Diplomas, etc)
		Courses offered by CEC per academic year
	Regional External Program	Count of AUB consultants engaged in REP activities
		Number of on-going REP projects
		REP Country geographic spread
	Executive Education & Training Programs	Enrollment in Executive Education and Customized Training Programs
Improve financial, intellectual, structural, and administrative sustainability	Financial Sustainability	Primary reserve ratio
		Net Operating Reserve Ratio
		Return on Net Assets Ratio
		Viability ratio
		Composite financial index
		Cash Income Ratio
		Physical Asset Reinvestment Ratio
		Age of facilities ratio
		Debt burden ratio
	Total value of gifts including pledges (in M-US\$) (3-Year average)	
	Intellectual Sustainability	See Key Initiative 2 - SP 3 Invest in the recruitment, mentorship and retention of the most qualified faculty and staff and properly oversee resource sustainable success and impact
	Governance & Administration	Responses about efficiency of organization structure
		Responses about awareness of campus wide plans and strategies
		Percent of new and revised policies
		Responses about satisfaction with AUB Policies and Procedures

#### 4. Scholarship and Service

Strategic Priority	Core KPI	Metrics
Identify areas of research excellence/clusters that focus on our critical contextual issues	Research on critical regional issues	Number of joint research projects with regional centers
		Number of projects that involve development of health-related educational programs in the region
		Total number of IFI projects relevant to regional challenges and community needs
		Number of regional case studies produced per year
		Number of AUB Publications in specific databases about issues in Middle
Build/enhance scholarly and creative work capabilities	Research Productivity	Number of AUB (Campus & Medical Center) publications as per SCOPUS in prior calendar year (CY-1) by type
		Number of AUB articles published in prior calendar year (CY-1)
		H-index in previous 5 calendar years excluding current one (From CY-5 to CY-1)
		Citations in previous 5 calendar years excluding current one (From CY-5 to CY-1)
		Percent of articles published in journals classified as 1st Quartile within their discipline
		Number Conferences, seminars, symposiums, etc. organized by AUB
	Visiting/Exchange Faculty	Number of Visiting faculty members
		Number of contractual faculty exchange agreements in effect during the
	Innovative Research	Number of disclosures per year
		Number of patents
		Number of active licensing agreements
		Number of faculty start-ups
		Number of student start-ups
Establish centers of research excellence and initiate and enhance collaborative and interdisciplinary research that leads to sustainable impact	Centers of research excellence	Percent completion of new research centers of excellence
		Number of Research Centers of Excellence
		Number of publications produced by Research Centers that are published in peer-reviewed journals
		Events and Outreach by Research Centers
		Percent of Graduate thesis based on ongoing research in centers.

	Collaborative Research	Number of research projects involving collaborations with universities, institutes or industry
		Number of research agreements between AUB and other entities
		Percent of papers that are being collaborated with foreign entities (international and regional)
	Interdisciplinary Research	Number of interdisciplinary research projects approved during the year
		Percent of faculty involved in interdisciplinary research projects
		Number of Interdisciplinary Publications
Establish major research endowments and research grants	Research Endowment	Research Endowment market value at year-end
		Percent increase in value of endowment investment
		Number of Centers of Excellence endowed
		Number endowed chairs filled at AUB as published in the University Catalogue of that year
	Research Grants	Number of research projects approved during the year
		Number of proposals submitted for funding per year
		Percent of approved proposals for external funding
		External Funding
		Internal Funding
Enhance and modernize research facilities	Renovations & Upgrades of facilities for research and teaching	See KPIs in Key Initiative 2 - SP2
Allocate shared research space and hubs for interactions that enhance innovation	Research Space	Availability of an innovation park
		Amount of lab space available for research (sqm2)
		Number and types of public spaces for inquiry and discourse



## 5. Enrollment Management Plan

Strategic Priority	Core KPIs	Metrics
Increase the student population	Student Enrollment	Total Student Enrollment in all faculties/schools Undergraduate Student Enrollment
	Under-enrolled undergraduate Programs	Number of underenrolled undergraduate programs
Increase doctoral and master students	Graduate Enrollment	Masters Student Enrollment PhD Student Enrollment
	Under-enrolled Graduate Programs	List and number of underenrolled graduate programs
Expand the pool of applicants	Size of applicants pool	Number of undergraduate applicants
		Size of PhD applicant pool for the year
		Number of applicants submitted applications for MA/MS admission per
Improve yield of accepted students	Yield	Yield (registered/accepted Undergraduate students) for the Fall Semester- Total AUB (Excluding prospective graduate students)
	Selectivity	Selectivity/Acceptance rate of newly admitted applicants to the Fall Semester by level
	Student Diversity	UG Diversity- Country of High School
		MA/MS Student Diversity, Country of College
	Financial Aid	Number of students receiving full scholarships from grant programs
		Funding provided by full scholarship grant programs (USAID MEPI)
		Number of Students Awarded Financial Aid
	Student Caliber	Number of Students Utilizing Student Loans
Average SAT Score of new undergraduate students enrolled		
Percent of new UG students in top 10% of high-school class		
Enhance retention and graduation rates of enrolled students	UG Student Retention	Retention rate - Bachelor degree seeking Undergraduates - Total AUB (cohort that entered in the Fall of previous year)
		Graduation Rate
	Graduation Rate	UG Graduation rate
		Masters Graduation rate
	Time-to-Degree	Number of degrees awarded by level by year
Time-to-Degree		Time to graduate for Masters students Time to graduate for PhD students