IN PURSUIT OF EXCELLENCE IN UNDERGRADUATE EDUCATION AND RESEARCH

M. Harajli
PROVOST
........ Building on AUB’s distinction, history of achievements, and unique location.

**AUB’s MISSION**
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...**

..... In alignment with the President’s vision and the themes of the Capital Campaign: to lead, innovate, and serve.
In Pursuit of Excellence in Undergraduate Education and Research

• To take AUB to the next level of prominence, regionally and internationally.

• To have greater impact on the societies and the communities of Lebanon and the region.

• To unleash the human potential currently hampered by conflict and war, uneven economic development, high rates of youth unemployment, and health and environmental threats.
Great progress has already been made to regain trust between faculty/students and administration

- Engaging faculty and students in open and transparent dialogue and continuously disseminating AUB values, goals, plans, and expectations.

- Involving faculty more actively and transparently in the shared governance of the University.

- Rebuilding a coherent and harmonious leadership team.

- Promoting a culture of respect and appreciation. (faculty/students)
Considerable effort will have to be invested by the Provost Office during the next few years to secure proper implementation of the new tenure system.

- Setting up and monitoring the implementation of new University-wide general criteria for awarding tenure and/or promotion.

- Modifying current university promotions / appointment/reappointment policies and procedures.

- Assessing carefully the eligibility of faculty members for tenure and promotion, while providing them with the best possible opportunities to succeed.
The reinstatement of tenure is expected to attract, retain, and reward high-performing researchers and drive AUB forward as a world class research institution.

(research centered as opposed to teaching centered)

- Increase external and internal research funding (URB, collaborative research stimulus, AUB-LNCSR, external funding-tenure).
- Raise donation funds (endowments) to support research and graduate education.
- Initiate new impactful graduate PhD programs.
- Assess and improve the performance of research centers/institutes (interdisciplinary research).
Deans who are visionary and capable of developing and achieving strategic goals that respond to evolving international trends and regional needs in higher education.

- Two parallel dean searches are in progress for FEA and FAFS.
- Deans of the Faculties of Medicine and Health Sciences will undergo external review in the next 6 months,
- Establish an independent School of Nursing with its own inaugural dean.

Recruit New Academic Deans
Maintain the drive for institutional excellence: **MSCHE Reaccreditation** and program accreditation/reaccreditation.

- **Restructure** the undergraduate curriculum (*citizenship, civic engagement and awareness, ethical reasoning/action, ...*)

- Evaluate the potential of structured **e-learning** at AUB.

- Improve the **physical facilities** for a more inclusive and conducive education and research environment (*immediate steps, campus master plan, enrolment strategy*).

- Improve **student services**: housing; counseling services; students with special needs; career services; and admissions, financial aid and registration practices.
At this time of profound regional crisis, the Provost Office will redouble AUB’s efforts for applying its intellectual resources to the most challenging societal problems.

- Improve geographic and socio-economic diversity of the student (and faculty) body (financial aid, scholarship programs, OIP).

- Promote the service mission of AUB (AUB4Refugees, LEAD Initiative, CCECS)

Supporting the Center for Civic Engagement and Community Service (CCECS) remains a critical strategic goal for promoting the values and the service mission of the institution.
Building on AUB’s distinction, history of achievements and unique location is key and critical.

The path forward is to make AUB the hub for knowledge production and dissemination, scholarly discoveries and innovation, with education affordable to the best and brightest students, and fulfill the tripartite mission (teaching, research and service) of the institution.

Conclusions