

April 4, 2019

Dr. Elizabeth H. Sibolski
President, Middle States Commission on Higher Education
3624 Market Street, 2nd Floor West
Philadelphia, PA 19104

Dear President Sibolski,

I am writing on behalf of the American University of Beirut (AUB) in response to the report of the Middle States Commission on Higher Education (MSCHE) Evaluation Team following the self-study visit. We appreciate the careful attention that the Evaluation Team has devoted to its appraisal of AUB for reaccreditation. Reviewing the team's report, we did not find any factual errors. We accept the evaluation team's endorsements of our self-study Areas of Improvement and the team's non-binding suggestions. We also appreciate the team's assessment that there were no additional recommendations or requirements.

We are grateful to acknowledge the many significant accomplishments noted by the Evaluation Team that reflect the commitment of this university to continually improve its capacity to fulfill its mission and achieve its strategic goals. This is a reflection of the hard work of our faculty, staff, administrators, and trustees, as well as the excellence of our students and the commitment of our alumni and friends.

The non-binding suggestions by our peers carry great weight in our institutional planning and decision-making processes and we have already taken substantive preliminary steps to address self-study Areas of Improvement over the past two months. Permit me to mention specifically:

- We have advertised for the [Ombuds](#) position; and will advertise for the Compliance Officer in April. These two positions are key to ensure compliance, oversee mandatory training, and conduct awareness activities in their respective areas. The goal is to fill these positions by the beginning of the next academic year.
- The Policy and Procedures for Tenure and Promotion Appeals were approved by the Senate in its March meeting, and are slated for approval by the Board of Trustees Academic Affairs Committee and Executive Committee towards the end of April. This policy, a crucial one for the tenure implementation, will come into effect before the results of the tenure decisions are out for the current cycle.

Clearly, we have much work ahead of us, especially with the approval and imminent launch of the VITAL Strategic Plan (SP), AUB's overarching vision in 2030, which further combines and integrates under one comprehensive framework the 2016 Academic Strategic Plan, BOLDLY AUB, and the Campus Master Plan. The self-study Areas for

Improvement will be integrated with the SP and followed up on for implementation within a specified timeframe.

We are fully committed to that work, and are endeavoring to take thoughtful and decisive action to ensure that we continue to meet and exceed the high standards of the Commission and our peers. We appreciate the confidence of the Evaluation Team expressed in our ability to succeed and wish to thank the members of the Evaluation Team for their valuable efforts.

Sincerely,



Fadlo R. Khuri, MD
President

cc: Mohamed Harajli, Provost
Boushra Rahal, Director of Institutional Accreditation