

**American University of Beirut
Minutes of the University Senate
Meeting of Friday, January 29, 2016**

Present: M. Abiad, F. Afiouni, M. Al-Ghoul, T. Amin, V. Araman, Y. Asfour (on invitation), I. Baalbaki (on invitation), K. Badr (representing EVP Sayegh), B. Bashour, J. Chaaban, M. Chaaya (on invitation), A. Chalak, M. Clinton, Z. Dawy, J. DeJong, I. El Hajj, M. Harajli, C. Harb, S. Harvey, E. Hitti, S. Hmaidan, N. Hwalla, G. Kanazi, S. Kanj, R. Karami, A. Kayssi, F. Khuri (Chair), P. McGreevy, H. Muller, W. Nasr, T. Nizameddin, I Nuwayhid, R. Sedehi, I. Saoud, S. Saleh, E. Shammass, M. Suidan, A. Taher, S. Zeineldine

Absent: G. Araj*, H. Diab*, H. Huijer*, D. Jamali*, F. Maalouf*, T. Mehmood Ali*, H. El-Rassy*, M. Salameh*, M. Sayegh*

(* = regrets notified before meeting or on leave)

The meeting came to order at 2pm.

Item 1 (Obituaries) was delayed until later in the meeting.

1) Approval of the minutes of December 18, 2015

The minutes were approved with minor amendments. Dean McGreevy asked for a clarification about the statement about interdisciplinary programs being re-integrated to DUIP once governance issues are addressed, and the President and Provost confirmed that the statement in the minutes is correct.

The President introduced the newly appointed COO, R. Sedehi. He thanked all for participating in the events of the last week.

2) Bylaws amendment regarding voting rights of faculty members in their terminal year

This was a continuation of the discussion initiated at the December Senate meeting. **A motion was made to accept the bylaws amendment circulated.** Dean McGreevy asked if the faculty by-laws also had to be changed. Dean Hwalla responded that each faculty has to change the faculty by-laws. Some senators objected to the revised wording, but arguments were made that in small departments or where faculty votes are close, this policy could make a difference. It was pointed out that faculty members in their terminal year could be invited to join meetings if needed, but that by-laws cannot legislate for all exceptions that might arise. Dean Harvey argued that in considering the rights of two individuals— those on the committee and the applicant for promotion, the rights of the vulnerable party need most protection. **Vote 2016-14: The motion carried with 28 votes in favor, 1 against and 1 abstention.**

3) Obituaries of five FM faculty members

E. Hitti read an obituary concerning each of Dr. Fuad Haddad and Dr. Sami Nassar. Dr. Salah Zein-El Dine read an obituary concerning each of Dr. George Rbeiz, Dr. Fadlo Abu Haidar and Dr. Nasim Nabbut. A moment of silence was held to honor these former colleagues from the Faculty of Medicine.

4) Vote for the replacement of Colin Smith on SCFA and Dima Jamali on SSC

F. Afiouni from OSB will replace D. Jamali on the SSC since V. Araman serves on the SCFA. It became clear that FAS elections to replace Colin Smith on the Senate will not take place until February 8, 2016 and therefore it was decided to defer this item until they had been completed. The elections would be held at the February 12 Senate meeting. Dean Nuwayhid remarked that faculty elections should finish before the Senate elections.

5) Vision for AUB

President Khuri explained that he would offer a brief summary of the vision presented at the inauguration ceremony and respond to questions from Senators. He emphasized that AUB needs a broader educational vision and to add to the curriculum soft skills including character and leadership. AUB graduates should be leaders, and the university needs to assert its weight appropriately. Research will be re-galvanized with tenure, which should empower faculty while protecting the university financially. Faculty members have done well in research with limited resources, but more resources need to be garnered and more connections made with other universities and with industry. At the same time, AUB needs to be more humble and to reach out to other institutions and not just from a position of seniority. A new more bilateral dialogue is needed with alumni. The university should take a more assertive approach to projecting its image. AUB should also reach out to its neighborhoods, for example investing in Ras Beirut through its neighborhood initiative but also working towards affordable housing. AUB currently employs too many people at less than minimum wage and needs to offer them more career opportunities and training. The President also envisions several endowed centers, as well as moving towards a Health Sciences Center focusing on health not disease. There is an endowment for the Farouk Jabre Center for Arab and Islamic Science and Philosophy, plans for a Centre for Study and Resolution of Conflict (to be headed by Dean Harvey but so far without funding) and a Center for Ethics (with 70% of funds committed). In discussion, Dean Suidan argued for a need for a center for Sustainable Infrastructure Research. President Khuri stated that research with local and national impact needs to be rewarded. Several senators welcomed the emphasis on underpaid staff with one noting that while faculty recruitment is based on merit, recruitment of staff is often based on political allegiances. Dean Nuwayhid pointed out that many workers are not actually employees, and work on daily wages without benefits. A senator welcomed the focus on community and pointed out that in the region few have AUB's knowledge of community, and asked how education fits within the vision. Another senator asked how the commitment to service and to research excellence via tenure can be reconciled, and another commented on the need to reward 'good citizenship' given that current incentives favor those who are individualistic in pursuing their goals. President Khuri stressed that even those who are outstanding in research also need to be strong on service and that service and teaching roles will not be underestimated. Another senator asked how, given that historically AUB was affordable to the middle class but this is no longer true, will the vision be reconciled with vested interests? For example, increasing financial aid will be against the interests of the powerful banking sector. President Khuri stated that the rise of tuition will be lower and will be offset by financial aid, but that financial aid must reach those most in need. More financial opportunities need to be leveraged. Other questions from senators focused on the process at arriving at the three centers outlined and whether other potential areas of emphasis had been considered. Two senators also expressed concern that the Philosophy department had not been consulted on the plan for the center on ethics. President Khuri stated that the

donors do not have fixed ideas about the center and I. Baalbaki remarked that in consultation with the former Provost a charter, vision and mission of the center had been developed. Another senator suggested that centers should examine the relationship between conflict and religion and AUB could be a catalyst for dialogue. A senator asked about whether AUB would invest in 'big data.' President Khuri stated that this needs discussion at the Senate because it would require massive investment. A senator asked if there was a plan to change organizational structures to reach the vision and the President responded that the administrative structure may change but the faculty structure was unlikely to be changed.

6) USFC By-Laws

Three students from the USFC were invited to join the meeting to present the new proposed by-laws that had been adopted by a 21/1/2 vote of the USFC. The President thanked them, USFC members, Dean Nizameddin and M. Abiad and I. El Hajj who had been involved in the discussions on behalf of the Senate. USFC by-law committee members Reem Ibrahim, Ali Ayoub and USFC VP Munzir Hamawi presented the three agreed principles: consistency, fair representation and balancing general issues that cross faculty with belonging to a specific faculty and class. A system of proportional representation was agreed based on the number of students per faculty but with no faculty having less than 2 representatives (in case one is absent) and with a cap per faculty at 5 for reasons of efficiency. Students would run on a closed list with a common platform. Several senators lauded the students for developing a system of representation that can be a role model for the country. Dean McGreevy commented on the tension between the principles of efficiency and giving people a voice given that for larger faculties, representation is more costly in terms of numbers of votes needed; he also questioned why students are voting along party-lines and not for anyone they want. Reem responded that while representation could be ratio-based, if faculties grow it would take seat from smaller faculties, and that the list approach overcomes the problem that once elected students are often not active – and this commits them to a platform that will be posted online to increase accountability. President Khuri stated that the students were asked to empower their successors. I. El Hajj stated that if it was a completely proportional system with no cap, it would result in a very large USFC. In response to a question about representation across classes, Reem stated that seniors may be more influential but new students are more numerous and therefore it balances out. Another senator recommended the students use the momentum to play a role in political education of their colleagues. A senator made **a motion to accept the bylaws as amended effective immediately except for Article III Composition which will be effective as of the first day of the fall semester of the academic year 2016-2017. Vote 2016-15: The motion carried unanimously.**

7) State of IT

CIO Y. Asfour gave a presentation on the status of IT, reviewing the last 14 months. There were multiple challenges, such as governance, security, teamwork and morale and over 50 initiatives have been made to address the needs. The core network has been updated (phase 1 complete); the internet bandwidth has been upgraded to 680Mbps total for the whole campus (up to 2Mbps per person), telephony and storage are in the process of being upgraded; operations have been improved with a focus on customer service and communication; new infrastructure has been installed; the migration to MS Office 365 has begun (with the aim to be complete by summer 2016); relationships with the community have been

established (e.g. released Eduroam – a service that allows AUB students, faculty and staff to use their AUB username and password to log into the internet when they are visiting other universities, and vice versa); AUB was awarded ASREN in recognition of efforts linking NREN within Lebanon; new e-learning programs have been developed; team performance and morale have improved (the number of employees has declined from 105 to 89 but performance has increased); and many of the security issues have been addressed. In response to a question as to whether emails are being monitored, Y. Asfour responded that IT is not looking at data including emails but does keep backups and system logs. Another senator complimented IT on the good job but stated that there are many processes on campus that could be automated. Y. Asfour asked senators to let him know the priorities.

Agenda items 8 and 9 were deferred to the next meeting on February 12, 2016.

The President announced, for the benefit of those who had not attended the inaugural gala dinner, that the full costs of the inauguration events were raised by the Development team and covered by the strategic partners, and were not financed out of the regular university budget.

The meeting was adjourned at 5:00 pm.

(Minutes recorded by J. DeJong, Secretary of the Senate)