“We are what we repeatedly do. Excellence, then, is not an act, but a habit.”

Aristotle

Greek Philosopher

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President's Message

Focusing on excellence in all we do, BAU will be recognized world-wide as a university that draws on its past to build a future. In 2006, the University community was urged to partake in the design of the first University strategy. In March 2007, the University Council and the Supreme Council approved BAU’s strategy along with the corresponding action plan for the years 2007 - 2012, which were based on the work of many committees and task forces.

BAU defined its strategic directions in 2007, which included all sectors of the University, drawing on both its academic priorities and its mission in education and research. The plan is always perceived as an evolving one since BAU is incessantly responding to the changing needs of students and Staff members, and the changing surrounding environment.

We are now building on this foundation with a strategy for the next five years and beyond. Nevertheless, the two cardinal themes of BAU’s history, namely the strife for academic excellence in both teaching and research, and the issue of developing financial sustainability, continue to be as relevant for the coming decades as they have been in previous years.

Our future priority is to achieve excellence in teaching and learning, and to epitomize research education. Taught and mentored by staff who are leading educators in their respective fields, students’ potentials are nurtured, their abilities are developed and their skills are refined.

I believe the University strategy for the years 2013 - 2018 will enable us to determine our own future and to build upon the opportunities arising in higher education over the coming five years.

Many of the initiatives that are currently underway are expected to be pursued further. At the same time, there are significant changes taking place at BAU, which will compel us to adjust and reset some of our strategic objectives. The choices we make and the priorities we set are thus dependent on the integrated work of both academic and administrative units, and on the resources available to us.

We will continue working to encourage innovation throughout the University community and to be acknowledged for our entrepreneurship.

We are confident that the strategies outlined in this plan are vital to build upon the work of this great University. Implementing these strategies, through a reliable program of collective planning, decision-making and management is important to reinforce our academic strength and our position among international competitors in the future.

During the preparation of the current University strategy, BAU collected the opinions and comments of staff members, employees, students, graduates and stakeholders. The opinions of these parties were essential for the planning process.

I highly appreciate the active contribution, for a better future of the University, of those who actively participated in the designing and establishment of the current strategy through questionnaires, valuable discussions and through meetings of different committees.

Prof. Dr. Amr Galal El Adawi
President of Beirut Arab University
**FINALIZATION**
- Think Tank Meeting (6 / 9 / 2013)
- Strategy Revision
- President, Staff and Students Strategy Meeting (12 / 9 / 2013)
- Strategy Committee Final Version (1 / 11 / 2013)
- University Council Approval (19 / 12 / 2013)

**PREPARATION**
- Survey (Students, Academic and Non-Academic Staff)
- SWOT Analysis
- Strategy Committee First Meeting (17 / 1 / 2013)
- Reviewing the Previous Strategy Achievements
- Planning Assumptions

**DEVELOPMENT**
- Second SWOT Analysis
- Accomplishing Integrated Planning
- Developing Objectives and Actions
- Strategy Committee Draft (2 / 8 / 2013)

**PLANNING**
- Finalizing the Assumptions
- Stating the Directions and Goals
- Identifying Strategic Areas
- Faculty and Departmental Discussions (12 / 4 / 2013)
Introduction

With the end of the five-year period for the 2007 - 2012 strategy, the University reviewed the achievements of its strategy. These can be summarized in the following pages.

In 2007, BAU prepared its first five-year strategic plan. The plan was the result of a careful analysis of the BAU operating environment, as well as much thought and extensive discussions with academic staff, students, graduates and other stakeholders throughout the University and Lebanon. A SWOT analysis was carried out in different areas and subareas, mainly (students, academic programs and curricula, academic and nonacademic staff, research and graduate programs, partnerships and cooperation, services and facilities). Progress was monitored annually through the University Strategy Committee, and adjustments were made where appropriate. The main objectives and the corresponding achievements by the end of 2012 are summarized in the last pages (Appendix).

BAU is, thus, taking active steps towards setting up the new five-year University Strategy for 2013 - 2018. Towards this end, the President of BAU issued a decree to set up the BAU Strategy Committee, which is entrusted to draft, revise and finalize the strategy. To enable the BAU Strategy Committee to accomplish the precise and objective formulation of the strategy, the President has undertaken adequate measures towards the fulfillment of this aim. These can be summarized in addressing the various faculties and administrations at the University to elicit their views on the different strategy themes as specified by the Committee. Then a SWOT analysis was done covering the following areas: (Teaching and Learning, Research and Graduate Programs, Management, Services and Networks).

Based upon the suggestions of the Faculty Councils, which include undergraduate and postgraduate student representatives, as well as the various administrative departments and centers, the President held an extended “Think Tank” meeting that included the Vice-Presidents, the Head of Bir and Ihsan, BAU Secretary General, Deans, Assistant Deans, and the Directors of Administrative Departments and Centers. At the meeting the suggestions were presented and elaborately discussed. The BAU Strategy Committee adopted the various suggestions presented at this meeting, with special focus on innovative and creative suggestions. The President then held an expanded meeting that included the academic staff, non-academic staff and students. The meeting also included stakeholder representatives. The BAU Strategy was presented by the President and representatives of the BAU Strategy Committee. The discussions that followed were fruitful and conducive to further development of the strategy.

The BAU Strategy Committee members observed all comments and discussions while finalizing the action plan for the strategy.
Background

BAU is an institution for higher education committed, since its foundation in 1960, to promote quality education. It offers 35 undergraduate programs and 131 postgraduate programs across a broad range of fields providing a rich and rewarding educational environment to around 10,000 undergraduate students and 1700 postgraduate students from Lebanon and other countries. The University also aims to ensure active interaction with the Lebanese society.

BAU has a relatively long history and a substantial presence in the Middle East, celebrating in 2010 its Golden Jubilee. Many Arab students have been benefiting from our education and activities. Our strategy is to ensure that this engagement is positive and beneficial and will consequently enhance the quality of life in the region. Our location in the center of the capital Beirut, a world heritage site, is one of the defining characteristics of our University. BAU will continue to contribute to the quality of the environment through a sensitive approach to developing our region.

In October 1960, BAU commenced teaching in two of its earliest faculties, the Faculty of Arts and the Faculty of Law. A year later the Faculty of Business was launched. In 1962, the University opened the Faculty of Architectural Engineering. Over the years to follow BAU evolved, expanded and added new faculties.

Thirteen years later, the Faculty of Engineering was added, and one year later, in 1976, the Faculty of Science was established. In 1986, the University launched the Faculty of Pharmaceutical Sciences. Nine years later, in 1995, both the Faculties of Medicine and Dentistry were added. In 2005, the Faculty of Nursing became the tenth Faculty at BAU. Furthermore, to meet the rising needs for professionals specialized in health, the Faculty of Nursing was transformed to become the Faculty of Health Sciences in 2007 including the majors of Nursing, Medical Lab, Physical Therapy and Nutrition. In 2013, the Faculty of Engineering introduced a new program in Petroleum Engineering, and in the same year the Faculty of Architecture achieved validation from the Royal Institute of British Architecture (RIBA). Moreover, the Computer Science Program at the Faculty of Science and the Communications & Electronics Engineering Program at the Faculty of Engineering, were accredited by the Accreditation Board for Engineering and Technology (ABET). Most of BAU’s Faculties have already contacted international accrediting bodies for their program accreditation. Moreover, BAU is currently in the process of preparing for institutional accreditation. BAU started with one main campus in Beirut, then in 2006, a new campus in Debbish was established. Currently this campus encompasses the Faculties of Architectural Engineering, Engineering and Science. In 2010, a new BAU branch was established in Tripoli, which includes five Faculties: Commerce & Business Administration, Architectural Engineering, Engineering, Science, and Health Sciences. Recently an Environmental Research Center and an Alumni Club were founded in the new fourth campus in the Bekaa region.

Through a wide range of areas such as teaching and learning, aspiration - raising, sports, culture, volunteer and community work and science outreach, as well as careful management and the enhancement of our buildings, facilities, cultural assets and events, BAU will continue to offer greater opportunities for both education and infotainment.
Vision & Mission

Vision
To be among the top universities in the region, with a global perspective that generates multi-cultural leaders equipped with competence and insightfulness, for the development and progress of their society.

Mission
BAU has been committed, since its establishment in 1960, to offer outstanding educational programs and to provide an embracing environment for academic creativity and the development of leadership skills, instilling the concept of social responsibility, while respecting diversity and multicultural understanding. The University promotes a stimulating academic atmosphere for its academic staff to ensure excellence in research and the dissemination of its outcomes to address community needs, both nationally and internationally. BAU relies on the contribution of the University expertise in the sustainable development of the local community, while being engaged with its alumni. BAU believes in its highly efficient leadership, well-structured governance system and greatly motivated academic staff.
BAU Strategic Objectives

- To achieve excellence in our governance system.
- To provide high-quality education and training.
- To offer a supportive environment for academic staff.
- To contribute significantly to the advancement of research.
- To enhance academic and student services.
- To enrich university life for all students.
- To stimulate public engagement.
- To instill in graduates the competencies that satisfy job-market needs.
- To strengthen academic cooperation and relations at national and international levels.
- To diversify financial resources.

BAU Core Values

Integrity: To adhere to honesty, moral principles, truthfulness and fairness in all we do.
Excellence: To strive, as a single purposeful organization, for optimal performance in everything we do.
Diversity: To promote tolerance of differences and respect for the other.
Accountability: To be committed to maintaining the loyalty and good-will of our community.
Respect: To treat each other with civility and dignity.
Social Responsibility: To contribute to the society’s intellectual, cultural, spiritual and economic progress.
Creativity: To enhance critical thinking and innovativeness for personal skills development.
In preparing the current strategy, BAU considered the progress and extent of success achieved in the previous strategy 2007 - 2012. We are building on the foundations of the previous strategy and taking into consideration that some issues need more actions. The current strategy comprises ten key thematic areas identified in response to the challenging circumstances facing BAU and the significant internal and/or external changes. Careful analysis of the existing situation led to the orientation of our thinking and findings towards building up the current strategy on the following clear and sophisticated strategic areas:

**Strategic Areas**

**Strategy One**: Restructuring the Governance System

**Strategy Two**: Achieving Excellence in Education

**Strategy Three**: Promoting Academic Staff Excellence

**Strategy Four**: Supporting Research Excellence

**Strategy Five**: Improving Academic and Student Services

**Strategy Six**: Providing a Rich University Life for all Students

**Strategy Seven**: Deepening Public Engagement

**Strategy Eight**: Strengthening Alumni and Friends Network

**Strategy Nine**: Enhancing International Relations

**Strategy Ten**: Diversifying Financial Resources
Great minds discuss ideas; average minds discuss events; small minds discuss people

Eleanor Roosevelt
Former First Lady of the United States
Effective governance and management arrangements are vital for the University to achieve its strategic objectives. BAU adopts crucial governance features, such as inspiring and persistent leaders, a strong strategic vision of institutional direction, a philosophy of success and excellence, and a culture of constant reflection, organizational learning and change.

**S1 - 1. OBJECTIVE**
To enhance the effectiveness of the University’s governance system.

**ACTIONS**
- Revising the University hierarchy.
- Reconstructing the University Supreme Council.
- Giving more flexibility to BAU administration concerning the budget resources and in setting norms of compensation to respond to changing market conditions.
- Lengthening the duration of contracts for expatriate academic staff according to performance.
- Preparing clear job descriptions and identifying the responsibilities of the academic and non-academic staff.
- Ensuring that responsibilities and authorities are closely aligned within the governance and management structure.
- Establishing a proper constitution of committees and working groups to achieve the desired objectives.
- Ensuring that BAU council and committee members are informed of the University decisions.
- Introducing new posts and units to improve the quality of performance.
- Monitoring and reviewing, continuously, the University policies and procedures of the governance system.
- Strengthening the internal auditing of the University.
- Seeking external evaluation for the University governance system.

**S1 - 2. OBJECTIVE**
To improve decision-making and accountability.

**ACTIONS**
- Selecting effective educational and administrative leaders.
- Applying effective decision-making procedures.
- Supporting and strengthening informed, collaborative and transparent decision-making.
- Providing a suitable margin for decision-making and autonomy for the University departments and units.
- Enhancing accountability, consistent with the values of the University.
- Following the appropriate implementation of decisions.
- Reviewing and evaluating previously taken decisions.

The University Council | Academic Year 2013 - 2014
S1 - 3. OBJECTIVE
To promote interaction between BAU and its community.

ACTIONS
- Disseminating a broader understanding of the University’s system of governance and management in the University community.
- Involving academic and non-academic staff, as well as students, in councils and committees through properly established criteria.
- Establishing a University Advisory Board (UAB) that includes professionals, businessmen and alumni interested in university development.

S1 - 4. OBJECTIVE
To improve the performance of the academic and non-academic staff.

ACTIONS
- Establishing procedures for releasing redundant or poorly performing academic and non-academic staff.
- Offering opportunities for the professional development of academic and non-academic staff through courses, training programs, and conference attendance.
- Raising the awareness of both academic and non-academic staff of their exact job description.
- Considering compensation for both academic and non-academic staff, linked to performance through a program of regular performance evaluations.
“Education is the most powerful weapon which you can use to change the world.”

Nelson Mandela
Former President of South Africa

Strategy Two
Achieving Excellence in Education

Strategic Areas
- Strategy One: Restructuring the Governance System
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To provide students and academic staff with a creativity-stimulating learning environment that enhances optimal academic productivity, BAU seeks to meet the diverse needs of students and the myriad requirements of ever-changing professional contexts.

S2 - 1. OBJECTIVE
To support faculties to achieve international accreditation.

ACTIONS
- Providing clear articulation and development of the teaching/research link.
- Deeping the awareness of the quality assurance concepts.
- Fostering the role of the BAU Quality Assurance Unit.
- Improving procedures for monitoring students’ feedback.
- Facilitating the engagement of alumni and stakeholders in education-related issues.
- Encouraging communication with international accrediting bodies.

S2 - 2. OBJECTIVE
To attract a strong, enthusiastic and diverse body of students.

ACTIONS
- Adopting new policies and procedures for undergraduate and postgraduate admission.
- Facilitating students’ mobility and cooperation.
- Increasing the number of international students.
- Facilitating the procedures for credit transfer.
- Providing scholarships for outstanding graduates.
- Maintaining the University’s participation in students’ recruitment.
- Keeping the community updated with the significant achievements that the University has made at all levels, particularly in education.

S2 - 3. OBJECTIVE
To stimulate and support a suitable and creative learning environment.

ACTIONS
- Introducing new and parallel programs.
- Improve student advising and counselling.
- Codifying and enforcing academic regulations.
- Strengthening and standardizing admission requirements.
- Conducting a fundamental review of the existing programs.
- Articulating the objectives and outcomes of the programs and curricula.
- Developing courses at the University level in all disciplines with legal and societal perspectives.

S2 - 5. OBJECTIVE
To ensure effectiveness, fairness and transparency in students’ evaluation methods.

ACTIONS
- Rewarding outstanding students for their academic achievements.
- Applying effectively the regulations outlined in the Student Assessment Guidelines.
- Training academic staff to prepare ILO-based examinations.
- Ensuring students’ rights to review their examination papers.
- Establishing a transparent policy for the evaluation of examinations before conducting them.

S2 - 6. OBJECTIVE
To fulfill the needs of the job market with highly competitive graduates.

ACTIONS
- Identifying the market needs and the graduate profile of each domain.
- Shaping graduates who are attractive to major employers, and equipped with a strong academic background.
- Facilitating the marketing of newly introduced programs.
- Considering work-related learning and research-teaching linkages in the academic programs.
- Introducing untraditional programs.
- Establishing a Faculty of Design and Fine Arts.
“Don't use your students to build a great teaching career, use your teaching career to build great students”

Todd Whitaker
Educational Consultant

Strategy Three
Promoting Academic Staff Excellence

Strategic Areas
- Strategy One: Restructuring the Governance System
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To ensure the effectiveness of the educational process and research, BAU considers recruiting, retaining and promoting highly-motivated, aspiring and inspiring academics from diverse scientific backgrounds. In addition, BAU actively contributes to the capability-building of academic staff as educators and researchers.

**S3 - 1. OBJECTIVE**

To offer a stimulating atmosphere for academic staff.

**ACTIONS**
- Establishing an “Academic Staff Services Office”.
- Maintaining and developing the University teaching facilities.
- Maintaining and developing the University research facilities.
- Improving the University IT facilities.
- Developing activities that link academic staff within and across departments.
- Establishing a gymnasium in Beirut Campus.

**S3 - 2. OBJECTIVE**

To retain highly qualified academic staff from different scientific backgrounds.

**ACTIONS**
- Upgrading criteria to recruit and retain high quality academic staff.
- Rewarding academic staff excellence in teaching and research.
- Maintaining appropriate mechanisms to retain valued academic staff.
S3 - 3. OBJECTIVE
To enhance academic staff performance and productivity in education and research.

ACTIONS
- Encouraging academic staff to adopt creative teaching methodologies.
- Enhancing the capabilities and skills of academic staff in different academic and administrative issues.
- Maintaining an adequate academic staff / student ratio.
- Maintaining an adequate full-time / part-time academic staff ratio.
- Reforming and improving the academic staff evaluation criteria.
- Supplying, continuously, the academic staff with feedback about their performance.
- Following up on academic staff performance on all levels.
- Transmitting to academic staff the best pedagogical practices found within the University and at universities elsewhere.

S3 - 4. OBJECTIVE
To stimulate the community involvement of the academic staff.

ACTIONS
- Establishing an effective mechanism to identify community needs.
- Facilitating the interaction of academic staff with community sectors.
- Raising community awareness of BAU facilities and services.
- Strengthening the relation between the academic staff and the professional orders.
“Research is to see what everybody else has seen, and to think what nobody else has thought.”

Albert Szent-Györgyi
Hungarian Physiologist

Strategy Four
Supporting Research Excellence

Strategic Areas
Strategy One: Restructuring the Governance System
Strategy Two: Achieving Excellence in Education
Strategy Three: Promoting Academic Staff Excellence
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Strategy Ten: Diversifying Financial Resources
Focusing on the development of research and ensuring its quality and innovativeness, BAU promotes up-to-date trends and approaches that address the needs of the community and respond to global developments and arising issues.

S4 - 1. OBJECTIVE
To promote the conduction of high quality research.

ACTIONS
- Supporting the existing core strengths in University research domains.
- Maintaining research strengths across the disciplinary range.
- Encouraging interdisciplinary research between faculties.
- Establishing a University-wide research fund to allow strategic investment in identified areas of research.
- Ensuring the application of ethical standards during the conduction of scientific research.
- Improving institutional administration services for research grants.
- Improving the available and shared research facilities.
- Maintaining cost-effectively strengthening ways to upgrade the core infrastructures for research, scholarship, and creativity.
- Improving the faculty research plans.
- Allotting academic staff more time for research.
- Ensuring the protection of the intellectual property of researchers.
- Establishing the Institutional Review Board (IRB).

S4 - 2. OBJECTIVE
To enhance research activities nationally and internationally.

ACTIONS
- Establishing a “Research Center”.
- Supporting individual and collaborative research work.
- Exploiting the available university networks to support and internationalize BAU research.
- Developing postgraduate curricula to cope with recent trends in each specialty.
- Encouraging further interdisciplinary research initiatives.
- Supporting international research and collaboration.
- Supporting publication in high-index journals.
- Rewarding excellence in research.
- Organizing conferences and workshops.
- Organizing training courses in different search techniques.
- Establishing a “Central Lab” for Medical Faculties.

Interprofessional Education Workshop 2 - 5 - 2013 | Beirut Campus
S4 - 1. OBJECTIVE
To advance innovation in research.

ACTIONS
- Carrying out research to meet the needs of the community and produce global benefits.
- Ensuring that University research activities are exploited and disseminated for the benefit of society and the economy.
- Supporting community-based research production.
- Promoting excellence in specific research areas characteristic of BAU.
- Strengthening the link with different international research institutions.
- Seeking new ideas for innovation in community-based research.
- Establishing a "Tissue Cultural Research Lab" for Medical Faculties.
A leader is one who knows the way, goes the way, and shows the way

John C. Maxwell

American Author

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To maintain and develop academic and student services, BAU is keen on accommodating new modes of teaching and learning, as well as more advanced technology. The University has both introduced new classrooms and laboratories, and renovated existing facilities. Further, the IT infrastructure is flexible enough to meet the needs of different academic and administrative end-users.

**S5 - 1. OBJECTIVE**
To maintain campus facilities and services.

**ACTIONS**
- Providing additional laboratories and upgrading the existing equipment.
- Offering more space for staff offices to accommodate all staff members.
- Enhancing canteen facilities for students and staff.
- Improving supportive services for students.
- Establishing common lounges, with facilities, for students.
- Securing facilities for students with physical disabilities.
- Directing the awareness of students towards the University services and methods for maintaining them.
- Seeking funds to establish a University hospital at BAU.

**S5 - 2. OBJECTIVE**
To provide outstanding services to library users.

**ACTIONS**
- Ensuring management structure of the library.
- Facilitating access to libraries by increasing the number of opening hours.
- Providing free access to journal websites.
- Upgrading the already existing infrastructure.
- Providing the libraries with updated books, periodicals and references.
- Subscribing to more online data bases.
- Improving the professional and personal skills of the library staff.
S5 - 3. OBJECTIVE
To enhance teaching and learning in an electronic environment.

ACTIONS
- Providing the required software packages related to different fields offered by the University.
- Enhancing internet services and providing Broad Band Internet for academic staff and students.
- Creating an attractive web environment.
- Improving iConnect services.
- Introducing blended learning (face-to-face-online).
- Improving electronic teaching and learning.

S5 - 4. OBJECTIVE
To effectively coordinate the management services.

ACTIONS
- Fostering coordination between the Student Affairs Division and the Faculties.
- Training the supportive staff in academic and students’ services to meet the needs of the whole University.
- Allocating disability officers and ongoing training for academic and non-academic staff.
- Reviewing and developing the University’s provision of services for student health, wellbeing and welfare.
- Evaluating continuously the students’ satisfaction with the services offered by BAU.
- Establishing a psycho-social office.

Dental Clinics | Beirut Campus
A University should be a place of light, of liberty, and of learning

Benjamin Disraeli
Former Prime Minister of England

Strategy Six
Providing a Rich University Life for all Students

Strategic Areas
Strategy One: Restructuring the Governance System
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Creating fabulous student experiences means providing inspirational learning experiences inside and outside the classroom. BAU offers remarkable services and support to satisfy our students’ needs. Creating great experiences also means appreciating the achievements of our students, alumni, academic and non-academic staff, and creating an environment that makes our students proud to have chosen BAU. The University encourages leadership development through practical experience.

**S6 – 1. OBJECTIVE**
To enable students to enjoy a full university experience.

**ACTIONS**
- Allocating time for student engagement in different activities (such as sports, cultural activities, off campus games and leagues, donation campaigns, etc...).
- Maintaining the health status and well-being of students including disabled students.
- Providing services that enhance the student experience.
- Embracing students’ talents and encouraging them to practice their hobbies.
- Organizing national and international youth festivals and events.
- Enhancing the physical quotient and the physical abilities of students.
- Providing opportunities for students to participate in international events and debates.
- Stimulating the participation of students in extracurricular activities.
- Promoting student clubs/activities.

**S6 – 2. OBJECTIVE**
To support the community building efforts of student leaders.

**ACTIONS**
- Organizing different social and cultural activities.
- Fostering student participation in the community’s social issues.
- Developing relationships between University students and community sectors.
- Deepening the concepts of fairness and equality, effective citizenship and student leadership.
- Training students in social responsibilities.
S6 - 3. OBJECTIVE
To establish a mechanism for coordinating cultural and volunteer activities.

ACTIONS
- Stimulating the involvement of students in cultural activities.
- Upgrading students’ cultural capabilities.
- Urging students to participate in cultural tournaments and debates, nationally and internationally.
- Promoting the awareness of volunteer work and its impact on the community.
- Designing a plan for volunteer activities in the community.
- Assigning a volunteer committee and coordinator.
- Training students in volunteer activities.
- Establishing a volunteer database.
- Encouraging the academic and non-academic staff to participate in volunteer work in collaboration with students.

S6 - 4. OBJECTIVE
To promote excellence in sports activities.

ACTIONS
- Continuing to enhance relationships with the University community.
- Improving existing partnerships with national, regional and international sports organizations.
- Hosting and organizing national, regional and international sports events at BAU.
- Increasing levels of participation in sports and physical activities (students, academic and non-academic staff).
- Offering a wide range of sports activities.
- Improving the management of sports clubs.
- Providing high quality sports facilities.
- Facilitating the participation of students with special needs.
Education is for improving the lives of others and for leaving your community and world better than you found it

Marian Wright Edelman
American Activist

Strategy Seven
Deepening Public Engagement

Strategic Areas
- Strategy One: Restructuring the Governance System
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Public engagement reflects the magnitude of staff-member interaction with local and global communities. BAU seeks to be a good neighbor, to engage with the communities in which we work and to collaborate with them for reciprocated benefit. Our engagement with the civil society is essential to certify that our academic and professional activities have indisputable economic, social and cultural benefits.

**S7 - 1. OBJECTIVE**
To establish a new Continuing Education Center (CEC).

**ACTIONS**
- Offering qualifying programs that address job-market requirements.
- Providing online programs to trainees who cannot attend regular classes.
- Ensuring a motivating academic environment that facilitates teaching and learning.
- Making use of the expertise at the University to guarantee good continuing learning.
- Expanding existing projects and creating new ones to increase revenues.
- Recruit and retain well-trained and highly qualified staff-members.
- Conducting market analyses and surveys.
- Establishing partnerships with local, regional and international professional organizations and institutions to provide relevant and job-market oriented programs.
- Publishing a monthly newsletter to be distributed to the stakeholders.

**S7 - 2. OBJECTIVE**
To promote stronger collaboration and partnerships between the University and the community.

**ACTIONS**
- Strengthening the link between stakeholders and BAU.
- Proposing joint training programs between the University/Faculties and the industry to exchange and share mutual experience.
- Reflecting BAU contribution nationally and regionally among stakeholders and government sectors.
- Strengthening the link between professional organizations and the University for the benefit of the community.
- Developing relationships with key local and regional bodies.
- Supporting BAU activities based on students’ volunteer participation.
- Sharing and sustaining mutual experience with community organizations.
- Disseminating information and publications to the society, as well as various institutions and organizations.
S7 – 3. OBJECTIVE
To ensure that BAU research outcomes are beneficial for the society and the economy.

ACTIONS
- Assessing community needs.
- Directing public engagement to on-campus research and educational strengths.
- Providing skilled graduates to meet the needs of an evolving economy.
- Orienting the University’s campus research outcomes toward the benefit of society and social economy.
- Supporting research related to the industry.
“Individually, we are one drop. Together, we are an ocean”

Ryunosuke Satoro

Japanese Poet

Strategy Eight

Strengthening Alumni and Friends Network

Strategic Areas

Strategy One: Restructuring the Governance System
Strategy Two: Achieving Excellence in Education
Strategy Three: Promoting Academic Staff Excellence
Strategy Four: Supporting Research Excellence
Strategy Five: Improving Academic and Student Services
Strategy Six: Providing a Rich University Life for all Students
Strategy Seven: Deepening Public Engagement
Strategy Eight: Strengthening Alumni and Friends Network
Strategy Nine: Enhancing International Relations
Strategy Ten: Diversifying Financial Resources
Al-Moltaqa: A glass building which fuses with the green field & reflects the gathering space between BAU family & its community | Beirut Campus.
To improve the well-being for current and future generations in Lebanon, BAU will be proactive in collaborating with its alumni and friends. The University is committed to building a strong relationship with alumni and friends based on mutual cooperation, benefit and confidence that should be cherished and maintained.

**S8 - 1. OBJECTIVE**
To deepen and maintain reciprocal life-long relationships with our alumni community.

**ACTIONS**
- Fostering the Alumni Association branches outside Lebanon.
- Updating the alumni databases.
- Promoting the participation of alumni in different University activities.
- Organizing social events for alumni and encouraging them to participate in various University events.
- Organizing an honouring day for alumni.
- Upgrading BAU periodic newsletters to include alumni news.

**S8 - 2. OBJECTIVE**
To promote the role of alumni and friends in the University.

**ACTIONS**
- Communicating with existing associations to support the University and its continuous development.
- Ensuring the alignment of our international and alumni strategies to galvanize a growing worldwide network of supporters.
- Organizing lectures delivered by prominent and notable alumni.
- Emphasizing the participation of Alumni in different University/Faculty committees.
- Highlighting distinguished alumni.
S8 - 3. OBJECTIVE
To reinforce the impact of alumni and friends in career guidance.

ACTIONS
- Improving the services offered by the “Alumni Affairs and Career Office”.
- Reviewing policies and procedures to measure the impact of stakeholders and alumni in career guidance.
- Supporting graduates to form lobbies such as alumni associations or communities in Lebanon and abroad.
- Supporting graduates morally, culturally and socially to develop their potentials.
- Identifying the labor market needs and pursuing opportunities and jobs available inside and outside Lebanon.
- Relaying job vacancies to students on daily basis.
- Encouraging alumni to provide internship and training to students.
- Promoting continuous education programs for graduates.
- Stimulating graduates’ cooperation to find suitable jobs for new graduates.
- Promoting the annual job fair.
- Providing students with the necessary skills and knowledge to help them succeed in their future career.
“Such highly qualitative leadership is demanded especially in the realm of the fostering of right international relations. Here the demand is simply irresistible.”

John Raleigh Mott
American Leader

Strategy Nine
Enhancing International Relations

Strategic Areas
- Strategy One: Restructuring the Governance System
- Strategy Two: Achieving Excellence in Education
- Strategy Three: Promoting Academic Staff Excellence
- Strategy Four: Supporting Research Excellence
- Strategy Five: Improving Academic and Student Services
- Strategy Six: Providing a Rich University Life for all Students
- Strategy Seven: Deepening Public Engagement
- Strategy Eight: Strengthening Alumni and Friends Network
- Strategy Nine: Enhancing International Relations
- Strategy Ten: Diversifying Financial Resources
Celebrating Accreditation from the Royal Institute of British Architects (RIBA) 22 - 4 - 2013
To achieve an elite position at the international level, BAU will encourage further development of international cooperation relating to education and research, as well as the exchange of students, researchers and research results with other international institutions. The University will promote an international perspective throughout the University community.

S9 - 1. OBJECTIVE
To strengthen academic cooperation with international higher education institutions.

ACTIONS
- Promoting and supporting international collaborative agreements.
- Developing and constructing effective regional and international relationships between the University and other peer institutions and international groups.
- Supporting participation in international projects.
- Organizing international conferences and scientific events.
- Evaluating international project outcomes.
- Setting up criteria for choosing our partners.

S9 - 2. OBJECTIVE
To promote an internationalization culture at BAU.

ACTIONS
- Disseminating knowledge and skills necessary for carrying out international activities.
- Stimulating students to participate in international activities and events.
- Establishing training programs for the acquisition of knowledge and skills.
- Announcing international activities and events to students.

S9 - 3. OBJECTIVE
To make BAU visible at the international level.

ACTIONS
- Providing easily accessible information about BAU’s international activities and opportunities.
- Maintaining national and international communication with BAU alumni.
- Developing a wider marketing campaign to improve recruitment internationally.
S9 - 4. OBJECTIVE
To facilitate the mobility of international staff and students.

ACTIONS
- Facilitating international student mobility.
- Supporting the exchange of international staff.
- Facilitating the procedures for credit transfer.

S9 - 5. OBJECTIVE
To support international multidisciplinary research.

ACTIONS
- Securing the resources for international multidisciplinary research partnerships.
- Enhancing research funding from international organizations.
- Seeking international grants and funding providers.
- Establishing appropriate internal funds in research that result in increasing levels of externally sponsored research.
- Organizing days to inform academic and non-academic staff, as well as students, of grants and funding providers.
- Allocating personnel to assist in accomplishing the paperwork required for the grants.
“To make one good action succeed another, is the perfection of goodness”

Ali Ibn Abi Talib

Caliph

Strategy Ten

Diversifying Financial Resources

Strategic Areas

Strategy One: Restructuring the Governance System
Strategy Two: Achieving Excellence in Education
Strategy Three: Promoting Academic Staff Excellence
Strategy Four: Supporting Research Excellence
Strategy Five: Improving Academic and Student Services
Strategy Six: Providing a Rich University Life for all Students
Strategy Seven: Deepening Public Engagement
Strategy Eight: Strengthening Alumni and Friends Network
Strategy Nine: Enhancing International Relations
Strategy Ten: Diversifying Financial Resources
The efficient and effective management of financial resources is a critical element for BAU to achieve its mission. Clear areas of responsibility and well-defined lines of authority and accountability are determined. BAU, further, seeks to apply effective mechanisms to improve its financial sustainability. This can be achieved through income-generating processes, improving efficiency in planning and resolving risks and challenges.

S10 - 1. OBJECTIVE
To sustain appropriate financial resources for effective performance.

ACTIONS
- Revising our financial resources.
- Ensuring that the budget reflects BAU mission and objectives.
- Applying cost-effective investments in support systems and infrastructures that meet mission-based needs.
- Continuing to assign special funds for upgrading the University facilities and infrastructure.
- Designing an effective financial plan.
- Ensuring that the University’s financial performance and internal measures are supervised periodically.
- Applying effective internal measures, ample transparency, and appropriate “checks and balances” to prevent excessive financial commitments and overspending.

S10 - 2. OBJECTIVE
To introduce innovative means for financial resources.

ACTIONS
- Setting up a plan for financial needs.
- Introducing new investment projects.
- Enhancing links with the private sectors.
- Setting up a philanthropic plan to get the required funding.
- Stimulating the participation of distinguishable figures in society, who have multiple relations with the different sectors in the community, to financially support the University.
- Enhancing research funding from national and international organizations.
- Encouraging participation in international projects.
- Enhancing and maintaining existing fundraising activities in BAU.

Prime Minister Mr. Tammam Salam Visit to BAU | Debbieh Campus
S10 - 3. OBJECTIVE
To explore a wide range of fund-raising modalities.

ACTIONS
- Establishing a fund-raising committee.
- Adopting new approaches to fund-raising.
- Specifying the fundraising goals and projects.
- Setting up institutional requirement policies for fund-raising activities.
- Continuing to build up BAU’s fund raising capabilities.
- Seeking national and international funds.
- Developing strategic thinking of the fund-raising concept, from donation to long-term investment.
- Enhancing existing continuous education programs in partnership with professional organizations to offer income-generating activities.
- Developing an event calendar, that shows all deadlines.
- Organizing alumni events.

The University Board Visit to BAU | Bekaa Campus
Appendix

SUMMARY OF BAU STRATEGIC ACHIEVEMENTS 2007 – 2012

BAU developed its five-year strategic plan in 2007. The plan identified different focus areas and a corresponding action plan. The plan was developed with a wide participation of all BAU constituencies. The following tables summarize the objectives and the achievements reached, by the end of 2012, for each focus area.

I. Teaching and Learning Area 1: Students & Student Infrastructure

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apply strict admission policies and attract qualified students</td>
<td>- Development of a wider marketing campaign at the university level</td>
</tr>
<tr>
<td>Retain currently enrolled students</td>
<td>- The rules governing the entrance exam are continuously revised and the entrance exam is prepared annually</td>
</tr>
<tr>
<td>Establish extracurricular activities</td>
<td>- Introduction of training/internships programs</td>
</tr>
<tr>
<td>Improve communication skills</td>
<td>- Improving the quality and quantity of sport clubs</td>
</tr>
<tr>
<td>Enhance academic advising and guidance</td>
<td>- Offering more intensive English language courses according to the English placement exam</td>
</tr>
<tr>
<td>Improve Financial aid criteria</td>
<td>- Offering special scholarships to top-ranking students</td>
</tr>
</tbody>
</table>

I. Teaching and Learning Area 2: Programs and Curricula

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish Quality Assurance Units</td>
<td>- Establishing a Central Quality Assurance Center at BAU</td>
</tr>
<tr>
<td>Seek accreditation for all programs</td>
<td>- Applying for international accreditation from international agencies</td>
</tr>
<tr>
<td>Set educational objectives</td>
<td>- Validation of the Architectural Engineering program by RIBA</td>
</tr>
<tr>
<td>Establish the range of programs</td>
<td>- Offering broader elective courses</td>
</tr>
<tr>
<td>Ascertain the recognition of the programs nationally and internationally</td>
<td>- Introducing multidisciplinary programs</td>
</tr>
<tr>
<td>Widen the range of programs</td>
<td>- Introducing the required credits for all programs to meet the national degree-granting regulations and requirements</td>
</tr>
<tr>
<td>Improve program evaluation criteria</td>
<td>- Introducing an internship course</td>
</tr>
<tr>
<td>Improve the assessment process</td>
<td>- An assessment policy is adopted at the University level</td>
</tr>
<tr>
<td>Emphasize the role of stakeholders</td>
<td>- Developing BAU Guidelines for Effective Student Assessment</td>
</tr>
<tr>
<td>Enforce a student honor code</td>
<td>- Assessing the achievements of the program objectives and outcomes</td>
</tr>
<tr>
<td>Encourage involvement in community and professional activities</td>
<td>- Strict rules have been set by the University administration regarding attendance, cheating and misconduct</td>
</tr>
<tr>
<td>BAU Center of Consultation complies with community needs, and offers multi-services to the community</td>
<td>- Introducing research topics related to sustainable systems</td>
</tr>
</tbody>
</table>
## I. Teaching and Learning
### Area 3: Academic and Non-Academic Staff

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explain the rights and duties of staff members</td>
<td>- A manual on the &quot;Rights and Duties&quot; of staff members has been prepared and disseminated</td>
</tr>
<tr>
<td>Increase salaries to match competitive levels</td>
<td>- Salaries are revised and increased regularly</td>
</tr>
<tr>
<td>Set/reform evaluation criteria</td>
<td>- A new academic staff evaluation form is adopted, that assess the academic staff's teaching, research and community services</td>
</tr>
<tr>
<td>Guarantee adequate facilities and benefits</td>
<td>- Self-evaluation for academic staff is applied</td>
</tr>
<tr>
<td></td>
<td>- Online student course evaluation is adopted</td>
</tr>
<tr>
<td>Adopt diverse teaching methods</td>
<td>- Diversity in teaching methods and techniques are adopted by most of the academic staff as shown in course syllabi</td>
</tr>
<tr>
<td>Enhance IT competence</td>
<td>- The University endorsed IT systems for teaching (iConnect), posting grades and announcements</td>
</tr>
<tr>
<td>Redistribute work load</td>
<td>- The existing work load for academic staff is distributed among teaching, research, advising and other administrative activities</td>
</tr>
<tr>
<td>Maintain an adequate academic staff/student ratio</td>
<td>- The existing academic staff to student ratio is from 1/20 to 1/45</td>
</tr>
<tr>
<td>Maintain fulltime/part-time academic staff ratio</td>
<td>- Most of the academic staff are full timers</td>
</tr>
</tbody>
</table>

## II. Research and Graduate Programs
### Area 4: Research and Graduate Programs

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous evaluation of existing curricula</td>
<td>- Identification of the curricula strengths and weaknesses</td>
</tr>
<tr>
<td></td>
<td>- Research priorities are defined according to the existing strengths</td>
</tr>
<tr>
<td></td>
<td>- Establishment of Faculty research plans</td>
</tr>
<tr>
<td>Ensure dynamism and creativity</td>
<td>- Multidisciplinary and interdisciplinary graduate program studies are encouraged</td>
</tr>
<tr>
<td>Foster the academic staff position in the international research context</td>
<td>- Most academic staff continuously update their research background through participation in international conferences with full support of the University</td>
</tr>
<tr>
<td>Implement a research plan</td>
<td>- Research priorities have been developed and strongly encouraged</td>
</tr>
<tr>
<td>Provide adequate research references</td>
<td>- The libraries are annually updated</td>
</tr>
<tr>
<td>Recruit and retain the best academic staff</td>
<td>- The current distribution of workload and the new research policy permit the improvement of retaining competent academic staff</td>
</tr>
<tr>
<td>Promote relevance of research</td>
<td>- Some projects are in cooperation with industry</td>
</tr>
<tr>
<td>Encourage variety and diversity</td>
<td>- Theoretical as well as practical aspects of specialization are emphasised</td>
</tr>
<tr>
<td>Attract highly qualified postgraduate research students at national and regional levels</td>
<td>- Scholarships are offered to highly qualified students</td>
</tr>
<tr>
<td>Improve student financial aid</td>
<td>- Teaching assistants’ scholarships are offered to graduate students</td>
</tr>
<tr>
<td>Provide graduate catalogue, programs and curricula</td>
<td>- The Graduate catalogue is posted on the University website: <a href="http://www.bau.edu.lb">www.bau.edu.lb</a></td>
</tr>
<tr>
<td>Establish theses and dissertations databases</td>
<td>- The dissertations data base is available at the Faculty library and in the postgraduate office at BAU</td>
</tr>
</tbody>
</table>
### III. Partnerships and Cooperation

**Objectives**
- Emphasize awareness of the community
- Establish collaboration links
- Improve international mobility
- Reinforce participation of stakeholders

**Achievements**
- An alumni office is established to create links with employers and graduates
- A Facebook group is created
- New partnerships with higher education institutions have been established
- BAU is a partner in 11 European Tempus projects for the reform of higher education
- BAU is a partner in three European mobility projects (Erasmus Mundus)
- Promoting the rules that permit international mobility (Erasmus project, agreements with HEI)
- Advisory committees in all faculties were established in 2011
- Consulting committees of key graduates were formed for some programs
- Local community representatives participate in most steering committees of different centers and faculty councils at the University

### IV. Services and Facilities

**Objectives**
- Enhance the status of laboratories
- Keep the libraries content up to date
- Improve class room conditions
- Enhance IT infrastructure
- Provide sufficient, adequate campus facilities for students and staff
- Establish a student employment office

**Achievements**
- Laboratory equipment have been updated
- New laboratories have been introduced
- New editions of reference books and periodicals are provided
- Opening hours are extended
- Internet services and the electronic library for staff members and students are offered
- Documentation of the library assets has been improved
- Most of the lecture rooms are equipped with up to date equipment required for modern teaching
- The iConnect system is adequate
- New computer laboratories were established
- The internet bandwidth has been improved
- A sufficient number of conference rooms has been assigned
- More space is provided for offices to accommodate all academic and non-academic staff
- Other services have been improved, such as printing facilities, health care, transportation, security items, cafeterias and ATM machines
- An alumni office has been established at the University level to strengthen links between employers and graduates
Strategy Committee

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