Integrated Academic Strategic Plan
The Path Forward towards AUB 2030 and Beyond

Office of the Provost

November 18, 2016
Faculties/Schools
Academic Strategic Plan

Office of the Provost

November 18, 2016
Academic Retreats:

- October 2-3, 2015
- October 14-15, 2016
1. Academic Initiatives

- **School of Food and Nutrition**: In alignment with the University’s Strategic Health Initiative and the Health Sciences Campus
- **Centers of Excellence**: Food Security; and Health and Wellbeing
- **Joint, New and Revised Degrees**:  
  - Joint: Agribusiness jointly with OSB & Nutrition, and Dietetics jointly with FM  
  - New: Food Science and Technology (BS), Masters in Landscape Architecture, Integrative Health (MS), and Doctor of Veterinary Medicine  
  - Revised: BS Agriculture into Agricultural Engineering
- **Accreditations and Reaccreditation**:  
  - Secure reaccreditation of Nutrition and Dietetics Coordinated Program  
  - Accredit undergraduate degrees: Bachelor of Landscape Architecture, Agriculture, Agribusiness and Food Science and Technology

2. Infrastructure/Administrative Needs

- **Space and Facilities Upgrade**: FAFS’s space needs were evaluated on several occasions. All studies identified the need for more than double the current space through:
  - Rebuilding of Wing B  
  - Additional floor and refurbishment of Wing A (for optimization of available space)
- **Fundraising**: Office of Advancement to recruit a fundraising officer for FAFS who is well versed in the disciplines
- **Marketing**: Enhance visibility, boost student enrollment, improve faculty recruitment and attract funding
FAS PRIORITIES

- FAS will regain its unique position in fostering productive dialogues at the crossroads of civilization, and contribute effectively to an increasingly globalized and technologically enhanced and connected world.
- FAS will produce first-rate research and will groom intellectuals who are ethical, creative and innovative.
- The ultimate goal is to turn FAS into a world-class faculty, on par with the best liberal arts education institutions world-wide.

Develop initiatives that meet the changing aims and realities of student needs in liberal arts education in the 21st century

- Gender and Women Studies
- Performing Arts
- Arabic Language Pedagogy
- Masters of Law: AUB / USJ
- Heritage Preservation and Religious Tolerance

Expand learning beyond the classroom
- Emphasize commitment to sustainability and civic responsibility and community engagement
- Integrate leadership and civic engagement into the educational curricula offered at FAS.
Human well-being as FEA’s core concern

- Greater incorporation of the humanities, social sciences, ecological approaches, and writing in the curricula
- Dual degree honors program

Leaders and Citizens in Engineering and Architecture
- New emphasis on communication, science, technology & society, stronger influence of the humanities
- Greater incorporation of the humanities, social sciences, ecological approaches, and writing in the disciplines for all FEA students
- For a smaller group, a dual degree honors program in engineering and humanities

Entrepreneurs and Innovators Initiative
- Making jobs rather than seeking them; immersion in the maker/hacker spirit; competency in business plans, startup mechanisms
- Establish a design/build/innovate/startup minor or track for undergraduate and graduate students
- Support a culture of creativity in FEA
- Designate and equip a 24-hour FEA makerspace for students/staff/faculty projects

Freeing the Design Disciplines: Establish an Autonomous School of Architecture, Design, and Planning
- Thematic endowed centers and technology hubs focusing on problems of relevance to the global South and for which being in Beirut can serve as a comparative advantage such as Center for (post) Conflict and Disaster Engineering and Architecture, Urban Laboratory, Center for Indigenous Materials, Structures, and Climate Responsive Buildings, Center for Climate Change in the Arab region

Other Plans: Engineering & Sciences Library
FHS PRIORITIES

1. Transforming FHS into an Accredited School
   - Secure approval for the PhD in Epidemiology (AY 2016-17) and a second PhD program (AY 2017-18)
   - Need space (Van Dyke Hall?)

Van Dyck Hall becomes the expanded home for FHS (future School of Public Health & Health Professions)

2. Adopting Transformative Education by
   - Initiating new UG and GR academic programs
     - Biostatistics (MS); Health Communications (BA)
   - Securing accreditation for all UG programs
   - Linking FHS to a ‘community of practice’ site where research, practice, policy and education interact to promote community health
     - Offering community-based/service-learning courses
   - Establishing an innovative Global Master’s in Health and Sustainable Development jointly with EARTH University in Costa Rica
   - Providing online and executive education

3. Building Synergy between Research, Outreach, and Practice
   - Establish endowments for scholarships and research
   - Endow the Knowledge to Policy (K2P) Center
   - Promote the K2P Center as AUB’s resource center for informing policy on health
   - Endow the Centre for Research on Population and Health (CRPH)
   - Endow the Center for Public Health Practice (CPHP)

FHS Goals are driven by its VISION...

FHS is the leading school of public health in the region serving the wellbeing of people and communities by conducting research and service that influence policy and practice and preparing competent health professionals who are agents of change in society. Through its vital regional role in knowledge production and advocacy for social justice, FHS aspires to shape the global public health discourse.
**FM PRIORITIES**

- Expansion and growth of the academic programs in FM (MD, PhD)
- Establish a Medical Education Department and create a medical evaluation unit
- Promote and increase the number of interdisciplinary and interfaculty programs across campus
- Continued targeted faculty recruitment paralleled with searches for specific Programs and Department Chair turnover
- Position FM as the training hub for researchers in the region which entails increased research resources (space, labs, recruitment, funding)
- Increase research partnerships and collaborations as well as interdisciplinary and inter-faculty research initiatives
- Academic innovation through development and expansion of research centers of excellence
- Expand on FM achievements with MSX-AUBMC Tissue Bank and the Pillar Genomics Institute
- Expand clinical services to meet the increasing patient needs and the teaching needs for medical students
- Continue to establish strategic partnerships and collaborations to support our mission and improve the quality of healthcare in Lebanon and the region
- Continue to foster relationships with NGOs supporting the health of local and regional patients in needs
HSON PRIORITIES

- To Achieve Faculty Status
  - External Review Panel
  - PhD program site visit: October 10-11, 2016
  - Faculty: 20 full-time. Increase to 30 full-time. Recruit endowed chair.

- Establish Priority Academic Programs Benchmarked against Comparable US Institutions & CCNE Accredited
  - PhD in Nursing Science
  - MSN/MBA dual degree (under discussion)
  - Offering online/hybrid/blended MSN programs: Nursing Informatics, Nursing Research, Nursing Education, and Nursing Administration
  - TS-BSN bridging program (to be studied)

- Improve Student Enrollment
  - Plans to increase to **250 UG and 85 GR students**
  - Off-site locations at **AREC and UAE** to be studied
  - Online/hybrid/blended graduate programs
  - TS-BSN program targeting selected quality feeder TS schools; to be studied

- Challenges/Needs:
  - Full scholarships & bursaries to attract qualified students
  - More space in HSON building
OSB PRIORITIES

RADICAL VALUES

Resilience
Agility
Daring
Impact
Commitment to Good
Anchored in our Community
Legacy
OFFICE OF STUDENT AFFAIRS PRIORITIES

- **Establishing a Leadership Center**
  - Prepare students to become ethical and enlightened global citizens and train students to motivate and empower others

- **Reclaiming Student Hubs**
  - West Hall (as it was intended by the founding fathers of this university)
  - Also Charles Hostler Sports Center and Mary Dodge as social space for student residents

- **Renovation of Students’ Dorms**
  - Murex and Kerr are next targets in line after Penrose

- **Sports Education Program and Development**
  - Explore option for a full-fledged degree program which can offer cross-collaboration with OSB (Sports marketing and business) FAFS (nutrition), FHS, FM as well as sports ethics courses and politics of sports (PSPA-FAS)

- **AUB as Regional Leader in Mental Health and Special Needs Support**

- **Creation of Student Rights Office**
  - There is need for formal student advocacy
  - Includes classroom and other services rights
Engaging and soliciting input and feedback from respective faculty members and from other heads of academic units
- Capitalizing on their own strengths while considering special opportunities shaped by the regional and global context and the changing world
- Connecting research, curriculum and outreach
- Reviewing existing programs to put some on the “stop doing list” as part of aligning strategic plans with University goals while initiating new programs
- Encouraging new collaborations among faculties/schools
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November 18, 2016
The Aspiration

to be a globally unique and impactful institution of liberal arts and higher education widely recognized with scholars servicing humanity and graduating ethical citizens and leaders of the world

The Approach

treats AUB as a single institution & adopts a ONE university
1. **Student Learning Experience**
   - Revisit the **core curriculum** and **General Education** requirements
   - **Transform** learning experience to be more contextual, digital, and hybrid
   - Establish **holistic** 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)
   - Initiate **new** graduate programs (MS and PhD)/schools based on regional relevance
   - Improve **student services** (advising, career, mental and physical health, housing, athletics, and others)
   - Infuse the **values** of citizenship, social responsibility, sustainability, and globalization in our student body and community

2. **Infrastructure and Academic Support**
   - Establish **new** state-of-the-art buildings, classrooms, laboratories and student learning facilities
   - Renovate and **upgrade** the **existing** infrastructure in support of research, learning, teaching and creativity (be more digital, adaptive, flexible, interactive, and others)
   - Invest in the **recruitment, mentorship and retention** of the most qualified **faculty** and **staff** and oversee and properly resource sustainable success and impact

*Monitor carefully the implementation of tenure*
3. Collaboration/Engagement/Outreach

- Connect the university **internally** by integrating and enhancing synergy (areas of excellence)
- Connect the university **externally** (strategic partnerships)
- Capitalize on our location and strengthen **community engagement**
- Improve effort and effectiveness of **outreach programs and centers**
- Improve financial, intellectual, structural, and administrative **sustainability**

4. Scholarship and Service

- Identify areas of research excellence/clusters that **focus** on our critical **contextual issues**
- Build/enhance scholarly and creative work **capabilities**
- Establish centers of research excellence and initiate and enhance **collaborative and interdisciplinary** research that leads to sustainable impact
- Establish major research **endowments** and research **grants**
- Enhance and modernize research **facilities**
- Allocate shared research **space** and hubs for interactions that enhance **innovation**
5. Enrollment Management Plan

Planned enrollment growth

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The Plan: Increase the student population (undergraduate and graduate) from 8,650 today to **12,000** in 2030

- More towards increasing **doctoral** and **graduate (master)** students in line with the University’s research-focused trajectory in the coming period
- Strategic in nature and is driven by a data-informed approach
- Promote **LEAD** initiative (a new structure for scholarship programs) for improving socio-economic and geographic diversity of the student population
- Expand the **pool** of applicants
- Improve **yield** of accepted students
- Enhance **retention** and **graduation** rates of enrolled students
**NEXT STEPS**

- Academic deans of faculties/schools will be tasked to write specific objectives, **measure-KPIs**, specify **timeline** for implementation on the short and long term.
- Resources will be allocated to support our priorities while seeking **efficiency** and generating new **revenues**.
- All of these objectives are intended to address important strategic issues that can help to transform AUB into one of the world’s premier research universities, a highly impactful institution of higher education that has a transformative impact on the citizens and societies of Lebanon and the Arab World.

*Transform AUB into one of the world’s premier research university that has a transformative impact.*